

**CITY OF CITRUS HEIGHTS  
CITY COUNCIL  
MINUTES  
Special Meeting of Tuesday, March 16, 2021  
Virtually from the Citrus Heights City Hall  
6360 Fountain Square Drive, Citrus Heights, CA**

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**SPECIAL CITY COUNCIL MEETING CALLED TO ORDER**

The special council meeting was called to order at 7:45 a.m. by Mayor Miller.

1. Roll Call: Council Members present: Bruins, Daniels, Schaefer, Middleton, Miller  
Council Members absent: None  
Staff present: Boyd, Huber, Jones, and Van.

**PUBLIC COMMENT**

None

**CLOSED SESSION**

2. CONFERENCE WITH REAL PROPERTY NEGOTIATORS  
Pursuant to Government Code Section 54956.8  
Property: 7137 Auburn Blvd., Citrus Heights, CA (APN 211-0020-025-0000)  
Agency Negotiator: City Manager Christopher W. Boyd and City Attorney Ryan Jones  
Negotiating Parties: Woodside Homes  
Under Negotiation: Both price and terms of payment

There was no reportable action from closed session.

**ADJOURNMENT**

Mayor Miller adjourned the regular meeting at 8:05 a.m.

**SPECIAL CITY COUNCIL MEETING CALLED TO ORDER**

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

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

**PUBLIC COMMENT**

None

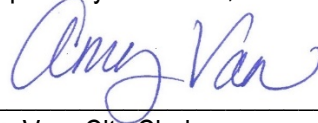
**STRATEGIC PLANNING WORKSHOP**

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 1:35 p.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Amy Van". The signature is written in a cursive style with a large, looping "V".

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Amy Van, City Clerk

CITY OF CITRUS HEIGHTS  
**STRATEGIC PLANNING WORKSHOP**

March 16, 2021 \* via Zoom

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904  
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

**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**

**Sustain and preserve public safety**

**Enhance community vibrancy and engagement**

# **STRATEGIC PLAN ELEMENTS**

Marilyn Snider, Strategic Planning Facilitator \* Snider and Associates (510) 531-2904

## **“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

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CITRUS HEIGHTS IN THE PAST YEAR**

#### **Brainstormed list of perceptions from all participants**

- Responded to COVID-19 with a multi-pronged, effective emergency response across all departments.
- Awarded new citywide landscape contract in 2020, resulting in greatly improved services and aesthetics throughout the community
- Completed the updated Pavement Management Program, which conducted a full pavement analysis of all city-maintained streets, providing real time data on conditions, treatment options, and costs estimates.
- Partnered with Sac County DOT to deliver a paving project to address large section of Madison Ave as well as Wachtel Way
- City Manager directed City's response to COVID-19 with a multi-pronged, effective emergency response across all departments.
- City Attorney negotiated easement agreements with private landowners adjacent to Arcade Cripple Creek Trail (Electric Greenway) project
- Police Chief Ron Lawrence served as president of the CA Police Chiefs Association
- Experienced, long-serving staff
- Seamlessly transitioned and continued our day to day field operations and maintenance during COVID without delay or impacts to our residents; maintained timely response
- Adopted the Old Auburn Road Complete Streets Plan and submitted grant application for ATP to design and construct the first phase
- Awarded Tree City USA for 3 consecutive years
- Expanded outdoor dining to help local restaurants
- Provided additional funding to the Citrus Heights Navigator program through the CARES Act
- Executed Purchase and Sale Agreement with Woodside Homes for development of New Sylvan
- City Attorney initiated several receivership actions in partnership with code enforcement on problem properties
- Approved Sunrise Pointe, a 46-unit 100% affordable apartment project
- Adopted the Old Auburn Road Complete Streets Plan and submitted grant application for ATP to design and construct the first phase
- City Manager participates in weekly regional City Manager COVID-19 phone calls to share knowledge and best practices regarding pandemic response.
- Updated speed limits on 5 roadway segments and certified 6 others to align with current regulations and Code
- Adopted the Carriage/Lauppe Safe Schools Corridor Plan
- Obtained funding and issued design contract for the Greenback Lane Complete Streets Projects
- Completed final design and right-of-way phase of the Mariposa Safe Routes to School Phase 4 project
- Received grant and awarded consultant contract to develop a Local Road Safety Plan
- Launched new Encroachment Permit Database to streamline process
- Completed construction of Mariposa Safe Routes to School Phase 3 project
- Finalized construction of the 2019 Residential Resurfacing Project
- Awarded design contract for the Auburn Boulevard Complete Streets Revitalization Phase 2 Project.
- Completed 65% design plans for the Electric Greenway Trail Project
- Continued to recruit new businesses, despite pandemic: Green Acres
- COVID business support: online portal, new newsletter, Love Local campaign, Zoom Q&As, synthesizing State/County orders for local businesses, joined the Sac Metro Chamber Rapid Response Team liaising with regional organizations for business support
- Sunrise Tomorrow Specific Plan Community Workshop hosted over 300 guests and generated 4.69 million social media impressions
- Sunrise Tomorrow Specific Plan process engaged owners and stakeholders at the same table in an unprecedented effort at consensus building
- Leveraged Activate Auburn Grant Program to provide design assistance and match dollars to four businesses on Auburn Blvd
- Hired Communications Officer and Created Strategic Communication Plan
- Enhanced communication foundations by increasing quality and consistency and quality of social media presence
- Created Communications Intern program with Sac State, registered City Hall as a learning site (so interns can receive school credit)
- Created Virtual State of the City Broadcast (recording at CitrusHeights.net/SOTC): promotion, content creation, production, surveys, polls
- Created Virtual 3D Open House to highlight City service lines during socially distant time, open for three weeks, with over 850 visits to service line sections.
- Launched City's Flashvote service, reaching over 740 signups and establishing a platform for consistent two-way communications with residents
- Executed first public relations plan "Best Lights in Citrus Heights," engaging staff, officials, and the community. Campaign won a CAPIO EPIC award and PRSA CCC Merit award

- Trail and Regional Park Naming Campaign in collaboration with Sunrise Recreation and Parks, Orangevale Parks and Recreation, SMUD, San Juan Unified School District, the Sayonara Center.
- Supported REACH Potluck promotion, presentation, and created Community Spirit Award for CH resident
- Public education engagement around Great Plates Program: web content, video creation (for Metro Cable), social media, and local news coverage
- Public education and promotion of City's Cooling Center including social media, article, news coverage
- Collaborated with CHPD to put on and promote Miracle on Fountain Square Drive event
- Launched Instagram, rounding out the City's presence on all relevant channels
- Deployed COVID-19 crisis communication and education including an informational mailer for residents, launched COVID-19 portal on the website, and developed City Hall is Still Here for You campaign
- Liaison with regional organizations, including County Health Department
- Implemented new online building permit process – 98% paperless
- Adopted new Processing / User Fees
- Implemented new video inspections program for Building
- Partnered with SRPD to complete Rusch Park improvements
- Construction commenced at Mitchell Farms
- Recognized as Tree City USA for third straight year
- Adopted Temporary Outdoor Program (TOP) to assist businesses during COVID
- Provided automatic extensions due to COVID for over 20 approved projects
- Stood up Great Plates Program to serve home bound seniors resulting in over \$2 million investment in local distressed restaurants keeping them afloat and staff employed
- Adopted the 2020-2024 Consolidated Plan for the CDBG program
- Awarded \$376,000 in special COVID CDBG funds, including a Supplemental Navigator Program
- Assisted developer in obtaining federal tax credits for Sunrise Pointe, a 46 unit 100% affordable project
- Transferred Sayonara Park to SRPD
- Updated Housing Element
- Approved 110-unit Fair Oaks Senior Apartments
- Internal promotions
- Strong workforce – staff quickly adapts to new situations and optimizes the use of technology and data to improve daily operations
- CHPD deployed the small Unmanned Aerial Systems (sUAS, or “drones”) on numerous missions, logging 65 flight hours, and 437 flights/missions.
- CHPD secured a STAKE grant in the amount of \$606,000 funding an anti-tobacco and anti-vaping outreach to minors.
- City Manager Promoted Leslie Blomquist, key staff member and Sacramento Business Journal's 40 Under 40 honoree, from the Principal Civil Engineer position to the City Engineer position.
- CHPD awarded \$161,000 grant from California Office of Traffic Safety for DUI checkpoints and saturations, completing 75 different checkpoints and saturations.
- Successfully developed an intake and exit process for the “Winter Sanctuary” (albeit it was suspended due to the pandemic).
- CHCC AV Equipment and Systems replacement
- Transfer of Sayonara Park to Sunrise Park District
- Interior repainting of Community Center
- Prior to the onset of COVID-19, City Manager took measures to decrease expenses, including but not limited to, saving salary costs through maintaining vacancies, negotiating cost benefit sharing with personnel, and prioritizing expenditures. This resulted in a savings of more than \$1 million from the anticipated FY 19/20 budget.
- Presented the City's first two-year, mid-cycle budget update, which is a best practice in municipal financial management.
- City Manager mentoring of staff across organization with an eye toward career development
- Provided an additional mid-cycle budget update and 10-year financial forecast in June 2020 incorporating the projected impacts of COVID-19.
- Immediately declared state of emergency with the California Office of Emergency Services (CalOES) in order to gain access to federal aid to assist with recovery efforts.
- Successfully reported COVID-19 response expenditures for the City's \$1 million CARES Act funding allocation, thereby ensuring none of the funding will be recaptured.
- Undertook a successful audit and received the GFOA Award of Excellence for our Comprehensive Annual Financial Report (CAFR).
- Immediately developed a COVID-19 remote work plan for City Hall to protect the health and safety of staff, while still providing responsive, quality services to residents and businesses.
- Drafted comprehensive COVID-19 employee policies to ensure a healthy, in-person working environment. Employee check-in procedures protect those working in city hall and have prevented infection spread.

- With an eye toward employee and resident safety, installed protective measures across city hall (e.g., protective screens, hand sanitizing stations) to combat virus spread.
- Delivered a 99% compliance rate with the City's new Rental Housing Inspection Program. Out of more than 15,000 rental properties in the City, only 7 properties are not in compliance.
- Continued the downward crime trend

## **THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES**

### **Brainstormed list from all participants**

- Lost experienced staff due to retirements and other movement
- Lack of funds to fill needed staff positions
- Lack of funds resulting in suspended programs in the police department
- Lack of funds resulting in reduced training for staff development
- Lack of replacement funding
- Staff spread too thin
- Budget and staffing reductions due to tax measure failure
- Lack of sufficient resources
- Limited funding for aging infrastructure
- Employee retirements – loss of institutional knowledge
- Lack of face-to-face communication with residents, other staff, and other members of the public
- COVID – return to work; will we ever be at “full work force” again
- Maintain/sustain motivation for staff
- Vision – reassuring staff their future at the city, the future OF the city, and opportunities for improving the community.
- Limited funding and lean staffing
- Retirement of key staff
- COVID restrictions: on businesses, organizations, meetings, events, community outreach, remote working, connecting
- Limited resources to reach non-digital, at-risk population
- No vacant land for new development (all adaptive reuse)
- Aging commercial real-estate
- No Transient Occupancy Tax
- No industrial real estate
- Limited “in person” community involvement/outreach due to COVID
- No GSD Director
- No easy solution to homeless issues/complaints from residents
- Severe budget deficit
- City staffing reductions as a result of budget shortfall, particularly in the police department, resulting in significant service delivery cuts.
- Recruitment and retention issues, particularly at PD, as a result of employees fearing salary freezes/cuts, or feeling underappreciated by some elected officials.
- City has unfunded liabilities (e.g., unpaved roadways, aging city facilities, depreciating equipment), and no funding mechanism to resolve long-term budget deficits.

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS**

### **Brainstormed list from all participants**

- Sunrise Mall Redevelopment
- New charter school started and plans are in process to build their new campus.
- City is an affordable community to purchase property
- Chamber of Commerce is getting stronger and more engaged in the business community
- Vaccine for Covid is loosening up the stronghold on business
- Businesses find CH attractive for expansion – Green Acres, Checkboard/Rolly's, etc
- Changes in state and local funding options

- New businesses opening up in the City of Citrus Heights
- Success of the COVID vaccine and treatments
- Change in administration – potential for transportation stimulus funds to come to region/City
- STA board may entertain a second “Measure A” on the 2022 ballot
- COVID recovery – potential to reinvent economic redevelopment, housing needs, mixed use, etc.
- Virtual meetings make it convenient and easy to meet, less travel time, lower costs
- Probable \$14.6 million in unrestricted federal funding to relieve COVID budget impact
- Virtual meetings make it convenient and easy to meet, less travel time, lower costs
- Remote work results in less vehicles on the roadways
- Low interest rates
- Acceleration of retail apocalypse to catalyze the need for development
- Bay Area exodus to our region (families, business, jobs)
- New families to be attracted by upcoming regional development
- New presidential administration will likely provide more federal assistance and be more friendly to California
- Strong housing demand in Sacramento area
- Increased knowledge and acceptance of remote communications/operations
- Securing additional funding for the City
- Easy access to COVID vaccinations for the community
- Staff continue to optimize the use of technology and data to improve daily operations
- Pandemic ends and local businesses open back up as normal.
- Sunrise Mall redevelopment begins to break ground, leading to a revamped Downtown for Citrus Heights.
- Sylvan Corners develops into a robust and attractive hub for new residents.
- End of the COVID pandemic will happen this year

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS**

### **Brainstormed list from all participants**

- COVID impacts are prolonged – adverse impacts to economy, work, quality of life
- New administration imposes more taxes for programs, will effect expendable income for our community.
- Market crash/recession
- State imposed housing and zoning mandates
- Covid-19 pandemic and impact on businesses/economy
- Increasing occurrence and severity of wildfires and other natural disasters
- Increasingly high construction costs
- Increased utility rates (electricity costs continue to rise, but assessment rates remain the same)
- Evolving digital landscape creates inability to protect dispel misinformation on un-owned channels
- Extent, duration, and damage to retail economy brought on by COVID
- Statewide housing crisis
- Homeless population influencing business and housing decisions
- Sky rocketing cost of construction for future development
- High construction costs – impacts public and private projects
- Another state mandated shut down due to stronger COVID strains
- Unemployment
- Social media – incorrect information spread throughout the community
- An anti-police and defund the police movement nationwide, could result in local pressures, particularly for elected officials.
- Politically divided nation.
- Social media creating narrative silos, and no one is listening to alternative points of view, causing divide.
- Potential recession.
- Forced closure of community center due to COVID pandemic
- High unemployment rates
- Utility cost increases



- Lack of funds to fix streets
- Legislation that continues to hamper law enforcement
- Lack of funds to replace needed city technology and other systems
- Sunrise Mall ownership
- Potential non-renewal of Sunrise MarketPlace
- One party system in California that provides an imbalance in our state government
- Potential backlash against the SJUSD for its delayed opening of schools
- Impact of lack of infrastructure when it comes to electric power; we want to move everything to electricity, but lack the resources to do so
- Continuing world unrest makes for economic uncertainty



## **IDENTIFY THREE-YEAR GOALS FOR 2021-2024**

**Brainstormed list of possible goals from which the Three-Year Goals were developed**

- Maintain fiscal stability
- Maintain public infrastructure and enhance alternative modes of transportation
- Diversify for a resilient economy
- Sustain and preserve public safety
- Enhance community Vibrancy and engagement.
- Maintain/enhance fiscal stability
- First time stability has been at such a high risk
- Maintain/address alternative transportation modes and infrastructure challenges
- Diversify for a changing economy
- Sustain/preserve/address public safety needs in light of budget constraints
- Just public safety, not YFS, pro-active programs, in light of budget
- Enhance community vibrancy and engagement
- Achieve fiscal stability
- Preserve and enhance public safety
- Restore infrastructure
- Achieve viable and sustainable economic development
- Maintain quality education options in CH
- Maintain public infrastructure including streets and off-street non-motorized infrastructure
- Improve neighborhood vibrancy and experience (as part, explore option to install street lights.)
- Maintain public infrastructure
- Promote alternative modes off transportation
- Maintain public safety
- Support local businesses
- Promote local business community resilience

**CITY OF CITRUS HEIGHTS    ⚙    STRATEGIC OBJECTIVES**

**March 16, 2021 – September 15, 2021**

THREE-YEAR GOAL: <b>MAINTAIN AND ENHANCE FISCAL STABILITY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 22, 2021 City Council meeting	City Manager	Present to the City Council a 2-Year City Budget in which expenses are in line with available revenues				
2. By July 1, 2021	Finance Director	Present to the City Council an updated Long Term Financial Plan (i.e. 10 year budget model)				
3. By July 1, 2021	City Manager	Present recommendations to the City Council for action for utilization of the American Rescue Plan Act (federal stimulus) funding.				
4. By July 8, 2021 City Council meeting	Operations Manager	Present to the City Council for direction options for ensuring city compliance with state organics recycling, procurement requirements, and related solid waste legislation.				
5. By Sept. 1, 2021	Finance Director	Present an analysis of the city's development impact fees to the City Council				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 15, 2021	City Engineer	Begin construction of the Various Signalized Safety Improvements Project				
2. By June 10, 2021 City Council meeting	City Engineer	Recommend for Council Award construction contract the Mariposa Avenue Safe Routes to School Phase 4				
3. By June 24, 2021 City Council meeting	City Engineer	Advertise and recommend to the City Council the award of the Annual Residential Resurfacing Project				
4. By June 24, 2021 City Council meeting	City Engineer	Advertise and recommend to the City Council the award of the Bonita Way drainage improvements project.				
5. By July 1, 2021	City Engineer and GSD Operations Manager	Launch the Multi Modal Transportation Safety Program (MMTSP) prioritization process and implement up to 5 top priority level countermeasures				
6. Sept. 1, 2021	City Engineer	Complete the LED conversion retrofit of 500 street lights.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. July 15, 2021	Community Development Director, working with the Economic Development and Communications Manager	Hold a community workshop to present the draft Specific Plan for Sunrise Tomorrow and receive comments from the community				
2. August 26, 2021 City Council meeting	Community Development Director	Present the draft Sunrise Tomorrow Specific Plan and EIR for City Council input				
3. By Sept. 1, 2021	Community Development Director	Commence the entitlement process for the New Sylvan project				
4. By Sept. 1, 2021	Economic Development and Communications Manager - lead, Mayor, City Manager and Police Chief	Visit at least two businesses as part of the Business Visitation Program				

**THREE-YEAR GOAL: SUSTAIN AND PRESERVE PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 1, 2021	Police Chief	Evaluate the authorized and budgeted police staffing levels to reorganize the Police Dept. appropriately to ensure Police Dept. can maintain adequate response to emergencies.				
2. By July 1, 2021	Police Chief	Ensure Crime Prevention Through Environmental Design (CPTED) information is provided to the public in electronic format on city platforms, with an accompanying communications plan.				
3. By Sept. 1, 2021	Police Chief	Enhance the Reserve Police Officer program to prepare for potential future full-time hires, by ensuring at least two specific recruitments occur.				
4. By Sept. 1, 2021	Police Chief	Ensure continuation of a DUI checkpoint or DUI Saturation Detail (e.g., 3-5 officers conducting a moving DUI checkpoint) is conducted.				
5. By Sept. 1, 2021	Police Chief	Collaborate with the County Health and Human Services Dept. for alternatives to police responses to non-violent, non-criminal mental health crises calls for service.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By April 1, 2021 and monthly thereafter	Communications Officer	Present six re-branded Facebook Live series for public education and engagement				
2. By May 15, 2021	Economic Development & Communications Manager	Bring together community leaders via a coalition meeting, with an emphasis on community connection and engagement and report the results to the City Council.				
3. By July 1, 2021	Community Development Director	Promote the new Permit-Ready ADU (Accessory Dwelling Unit) Program, including holding a community workshop.				

## NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
March 16, 2021	Asst. to the City Manager	Distribute the updated Strategic Plan to all participants.
Within 48 hours	All recipients	Read the strategic planning retreat record.
March 26, 2021	City Clerk	Place the updated Strategic Plan on the city's website.
At the March 25, 2021 City Council meeting	Mayor	Present the updated Strategic Plan to the public.
By March 30, 2021	City Manager & Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By March 30, 2021	City Manager & Department Heads	Present and review the draft updated Strategic Plan with staff, face-to-face.
Monthly	City Council & Executive Team	Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.
Monthly	Asst. to the City Manager	Distribute the written, updated Objectives Monitoring Matrix to the City Council and Department Heads for sharing with staff.
Sept. 21, 2021 (Tuesday) 8:00/8:30 am to 2:00 pm	City Council City Manager City Attorney Executive Team	Strategic Planning Retreat to: - assess progress on the Strategic Plan Goals and Objectives - develop new Six-Month Strategic Objectives for each of the Three-Year Goals