

**CITY OF CITRUS HEIGHTS  
CITY COUNCIL MINUTES  
Special Meeting of Tuesday, May 22, 2018  
Citrus Heights Community Center  
6300 Fountain Square Drive, Citrus Heights, CA**

**MINUTES**

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**SPECIAL CITY COUNCIL MEETING CALLED TO ORDER**

- The special City Council meeting was called to order at 9:00 a.m.
- Roll Call: Council Members present: Bruins, Fox, Miller and Slowey  
Council Members absent: Daniels
- Staff Present: City Manager Boyd and department directors.

**PUBLIC COMMENT**

None

**STRATEGIC PLANNING AND TEAM BUILDING RETREAT**

The City Council held a Strategic Planning Retreat. 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 2:00 p.m.

Respectfully submitted,

  
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Amy Van, City Clerk

**CITY OF CITRUS HEIGHTS  
STRATEGIC PLANNING RETREAT  
May 22, 2018 \* Citrus Heights Community Center**

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904  
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 610-8242

**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*

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CITRUS HEIGHTS SINCE THE NOVEMBER 2017 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Initiated the PASS (Prequalified Architectural Submittal System) Program
- Reorganized and streamlined the Executive Team
- Two promotions within the General Services Division
- Successful audit
- Transferred Animal Control to the Police Department
- Expanded the City Hall Volunteer Program
- Successfully merged the Finance and HR Departments into Administrative Resources
- Announced two upcoming promotions in the Police Department
- Held a successful Records Retention Day
- Implemented Small Unmanned Aerial Vehicles Program
- Approved a pop-up stadium for Sunrise Marketplace
- We have a very forward-thinking and progressive leadership and City staff—they embrace change
- Advertised for the Mariposa III Project—Safe Routes to School Sidewalk Project
- Council enhanced communications with our District partners (Fire, School District and Parks)
- Completed Auburn Blvd Action Plan
- Selected a company to assist us with putting our business licenses online
- Two staff members received American Public Works Association Management Awards
- Police Department launched a crime prevention program to reduce burglaries through community engagement and enforcement
- Successfully implemented new budgeting procedures
- Evaluated and streamlined internal processes
- Secured Office of Traffic Safety grant
- Received the GFOA Award of Excellence for our Comprehensive Annual Financial Report (CAFR)
- Having teambuilding for employees at All Staff Meetings
- Replaced mobile computers in patrol vehicles
- Held a Volunteer Appreciation Event at a Council meeting
- Modernized City information delivery systems, both internally and externally
- Started construction on Sunrise Phase 2-A
- Processed 528 encroachment permits
- Created new opportunities for employee mentoring and training
- Executed a successful Senior Health Fair with Neighborhood 10
- Implemented a new Community Center Scheduling System
- Took a team from the City and School District to look at a Safety Academy format for a school
- Lower crime and traffic collisions
- Adopted a branding program on City awareness called, “Solid Roots New Growth”
- Held a successful community budget workshop
- Did a presentation on impacts of PERS changes
- Held a successful Community Work Day at City Hall
- Implemented elements of our Awareness Campaign

- We had a successful wrap-up to our 20<sup>th</sup> Anniversary as a City
- Held one DUI checkpoint or DUI saturation detail monthly
- Implemented a Central Supply to control costs
- Presented monthly reports to the City Council on the Navigator Program
- Completed an initial City Council study session on a potential rental housing ordinance and other options to improve landlord maintenance and property upkeep
- Upgraded the Police Department with new carpeting and furnishings
- Adopted the Areas 8, 9 & 10 Drainage Master Plan
- We're first in the world for online demand city-wide transit
- Awarded two CalTrans transportation planning grants
- Replaced and upgraded file servers
- Conducted six visits with businesses to receive feedback and offer assistance
- Enhanced protocols for public safety response to public events
- Successful rollout of Neighborhood Improvement Program and grant process
- Approved WTF (wireless telecommunication facilities) Master License Agreement
- Issued 20 mobile home repair loans
- The public loves Citrus Heights
- No flooding during the rainy season
- Hired a Community Arborist

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

Brainstormed List of Perceptions

- Limited revenue until end of revenue neutrality
- Continuing turnover of part-time aides for Community Center
- Underutilization of social media medium
- Community events have become routine and stale
- Static community events
- Fiscal challenges
- Lack of funding for aging infrastructure
- Lac of funding for road maintenance and improvements
- Not replacing aging Community Center audio-visual equipment
- Lack of robust social media presence

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

Brainstormed List of Perceptions

- Development of Mitchell Farm housing development
- Grand opening of three new restaurants (i.e., Pizza Rev, Asian Fusion Bistro and Perkos)
- Continuing technological innovation
- Increase in sales tax revenue
- Renewed and improved partnerships with Fire, San Juan School District, the Parks District and the County
- Received two CalTrans grants
- We are liked as a good investment for grants
- City Hall selected as a voting center under the Voters' Choice Act
- Passage of SB1 and funding coming—gas tax
- Low unemployment

- 2018 elections
- Increased property values
- Increase in housing grant funding
- Watt Properties continuing to invest in Citrus Heights
- Opened a new dry cleaners
- Announcement of Studio Movie Grill coming to town
- Revitalization of the Chamber of Commerce
- Completion of the medical office building—Dignity Health
- Regional Transit (RT) on-demand bus service
- New Household Hazardous Waste Disposal System
- Potential increase in homelessness funding
- COPS grants
- Received an additional allocation of CDBG funding
- Our service clubs are very vibrant
- Local churches volunteer to assist the City in keeping our creeks and other City-owned properties clean
- Higher interest rates

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

Brainstormed List of Perceptions

- Possible repeal of SB1 (gas tax) funding
- 2018 election
- New household hazardous waste disposal
- Internet/online sales
- Hacking
- National perception of law enforcement
- Wars
- Heavy taxation in California
- Expensive housing (both purchase and rentals)
- Trade wars
- Outdated technology
- Potential realtors' property tax ballot measure
- Drugged driving
- Youth exposure to marijuana
- Reduced student population in our schools
- Lack of data privacy
- Store closures
- Demise of brick and mortar retail
- Natural disasters
- Fires
- Upheaval in our federal government
- Lopsided California legislature
- Ongoing water issues
- Divisive political climate
- Possible rent control
- Increasing homelessness

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
May 23, 2018	City Manager	Distribute the updated Strategic Plan to meeting invitees.
Within 48 hours	All recipients	Read the strategic planning retreat record.
May 23, 2018	City Clerk	Place the “Strengths” on the city’s website.
By June 5, 2018	City Manager & Department Heads	Present and review the draft updated Strategic Plan with staff.
June 6, 2018	City Manager & Management Team	Review the “Weaknesses” list for possible action items.
At the June 14, 2018 City Council meeting	City Council & City Manager	Present the updated Strategic Plan to the public.
At the June 14, 2018 City Council meeting	City Attorney, working with the City Manager	Draft and present to the City Council a resolution that formalizes the process of taking action on State and Federal legislative action alerts.
Monthly	City Council & Executive Team	Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.
At least monthly	City Manager	Distribute the written, updated Objectives Monitoring Matrix to the City Council and Department Heads for sharing with staff.
October 23, 2018 8:30/9:00 am to 2:30 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 Three-Year Goal

# **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

# CITY OF CITRUS HEIGHTS STRATEGIC OBJECTIVES

May 22, 2018 – October 15, 2018

THREE-YEAR GOAL: <b>MAINTAIN FISCAL STABILITY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the July 26, 2018 City Council meeting	City Manager and Assistant City Manager	Present to the City Council for consideration options to address operational and capital shortfalls.				
2. By October 15, 2018 and quarterly thereafter	City Manager and Assistant City Manager	Present a budget status update to the Finance Committee.				
3. By October 15, 2018	Assistant City Manager	Present options to address PERS funding to the City Council for consideration.				
4. By October 15, 2018	City Manager and Assistant City Manager	Present to the City Council an updated 10-Year Budget Model with an emphasis on the next 4-year strategy as part of the ongoing FY 2018-2019 budget process.				



**THREE-YEAR GOAL: IMPROVE STREETS AND INFRASTRUCTURE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 15, 2018	Community Services Director	Advertise for bids for the Highland Avenue Drainage Project.				
2. By August 1, 2018	Community Services Director	Develop a Long-Term Landscape Maintenance and/or Replacement Plan for City-owned landscaping.				
3. By September 1, 2018	Community Services Director	Complete three grant applications, two for Auburn Blvd Phase II and one for Navion/VanMaren intersection.				
4. By September 1, 2018	Community Services Director	Present to the City Council for consideration approval of a Comprehensive Transit Plan.				
5. By October 15, 2018	Community Services Director	Complete the Baird Way Drainage Improvement Project.				
6. By October 15, 2018	Community Services Director	Complete construction on Sunrise Phase 2-A.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 15, 2018	Community Services Director, with input from the Planning Commission	Bring the Mitchell Farms Development to the City Council for action.				
2. By October 15, 2018	City Manager and Community Services Director	Identify and make contact with 3 key property owners to discuss the future of development.				
3. By October 15, 2018	Assistant City Manager and Community Services Director	Modernize City technology to provide online business license applications and renewal.				
4. By October 15, 2018	City Manager (lead), Community Services Director, Police Chief and Mayor	Visit 4 Citrus Heights businesses, targeting businesses to get feedback and offer assistance.				

**THREE-YEAR GOAL: ENHANCE AND EXPAND PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly	Police Chief	Ensure continuation of a DUI checkpoint or DUI saturation detail (i.e., 3 to 5 officers conducting a moving DUI checkpoint) is conducted.				
2. By September 1, 2018	Police Chief, working with the San Juan School District	Launch Public Safety elective courses at Mesa Verde High School.				
3. By October 15, 2018	Police Chief, working with regional partners	Evaluate the consistency and case management of the migratory homeless population and report the findings to the City Council.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 15, 2018 and quarterly thereafter	City Manager, in cooperation with the San Juan USD Superintendent and American River College President	Continue to determine how to implement pathways for graduating high school seniors to enter community college.				
2. At the June 28, 2018 City Council meeting	Police Chief	Present to the City Council for consideration a cost-neutral Rental Housing Inspection Program to improve landlord maintenance and rental property upkeep.				
3. By October 15, 2018	Assistant to the City Manager	Double the number of the City's social media posts and expand the City's presence to include nextdoor.com.				
4. By October 15, 2018	City Clerk (lead), City Manager and Community Services Director	Implement the City's Awareness Campaign, including components such as website redesign and creation of new City banners.				
FUTURE: By _____		Investigate and bring to the City Council the concept of a Community Council that is non-profit.				