

CITY OF CITRUS HEIGHTS  
**STRATEGIC PLANNING WORKSHOP**  
May 10, 2022 \* Citrus Heights City Hall

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**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**
- **Preserve and enhance public safety**
- **Enhance community vibrancy and engagement**

## **NEXT STEPS / FOLLOW-UP PROCESS**

| <b>WHEN</b>   | <b>WHO</b>  | <b>WHAT</b>  |
|---|---|--|
| May 10, 2022  | Brenda Anderson, City Manager assistant                         | Distribute the updated Strategic Plan to all participants.   |
| Within 48 hours   | All recipients  | Read the Strategic Planning Retreat record.  |
| May 11, 2022  | City Clerk  | Place the updated Strategic Plan on the City’s website.  |
| At the May 26, 2022 City Council Meeting  | Mayor   | Present the updated Strategic Plan to the public.  |
| By May 17, 2022   | City Manager and Department Heads                               | At the May 17 General Staff Meeting, present and review the draft updated Strategic Plan with staff.   |
| By May 19, 2022   | City Manager and Management Team                                | Review the “Current Internal Weaknesses/Challenges” list for possible action items.  |
| Monthly   | City Council and Executive Team                                 | Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.  |
| Monthly with input by the Objective Leads, by the 22 <sup>nd</sup> of the month | Brenda Anderson, City Manager assistant                         | Distribute the written, updated Strategic Goals & Objectives matrix to City Council and Department Heads for sharing with staff.   |
| By October 25, 2022   | City Council  | Hold a Study Session on potential areas for consideration for a sphere of influence amendment and potential annexation.  |
| October 25, 2022  | City Council<br>City Manager<br>City Attorney<br>Executive Team | Hold the next Strategic Planning Retreat to: <ul style="list-style-type: none"> <li>• Assess progress on the Strategic Plan Goals &amp; Objectives</li> <li>• Develop new Six-Month Strategic Objectives for each of the Three-Year Goals</li> </ul> |

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### WHAT ARE THE CITY OF CITRUS HEIGHTS’ STRENGTHS AND ACCOMPLISHMENTS SINCE SEPTEMBER 21, 2021?

Brainstormed List of Perceptions

- Adoption of the Sunrise Tomorrow Specific Plan and EIR
- Approval of the American River Collegiate Academy Charter School
- Issuance of all Building Permits for Mitchell Village and Northridge Grove Developments
- Processed 3858 online building permits, performed 10,940 building inspections and performed 1,798 plan reviews.
- New Police Chief
- ARPA Funding to being used to staff vacant positions at the PD
- Sunrise Tomorrow specific plan unanimously adopted by council on the day of the Marine Corps. Birthday, November 10, 2021
- Making City Hall and council meetings more accessible coming out of the Pandemic
- Economic growth within the City
- Promotion, Appointment, Hiring of new City Executive Team
- Overall Reduction of Crime by 8% in 2021
- Successful Implementation of Body Worn Camera System in PD
- Successful Grant funding through Federal Community Project Program- Congressman Ami Berra’s office. (once confirmed)
- Completed the City Council re-districting process
- Celebrating 25 years as a city
- New City Manager, Community Development Director, General Services Director
- Implemented ARPA Small Business Grant Program
- Repaid Line of Credit Balance
- Balanced Budget
- Line of Credit paid off early
- New City Manager
- Successful navigation of the pandemic
- New City Manager, Community Development Director, Police Chief and General Services Director
- Construction of various CIP projects (Mariposa SRTS phase 4, Greenback Lane, Residential Street Resurfacing, Bonita Storm Drain Project, etc.)
- Completed large electric efficiency upgrade project to city’s street light inventory
- Collaboration with County on large, shared use projects just as repaving of Madison and Kenneth
- Dedicated and caring professional staff team focused on community serving objectives
- New City leadership team and City Hall reopened to the public
- Debt free financial position through paying off line of credit
- Sunrise Tomorrow Specific Plan approved
- Police Department vacancies & frozen positions being refilled through ARPA bridge
- Enacted permanent fireworks ordinance, resulting in safer and improved welfare of citizenry
- Soil remediation complete at Sylvan School site; moving forward with residential development with Woodside Homes
- Several receivership cases resulted in blighted properties being rehabilitated without any cost to the City
- Hired a new city manager
- Began building up our police department

- Paid off our debt
- Reopened city hall
- Reopening of City Hall and staff returning to work- improved customer service to the public as well as internal customer service
- New leadership across the agency
- Appointed directors from PD, CDD and GSD from within, all with extensive institutional knowledge and strong leadership skills
- Hired multiple new staff, adding diverse talent, experience and energy to the city
- Reclassified/promoted multiple existing staff, recognizing growth and accomplishments
- Approved amendment with Republic Services to Comply with SB 1383, maintaining among lowest rates in region
- Housing and Grants Program Technician in CDD nominated as one of SJUSD's Most Valued Partners (MVP) for 2022
- HR moving quickly to post and complete recruitments
- The City received award from the Association of Environmental Professionals (AEP) for the Sunrise Tomorrow Specific Plan.
- Our Economic Development & Communications Manager earned the prestigious designation of Certified Economic Developer (CEcD) from the International Economic Development Council.

## **WHAT ARE THE CITY OF CITRUS HEIGHTS' CURRENT INTERNAL WEAKNESSES/ CHALLENGES?**

Brainstormed List of Perceptions

- Retention/Recruitment of Staff
- Succession Planning
- Lack of funding to effect significant change
- Lack of disposable income for residents to shop in Citrus Heights
- Employee Assistance Program (EAP) with MHN is lacking
- Fleet needs both for the City and the PD
- Staffing challenges while trying to build back specialty units within the PD
- Infrastructure and roadway maintenance
- Impact of unfunded State and Federal liabilities
- Impact to PD programs while training and fielding new police personnel.
- Information Technology capabilities and resources to meet evolving tech needs
- Outdated, obsolete, and aging technology, equipment, and vehicles
- Low staffing
- Retaining qualified staff
- Staffing shortage
- Built out city
- Compensation vs inflation
- Pandemic recovery
- High number of staff vacancies
- Workload greater than capacity (not including reduced staffing levels)
- Lack of training opportunities over last few years
- Staff resources to execute on grant opportunities and upcoming CIPs needs
- Grant matching funds availability
- Deferred replacement of fleet and modernization of dispatch infrastructure
- Limited revenue opportunities to help address community infrastructure needs
- Figuring out post-COVID environment of bringing folks back to work in person and providing full range of services in person
- Staff turnover
- Lack of funding to maintain and upgrade streets
- Lack of funding to restore all of the special units within the police department
- Vacant positions creating burden on staff and resources
- Demand/pressure to deliver projects and services with constrained resources (staff and funding)
- Mental health of employees - staff burnout from COVID, balancing work/life/health
- Still working to bring staffing levels up to meet needs
- Loss of Funding for PD Wellness Program

**WHAT ARE THE EXTERNAL FACTORS/TRENDS (e.g., ECONOMIC, POLITICAL, TECHNOLOGICAL, HEALTH AND ENVIRONMENTAL) THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF CITRUS HEIGHTS IN THE COMING YEAR?**

Brainstormed List of Perceptions

- Infrastructure Funding
- Completion of Arcade Cripple Creek Trail
- Completion of Mitchell Village Subdivision and Open Space
- Completion of the Fair Oaks Senior Affordable Apartments
- ARPA funding
- OTS Grant funding
- Passing of AB 1599 to repeal changes and additions made by Proposition 47
- Sylvan property development
- ARPA funding and programming
- SB1338 Governor's Care court bill
- 2022 elections
- End of Revenue Neutrality
- 2022 General Election
- Sunrise Tomorrow
- Strong local economy – sales tax revenue
- Population growth
- New housing developments
- Consumer spending increases
- Increased environmental awareness
- California political push for alternative modes and equity in transportation
- ARPA funding
- Additional, large amounts of grant funding available from federal government
- Reduction in COVID requirements (i.e. removal of mask mandate, public buildings opening, etc.)
- Robust grant opportunities
- ARPA monies to address one time expenditures making progress on community needs
- Continued COVID recovery for businesses and the community
- Potential revenue event associated with Sylvan property closing
- Revenue neutrality agreement expiring
- Improved health situation as we transition to COVID endemic
- Despite drastic high housing prices increasing in the Sacramento region, Citrus Heights is comparatively affordable
- November elections hold promise for positive changes
- Businesses that have weathered the COVID shut down, remained open and are growing
- Affordable compared to the rest of the region and Bay Area
- COVID restrictions have ended – for the most part
- Federal Infrastructure Funding - increased multi-year funding opportunities via grant programs
- Local election year - may allow for more community participation opportunities
- Post pandemic opportunities for events and gatherings with the public
- Community interest in civic engagement is re-energized
- State and federal funding opportunities
- Organic recycling

**WHAT ARE THE EXTERNAL FACTORS/TRENDS (e.g., ECONOMIC, POLITICAL, TECHNOLOGICAL, HEALTH AND ENVIRONMENTAL) THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF CITRUS HEIGHTS IN THE COMING YEAR?**

Brainstormed List of Perceptions

- Rising Interest rates
- Affordability of homes
- Drought
- Continued addition of unfunded mandates from elected officials
- Overall inflation and rising fuel costs
- War in the Ukraine
- Drought
- Reduction in job availability due to technology enhancement and improved efficiencies
- 2022 elections
- Possible Economic recession
- Lack of adequate mental health and addiction treatment/ intervention for at risk populations
- Continued supply chain challenges and logistic issues
- 2022 General Election
- Possible recession
- Homeless population
- Unpredictable job market
- Tighter budgets
- Cost of living in California
- Volatility in construction bidding climate
- Lengthy material procurement times
- Reduced workforce, unable to fill vacant positions with qualified staff
- Current political climate, Ukrainian/Russian conflict
- Drought
- Long lasting COVID impacts
- Staff turnover
- Higher interest rates and inflationary pressure might trigger a recession
- Homelessness and blight
- Increasing construction costs
- Drought, climate change and associated mandates to address
- Potential economic slowdown, and current inflation (keeping employees could be difficult as wages elsewhere rise)
- War in Ukraine
- One political party system in California
- Cost of living in CA
- Run-away inflation
- Aftermath of COVID having crippled the economy for 2 years
- Post COVID effects on recruitments and challenges with attracting qualified candidates.
- Effects from the pandemic as well as inflation on materials and labor
- Climate change/drought effecting maintenance and sustainability of our natural resources (trees, landscape, creeks)
- Continued impacts of unfunded mandates
- Continued expansion of regulatory requirements, including implementation, monitoring, enforcement and reporting
- Difficult hiring market; hard to find good candidates for some city positions

# STRATEGIC PLANNING ELEMENTS

## S.W.O.T. ANALYSIS

### INTERNAL:

+Strengths  
--Weaknesses

### EXTERNAL:

+Opportunities  
-- Threats

## MISSION/PURPOSE STATEMENT

Why the organization exists and whom it serves

## VISION STATEMENT

A vivid, descriptive image of the future—what you want the organization to (e.g., be, be recognized as, achieve)

## CORE VALUES

Guiding principles that the organization/work environment encourages, recognizes and rewards

## GOALS

What the organization needs to accomplish—broad statements of intent which are consistent with the mission and help fulfill the vision

## OBJECTIVES

How the goals will be addressed—by when, who will be accountable for what specific, measurable results/outcomes

## FOLLOW-UP PROCESS

A clearly defined, regular (at least monthly) monitoring process