CITY OF CITRUS HEIGHTS
CITY COUNCIL
AGENDA
Special Meeting on Wednesday, March 18, 2026
Citrus Heights City Hall - Large Conference Room & Community Room
6360 Fountain Square Drive, Citrus Heights, CA 95621
Teleconference Location – 6412 Oakcreek Way, Citrus Heights, CA 95621
Special Meeting 8:30 AM

This meeting will be conducted in accordance with the Brown Act, Government Code Section 54953, Teleconferencing. Any member of the public may attend this meeting either at the Council Chambers or at the teleconference location.

CALL SPECIAL MEETING TO ORDER

1. Flag Salute

2. Roll Call: Council Members: Jayna Karpinski-Costa, Kelsey Nelson, Tim Schaefer, Porsche Middleton and MariJane Lopez-Taff

STRATEGIC PLANNING SESSION

3. Refer to the attached agenda.

ADJOURNMENT

PLEASE NOTE: The City Council may take up any agenda item at any time, regardless of the order listed. The City of Citrus Heights welcomes your interest and involvement in the City's legislative process. If you would like to provide comments to the Council, please complete a Speaker Identification Sheet and give it to the City Clerk. Alternatively, you may submit your comment by emailing the City Clerk cityclerk@citrusheights.net. Speakers will be limited to three (3) minutes each, and the Mayor has the discretion to lengthen or shorten the allotted times.

Any writings or documents provided to a majority of the City Council regarding any item on this agenda will be made available for public inspection at City Hall located at 6360 Fountain Square Drive, Citrus Heights during normal business hours. Email subscriptions of the agenda are available online by signing up with the City's Notify Me service.

If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office 916-725-2448, 6360 Fountain Square Drive, at least 48 hours prior to the meeting. TDD California Relay Service 7-1-1.

Annual Strategic Planning Session
Wednesday, March 18, 2026 | Citrus Heights Community Room/Large Conference Room
6360 Fountain Square Drive

A G E N D A

TIME*	TOPIC
8:00 to 8:30 am	Breakfast
8:30 to 8:35 am	Pledge of allegiance and welcome by Mayor MariJane Lopez-Taff
8:35 to 8:45 am	Ice breaker
8:45 to 9:00 am	City mission statement, goals and objectives by City Manager Ash Feeney
9:00 to 9:15 am	Invitation for public comment related to strategic planning
9:15 to 930 am	BREAK
9:30 to 11:30 am	Stakeholder perspectives • Staff Feedback/City Manager Comments (Feeney) • Community Feedback Benchmarking (Flashvote) – (Huber) • School Survey Data (Huber) • Council Input and Perspectives (Gunn)
11:30 to 12:00 pm	LUNCH BREAK
12:00 pm to 2:00 pm	Council reflections, discussion, and input
2:00 to 2:15 pm	BREAK
2:15 to 2:30 pm	Council Priority Exercise
2:30 to 4:45pm	Draft Strategic Objectives
4:45 to 5:00 pm	Summary and adjourn (Mayor Lopez-Taff)

*All times listed with the exception of the start time are approximate and subject to change.

CITY OF CITRUS HEIGHTS

CITY COUNCIL MEMORANDUM

DATE: **March 18, 2026**

TO: **Mayor and City Council Members**

FROM: **Ashley J. Feeney, City Manager**

SUBJECT: **Annual Strategic Planning Session Background Information**

This memorandum provides background information for City Council consideration as Council prepares for the Annual Strategic Planning Session scheduled for March 18, 2026.

At the last Strategic Planning Session held on March 26, 2025, the City Council worked with the staff team to identify and adopt strategic objectives that covered a one-year planning period ending in March 2026 (Attachment 1). Several of these objectives are also highlighted in the Year in Review (Attachment 2).

In accordance with the established strategic planning process, a Strategic Planning Session is being held to review the last goal period and to develop new strategic objectives. The Council will be asked to support strategic objectives that advance the Councils three-year Strategic Goals, updated in March 2024 to be revisited again in March 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 (2024-2027) associated with the Strategic Plan are as follows:

- Maintain and enhance fiscal stability while supporting operational excellence
- Maintain public infrastructure and enhance all modes of transportation
- Diversify for a vibrant economy
- Preserve and enhance public safety
- Enhance community vibrancy and engagement

Staff recommends that the City Council review each existing goal for relevance and accuracy as we move forward into the next year. These goals have served the City effectively, and staff believes they align with the broader vision of the community. Further evaluation, modification,

and reconsideration of these goals can be addressed by the City Council during the strategic session.

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.

Draft Strategic Objectives for Consideration April 2026 – June 2027

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 2026-2027.

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.

Staff endeavors to keep the finger on the pulse of the community through active participation in civic activities. The team has developed a relationship with the community that is open and transparent, inviting community feedback and ideas on how to advance the quality of life in Citrus Heights and City Council Goals. Community feedback is further solicited through FlashVote surveys on a variety of topics inclusive of a year over year benchmarking survey prepared specifically to inform strategic planning. The results of the latest FlashVote survey will be shared at the Strategic Planning Session. Additionally, staff are intentionally engaged to share their thoughts on how we can advance the adopted City Council Goals.

The City Council also provides a written list of their priorities (Attachment 3) and participates in a verbal discussion with the facilitator in advance of the meeting. This collective City Council feedback will be discussed at the Strategic Planning Session to inform final strategic objectives. Executive Staff have developed draft strategic objectives aligned with community and staff feedback and known Council priorities. In addition, community members are encouraged to share their priorities with the Council at the Strategic Planning Session during the public comment period.

The Draft Strategic Objectives document (Attachment 4) is prepopulated with strategic objective recommendations from the City Manager and executive staff for consideration and discussion with City Council at the upcoming session. The recommendations provided have been evaluated for feasibility and deliverability, including review of current staff workload and availability of resources necessary to move forward in the next year.

As part of the annual cadence for Strategic Planning, the session traditionally occurs in March to align with the City's budget processes. Staff recommends adopting a best practice this year by adjusting the strategic objectives timeline to better inform the budget and align with the City's fiscal year, which runs from July 1 to June 30. For the upcoming priorities, staff suggests setting the next strategic objectives period from April 2026 to June 2027, and thereafter, future objectives

will be scheduled to coincide with the fiscal year. This approach ensures that any strategic objective requiring financial resources is fully integrated into the annual budget planning and mid-cycle budget considerations.

The draft strategic objectives are identified for discussion with the City Council. The draft strategic objectives will be finalized at the upcoming session 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 – April 2025 to March 2026 Strategic Objective Matrix
Attachment 2 – Year in Review Flyer
Attachment 3 – City Council Member Priorities for Session Consideration
Attachment 4 – Draft Strategic Objectives April 2026 to March 2027

CITY OF CITRUS HEIGHTS ☼ STRATEGIC OBJECTIVES

April 2025 – March 2026

March 13, 2026 Status Update

THREE-YEAR GOAL: **MAINTAIN AND ENHANCE FISCAL STABILITY WHILE SUPPORTING OPERATIONAL EXCELLENCE**						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
June 25, 2025	City Manager and General Services Director	To reduce sheltering costs and in response to the City's recent purchase of the Old Auburn Road properties, begin Phase 1 by commencing with architectural engineering services to allow for tenant improvement renovations of the westerly building to support relocation of animal services staff and provide for temporary housing of animals recovered in Citrus Heights.	X			Contract for Architectural Engineering Services awarded at August 27 Council meeting.
March 11, 2026	Administrative Services Director	To maintain a highly skilled workforce, develop and implement Employee Engagement and professional development efforts to promote operational excellence and provide opportunities for Succession Planning and Cross Training. Present a department report or memorandum on this effort to the City Council.			X	Due to staffing changes this item will be included in the next Strategic cycle.
September 10, 2025	Administrative Services Director and Economic Development & Community Engagement Director	Present a Request for Proposal (RFP) to the City Council for City banking services, which include provisions for community engagement, tools that support local businesses, and purchase card options.	X			Presented at Sept 10, 2025 City Council Meeting. City received 7 responses to the RFP.

March 11, 2026	Administrative Services Director	Complete Tyler Munis implementation EnerGov Module, HR Advanced Scheduling & Finance Contracts, Fixed Assets components.		X		Currently in project scheduling phase.
February 11, 2026	Community Development Director and Economic Development & Community Engagement Director	Identify funding opportunities/grants to develop a Climate Adaptation Plan to increase eligibility and competitiveness for grant funding opportunities. Present successful grant awards to City Council.			X	The state modified one of the likely funding sources for this objective, so it is no longer viable. Staff is continuing to monitor funding opportunities and will apply for funding as appropriate.
August 27, 2025	General Services Director and Events & Community Center Supervisor	Evaluate existing use and conduct market analysis for Sylvan Center and report back to City Council on recommendations to help increase revenues to cover operational and capital replacement expenses.	X			New rental fee schedule presented and approved at September 10th Council meeting.
September 24, 2025	General Services Director and Events & Community Center Supervisor	Evaluate Senior Center use and programming. Develop policy recommendations to ensure open access and meaningful programming opportunities for Citrus Heights seniors. Report back to City Council.			X	In progress; delayed due to staffing changes.

THREE-YEAR GOAL: **MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE ALL MODES OF TRANSPORTATION**						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
March 11, 2026	Community Development Director and City Engineer	Present the Gateway Activation Project (GAP) to the City Council with a summary of the Community Feedback received.	X			On June 25, 2025, Staff presented GAP to City Council and received direction to begin environmental review stage, including provision of three roundabouts on Old Auburn Road (Argo, Wachtel, Oakwood Hills). Final Plan and Environmental Document is anticipated for spring 2026.
October 22, 2025	General Services Director and Principal Engineer	Award Contracts for Construction and Construction Management for the Roseville Road/Butternut Drive and Safety Improvement Project.	X			Construction and Construction Management contracts Awarded at March 11, 2026 Council meeting.
June 30, 2025	General Services Director and City Engineer	Issue a Request for Proposals for professional engineering services for the Arcade Cripple Creek Trail (ACCT) Sylvan to Stock Ranch Extension Project.	X			Design contract awarded at October 22, 2025, Council meeting.
June 25, 2025	General Services Director and City Engineer	Award Contract for Construction of the 2025 Pavement Restoration Project.	X			Construction contract awarded at August 27, 2025, Council meeting
August 27, 2025	General Services Director and City Engineer	Award Design Consultant Contracts for the 2026 and 2027 Pavement Restoration Projects.	X			Design contract awarded at November 12, 2025, Council meeting

November 20, 2025	General Services Director and Operations Manager	Initiate Residential Garbage and Recycling Procurement and issue a Request for Proposals.	X			Staff presented procurement options at November 12, 2025, Council meeting. Negotiations complete and Council accepted negotiated terms, and authorizing City Manager to executed the negotiated finalized contract.

THREE-YEAR GOAL: **DIVERSIFY FOR A VIBRANT ECONOMY**						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
March 1, 2026	Economic Development & Community Engagement Director	Partner with a Sunrise Tomorrow property owner to secure a signed agreement with an authorized hotel operator or developer for a hotel within the Sunrise Tomorrow Specific Plan area by leveraging City resources, conducting targeted outreach.			X	This item will be included in the next Strategic cycle.
June 11, 2025	City Manager, City Attorney, Community Development Director and Economic Development & Community Engagement Director	Provide the City Council with a strategic plan detailing City-led actions to advance the implementation of the Sunrise Tomorrow Specific Plan. This should include infrastructure investments, policy incentives, funding mechanisms, legal considerations, and proactive stakeholder engagement strategies to catalyze development, address potential challenges, and ensure the plan's long-term success.	X			
October 8, 2025	Police Chief	Based on community feedback, enhance the cleanliness and appearance of commercial areas, increase property owner accountability, support business recruitment, community vitality, and the "shop local" experience. Increase the efficacy of proactive code enforcement efforts to best eliminate high visibility blight violations, support Economic Development & Community Engagement targeted areas, and bring problem properties into compliance. Present plan implementation update to City Council.		X		Code Enforcement has taken a proactive enforcement approach within our business districts. A unit assessment was completed, which identified areas to improve efficiencies related to administrative burdens, clerical work, and enhancements with technology for immediate improvement.

September 24, 2025	Police Chief, and Economic Development & Community Engagement Director	To allow for cost recovery and mitigate risk from vacant buildings, present a Vacant Building Ordinance for the City Council's review and consideration.	X			Council adopted the Commercial Property Reoccupancy Ordinance on February 11, 2026
December 10, 2025	Community Development Director, Economic Development & Community Engagement Director and Chief Building Official	As part of the upcoming Code cycle for the International Building and Fire Codes, strongly advocate for flexibility and elimination of obstacles for the reuse of existing buildings. Present an updated Building and Fire Code for City Council's consideration.	X			Council adopted requisite ordinances on November 12, 2025

THREE-YEAR GOAL: **PRESERVE & ENHANCE PUBLIC SAFETY**						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
November 12, 2025	Community Development Director and Police Chief	To maintain consistency with regional and adjacent jurisdictions, present Zoning and Municipal Code updates. Consider regulations for high visibility or high impact uses including Massage Establishments, Vending/Food Trucks, and similar challenges facing the region.	X			These items were presented for Council direction.
May 14, 2025	Police Chief and City Manager	Present the City Council with options to consider a Citrus Heights Community Prosecutor to advance accountability and rehabilitation measures for chronic nuisance offenders.			X	CM and Chief are vetting partnership options with City of Folsom and Sac County which have not yielded a partnership. Other options continuing to be explored.
March 6, 2026	Police Chief	Renew Emergency Operations Plan (EOP) and, conduct one emergency readiness exercise for EOC staff for Emergency Operations such as wildfire, flooding, earthquakes etc.		X		EOP update is complete. Exercise scheduled for Spring 2026.
April 9, 2025	Police Chief	Evaluate best practices and consider necessary updates to the Firework Ordinance review and update as appropriate.	X			New Ordinance approved by Council and in effect.
December 10, 2025	Police Chief	Evaluate amending the Municipal Code as needed to follow best practices related to mandatory licensing and microchipping ordinance for all pets in the City of Citrus Heights and report options to the City Council for consideration.	X			Manager Campbell presented best practices to CC related to mandatory licensing and microchipping on December 10, 2025.

January 14, 2026	Police Chief and Economic Development & Community Engagement Director	Create a city-wide pet license campaign to promote reunification and pet identification.	X			The Animal Services Unit hosted three license and microchip events that took place at the new City facility located at Sylvan Corners in October, Stones Casino in November, and Costco in December.

THREE-YEAR GOAL: **ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT**						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
October 22, 2025	Community Development Director	Present the City Council with options to support the expansion of the City's urban forest utilizing the City's Tree Mitigation Fund and/or grant funds.	X			Staff presented options for the Council's consideration on November 11, 2025. Staff will bring forward individual programs in the coming months
October 8, 2025	City Clerk	Conduct a comprehensive assessment on the establishment of a Youth Advisory Council or a Youth Advisory Liaison to City Council and present the findings and recommendations to the City Council for consideration.	X			Presented to City Council on February 11, 2026.
March 1, 2026	Economic Development & Community Engagement Director	Enhance collaboration with the school district through co-branded communications, joint media efforts, and City channels to boost engagement and visibility. Regularly update the City Council on progress, milestones, and impact.	X			Education and youth engagement through City website updates showcasing Citrus Heights schools, continued public relations efforts, a student survey initiative, and City Scoop events hosted at San Juan High School and Mesa Verde High School.
November 12, 2025	General Services Director	Present the 2025 Events Calendar to the City Council and evaluate historical and new community event offerings to determine relevancy, local reach, cost/benefit, of events to meet the evolving desires of the community.	X			Presentation provided at December 10, 2025 Council meeting.
October 8, 2025	General Services Director	Explore options and feasibility to replace existing Sunrise Boulevard (Sunrise Marketplace) palm tree rope and uplighting.	X			Desirable lighting equipment tested and currently on display in front of PD building

						– staff continue to apply for grant funds to support Sunrise Palm Lighting Project.
January 28, 2026	Community Development Director	Evaluate opportunities for new residential developments such as cottage courts or similar housing types in the community and identify opportunities for increasing Accessory Dwelling Units (ADU) as a source of Affordable Housing. Present options to City Council for consideration and direction.			X	Moved to Spring 2026 due to changing demands related to Sunrise Tomorrow.

CITRUS HEIGHTS

Solid roots. New growth.

YEAR IN REVIEW

JANUARY 2025 – NOVEMBER 2025







The City of Citrus Heights is proud to present a month-by-month look back at our 2025 accomplishments! This Year in Review flyer features the milestones that shaped our community, showcasing public safety, infrastructure, community engagement, and economic growth achievements. Take a look at some of the highlights from the last year.

CITY OF CITRUS HEIGHTS
STATE of the CITY
2025
Solid Roots. New Growth.

JANUARY

- Launched the first-ever Neighborhood Area Awareness Month to highlight community identity and pride.
- Welcomed Girl Scout Troop 559 to City Hall for a government + civics learning tour (field trips to City Hall available!).
- Partnered with Republic Services on the annual youth calendar contest promoting environmental stewardship.
- Launched the Home Repair Grant Program supporting low-income mobile home households with health and safety repairs.

FEBRUARY

- Awarded three Distinguished Service Medals to Citrus Heights Police Department officers.
- Approved and operationalized the 2025–2027 Economic Development Work Plan, advancing business attraction, retention, marketing, and placemaking.
- Introduced Youth in Government programming to build future civic leadership.

MARCH

- Reinstated the CHPD Problem-Oriented Policing (POP) Unit focused on addressing chronic community concerns.
- Supported the Resident Empowerment Association Potluck with 185+ participating community members.
- Recognized as a Tree City USA for the 7th consecutive year.
- City Council set 36 strategic objectives to advance goals during annual planning retreat.
- Partnered with Bradshaw Animal Shelter to offer free dog vaccines, microchipping, and wellness care.
- Issued FY 2024 audited reports with no findings and released the Popular Annual Financial Report to transparently communicate City finances to the community.

APRIL

- City Council reaffirmed the adopted Sunrise Tomorrow Plan by choosing not to incorporate an owner-initiated request to add auto-oriented uses.
- Rebranded the Community Center to the Citrus Heights Event Center and celebrated with a ribbon cutting.
- Launched the first Chip-In Hall of Fame Awards, honoring outstanding volunteers.
- Collected 115 lbs of unused medications during National Drug Takeback Day.
- Hosted the first Old Auburn/Wachtel Gateway Activation Project community workshop.
- Sponsored and supported the Sacramento Valley Manufacturing Challenge for regional high school students.

MAY

- Resurfaced Sunrise Boulevard from Madison to Greenback to improve safety and ride quality.
- Hosted the 4th Annual Tools of the Trade public works education event.
- Held a Chip-In Day cleanup in honor of Earth Day.
- Participated in the Big Day of Service, completing 14 local improvement projects.
- Launched the Love Local shop + dine campaign featuring Auburn Blvd businesses.
- Deployed goats for cost-effective natural vegetation and fire mitigation in open spaces, delighting neighbors who enjoyed visiting them.

JUNE

- Broke ground on the 26-home Habitat for Humanity project on Sayonara Drive.

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- Kicked off the City Scoop summer event series with the first gathering at San Juan High.
- Hosted free compost pickup in partnership with Republic Services.
- Launched the Home Repair Loan Program to assist with health and safety repairs for qualifying households.
- Adopted a balanced two-year budget, including $4 million dedicated to street improvements.
- Completed Defined Contribution Audit with no findings.
- Hosted the Stars & Stripes Celebration, drawing more than 3,000 attendees.

JULY

- Used drones and targeted patrols to reduce illegal fireworks activity.
- Launched the Nonprofit Community Support Fund, making $133,000 in grants available.
- Released the Budget-in-Brief for accessible, transparent explanation of financial priorities.
- Kicked off the Gateway Activation Project, improving walking, biking, and driving corridors.
- Modernized Police Emergency Communications Center to enhance response coordination and public safety.
- Filed lawsuit against majority owner of Sunrise Mall Namdar Realty to require full correction of safety violations at Sunrise Mall and unpaid fines.

AUGUST

- Connected with neighbors at 13+ National Night Out events citywide.
- Continued Auburn Boulevard comprehensive street improvements including repaving and undergrounding utilities.
- Commissioned a pre-condemnation appraisal for Sunrise Mall as part of due diligence on future options.

SEPTEMBER

- Distributed $133,000 in Community Support Funding to local nonprofits.
- Completed the Dewey Drive/Van Maren Lane Enhancement Project including pavement resurfacing and pedestrian and roadway safety enhancements.
- Debuted “Citrus Nights”, a new evening community event.
- Launched Business of Distinction Awards to spotlight exemplary local businesses.

OCTOBER

- Held the Fall Chip-In Day volunteer clean-up.
- Received two PRSA regional awards recognizing strategic communications excellence.
- Launched the Open Data Portal to expand transparency and resident access to city data.
- Constructed 70 ADA curb ramps using more than $700,000 in CDBG funds.
- Designated the Citrus Heights Arts District along Auburn Boulevard.
- Hosted first Art in City Hall pop-up gallery in partnership with Citrus Heights Arts, celebrating local artists.
- Collected 132 lbs. of medication at Drug Takeback Day.

NOVEMBER (So Far!)

- Allocated $634,000 in CDBG funding to nonprofits and infrastructure.
- Hosted the 6th Annual State of the City Address.

METRIC ACHIEVEMENTS JANUARY 2025 – OCTOBER 2025

- **14** neighborhood safety improvements installed
- **48,470 FT.** of storm pipe and drainage structures cleaned
- **2,039 TREES** serviced and maintained
- **61.44 ACRES** of open space + **21,000 FT.** of creek corridors + **64,221 FT** of roadside ditches maintained
- **43.85 TONS** of trash removed citywide
- **1,111** abandoned shopping carts retrieved
- **977,095 SQ. FT.** of street resurfacing completed
- **800** business licenses processed
- **29** ADU permits issued
- **3,269** building permits issued
- **9,529** building inspections completed
- **4,451** plan reviews processed
- **10** major community events hosted
- **6** Block Party Trailer deployments throughout our community
- **2** citywide mailers distributed
- **584** social media posts shared
- **38** newsletters + newsflashes released
- **23** public meetings and **125** agenda items posted
- **1,750+** IT support requests resolved
- **280** computers replaced for better reliability
- **5,500+** invoices processed on time
- **71,771** calls for service answered
- **2,672** arrests conducted
- **3,770** traffic citations issued
- **11** chronic nuisance enforcement cases filed









Attachment 3

City Council Member Priorities for Session Consideration

Mayor MariJane Lopez-Taff Strategic Planning Priorities

Top 3 Priorities:

1. Economic Development - Work in partnership with Tallen Group on business attraction efforts for Sunrise Tomorrow/Sunrise Sports Complex

2. Economic Development - Support of current businesses and business creation in the following areas:

- Auburn Blvd.
- Greenback Lane/Sunrise Blvd. intersection

3. City Growth - Consider annexation of:

- Fair Oaks/Madison corner
- Antelope Road (including Home Depot)
- Residential area (Roseville Pointe)

Vice Mayor Porsche Middleton

City of Citrus Heights – Council Retreat Interview Responses

Top Three Priorities for Council Retreat Discussion

1. Revenue Diversification and Long-Term Fiscal Strategy

Citrus Heights remains heavily dependent on sales tax revenue. In a changing retail economy, this creates long-term fiscal risk. I would like the Council to discuss strategies to diversify our revenue base by attracting higher-value land uses, professional services, innovation-based businesses, and mixed-use development that produces stable property and business tax revenue. A five-year fiscal resilience strategy would help the City maintain stability regardless of economic cycles.

2. Sunrise Mall Redevelopment as a Regional Catalyst

The Sunrise Mall site represents the single greatest opportunity to reshape Citrus Heights' economic trajectory. Redeveloping the property as a mixed-use district could create a regional destination that integrates housing, employment space, local retail, and civic gathering areas. This project has the potential to increase property values, diversify revenue, strengthen the City's identity, and improve our competitiveness within the Sacramento region.

3. Workforce Development and Post K–12 Educational Partnerships

Economic development must be paired with workforce strategy. I would like the City to explore stronger partnerships with regional community colleges and workforce training programs to build local talent pipelines aligned with target industries. This could include satellite training programs, certification programs, or entrepreneurship support initiatives that help residents connect to stable careers while also making Citrus Heights more attractive to employers.

Council Member Jayna Karpinski-Costa Strategic Priorities

Priority #1: Reorganization/annexation of parts of Sunrise Park and Recreation District

Task: Examine feasibility, pros/cons, likelihod of voter approval (before we devote too much time, process through LafCo

Rationale:

--Park district receives 4% of ouyr property taxes, spent outside city

-- we currectly cannot offer recreational choices/programs to meeet the special needs of our residents

-- we have invested ciy funds in our parks already

-- including the option in the same MSR we will need to do when/if we adjust our sphere of ingfluence prior to any annexations

Priority #2: Change status from General Law City to Charter City

Task: Form committee to evaluate, etc.

-- develops "home rule" for municipal affairs

- potential of increased funding sources (example: Real Property Transfer Tax)

-- there are 121 – 126 cities in CA that are charter cities

-- attached is from City of El Cerrito, explanation and draft of their charter

Source: City of El Cerrito

What is a Charter City?

General Law vs. Charter City

Currently, El Cerrito is what is known as a General Law city. A General Law City has the authority to act locally but its acts must be consistent with the California Constitution, state statutes, and state administrative regulations. A Charter City adopts a Charter, which is a document that outlines how a city is governed. A Charter City has the additional authority to adopt laws regarding "municipal affairs" that are different from state statutes, while still being consistent with the US and California Constitutions. Municipal affairs may include the form of city government, elections, some aspects of zoning and land use, the process of contracting for public works, and the scope of authority related to taxes and assessments. A city may only become a Charter City with voter approval. In our area, local charter cities include Albany, Emeryville, Berkeley, Richmond, Oakland, Alameda, Piedmont, San Francisco, San Leandro and San Rafael.

Why a Charter City?

The City of El Cerrito was incorporated as a general law city in 1917 by residents seeking the right to manage local affairs. Since then, the authority of general law cities over local affairs has diminished. Furthermore, the State has continually added mandates for cities that require local resources to address

State concerns, increased its control over local matters, and redirected much needed local revenue for its own purposes.

Changes in State law have limited the ability of El Cerrito to decide how to use local dollars for local needs. The power of home rule, granted by the California Constitution, makes available to charter cities a variety of tools to use to construct local policy and address local concerns. The voters of each charter city get to decide which tools to put in their tool box. With this Charter, El Cerrito will reclaim more local autonomy and expand the economic and fiscal independence of our City government to promote the health, safety, and welfare of all its residents.

Therefore, we do hereby exercise the express right granted by the Constitution of the State of California to enact and adopt this Charter for the City of El Cerrito.

A General Law City has the authority to act locally but its acts must be consistent with: the California Constitution, state statutes, state administrative regulations

A Charter City has the additional authority to adopt laws regarding "municipal affairs" that are inconsistent with state statutes. Must still be consistent with US and California Constitutions and with the charter

What is a “Municipal Affair”

Examples:

- Elections
- Finance
- Planning and Land Use
- Public Contracts and Prevailing Wages
- Employment and Compensation

The home rule provision in the California Constitution allows cities to adopt a charter and ordinances that replace state laws in areas related to municipal affairs, subject only to the limitations within the charter At all times, the City is subject to the U.S. Constitution, federal laws, the California Constitution, and state laws regarding matters of statewide concern The decision to become a charter city relates to what legislative body makes decisions regarding municipal affairs: the State Legislature or the City Council

Being a charter city enhances local authority, including control over local funds for local needs The list of unfunded needs continues to grow

Only charter cities, NOT general law cities, may levy a Real Property Transfer Tax (RPTT)

- A “real property transfer tax” (RPTT) is a tax on the purchase/sale of real estate, both residential and commercial
- It’s a one-time tax on the sale, not an annual tax on property
- Buyers and sellers typically work out between themselves who will pay the tax
- If you own property and never sell it, you won’t pay the tax Would be paid as part of the purchase and sale of new development, including by developers of commercial projects

- A typical feature of the tax is a partial rebate to purchasers who use the money to pay for upgrades or energy efficiency improvements
- The tax is generally rolled into the loans for a residential purchase

Process:

- Give direction to staff -
- Form Council committee –
- Committee develops recommendaion - develop draft charter
- City Council votes to place on ballot

In El Cerrito, the committee was 7 members

- Two Council Members
- Member of Financial Advisory Board (FAB)
- Labor Representative (Local 1230)
- Local realtor
- Two members of Public (FAB Member and Former Mayor)

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CHARTER OF THE CITY OF EL CERRITO

STATEMENT OF PURPOSE The City of El Cerrito was incorporated as a general law city in 1917 by residents seeking the right to manage local affairs. Since then, the authority of general law cities over local affairs has diminished. Furthermore, the State has continually added mandates for cities that require local resources to address State concerns, increased its control over local matters, and redirected much needed local revenue for its own purposes. Changes in State law have limited the ability of El Cerrito to decide how to use local dollars for local needs. The power of home rule, granted by the California Constitution, makes available to charter cities a variety of tools to use to construct local policy and address local concerns. The voters of each charter city get to decide which tools to put in their tool box. With this Charter, El Cerrito will reclaim more local autonomy and expand the economic and fiscal independence of our City government to promote the health, safety, and welfare of all its residents. Therefore, we do hereby exercise the express right granted by the Constitution of the State of California to enact and adopt this Charter for the City of El Cerrito.

ARTICLE I. ESTABLISHMENT OF HOME RULE, POWER OVER MUNICIPAL AFFAIRS, GENERAL LAW POWERS
Section 100. Powers of the City. The City of El Cerrito (the “City”) shall have full power

Section 100. Powers of the City. The City of El Cerrito (the “City”) shall have full power and authority to adopt, make, exercise, and enforce all legislation, laws, ordinance, resolutions, and regulations with respect to municipal affairs, subject only to the limitations and restrictions imposed on that power by this Charter, the Constitution of the State of California, and the laws of the United States.

Section 101. Municipal Affairs. Municipal affairs encompass all matters of local concern as determined by the City Council consistent with the meaning of "municipal affairs" under the constitutional, statutory, and judicially defined law of the State of California. Each of the matters set forth in this Charter are declared to be municipal affairs, consistent with the laws of the State of California. The municipal affairs set forth in this Charter are not intended to be an exclusive list of municipal affairs over which the City Council may govern. The exercise of home rule over each matter set forth in this Charter uniquely benefits the residents of the City and addresses local concerns within the City.

Section 102. Powers under State Law. (a) In addition to the power and authority granted by this Charter and the Constitution of the State of California, the City shall have the power and authority to adopt, make, exercise, and enforce all legislation, laws, ordinances, resolutions, and regulations and to take all actions and to exercise any and all rights, powers, and privileges heretofore or hereafter established, granted or prescribed by any law of the State of California or by any other lawful authority. In the event of any conflict between this Charter and the general laws of the State of California related to a municipal affair, this Charter shall control. (b) Nothing in this Charter is intended to restrict the City in exercising any right, power or authority granted under the general laws of the State of California. However, the provisions of this Charter shall prevail in the event of any conflict with the general laws of the State of California, unless preempted by state law on matters of statewide concern. ARTICLE II. CONTINUATION OF BOUNDARIES, FORM OF GOVERNMENT, AND EXISTING LAW Section 200. Incorporation and Succession. The City shall continue to be a municipal corporation known as the City of El Cerrito. The boundaries of the City shall continue as established prior to this Charter taking effect until changed in the manner authorized by law. The City shall remain vested with and shall continue to own, have, possess, control, and enjoy all property rights and rights of action of every nature and description owned, had, possessed, controlled, or enjoyed by it at the time this Charter takes

effect. The City shall be subject to all debts, obligations, and liabilities of the City at the time this Charter takes effect.

Section 201. Form of Government.
The government of the City shall continue to be the Council-Manager form of government as established by the El Cerrito Municipal Code at the time that this Charter takes effect and by the laws of the State of California. The Council-Manager form of government of the City may be changed in the same ways and using the same procedures as a general law city.

Section 202. City Council, City Manager, and City Attorney. (a) The City Council shall establish the policy of the City. The City Manager shall carry out that policy. (b) The City Council shall appoint the City Manager. (c) The City Manager, as the chief administrative officer of the City, shall appoint all department heads other than the City Attorney. Involvement in administrative matters by the City Council or by any individual Councilmember shall occur only through the City Manager or pursuant to direction by the City Manager to members of the administrative staff. (d) The City Council shall appoint the City Attorney. The City Attorney may be an employee of the City or an independent contractor providing legal services pursuant to a contract.
Section 203. Continuation of Existing Local Laws. All ordinances, codes, resolutions, regulations, rules, and portions thereof, in force at the time this Charter takes effect, and not in conflict or inconsistent herewith, shall continue in force until repealed, amended, changed, or superseded in the manner provided by this Charter and any other applicable laws. Section 204. General State Laws. Except as provided in this Charter and in any ordinance, code, resolution, or other law adopted by the City Council regarding a matter that is a municipal affair, the City shall be governed by the general laws of the State of California.

ARTICLE III. MUNICIPAL REVENUE
Section 300. Revenue Raising Power. The City may exercise all powers of a charter city to generate revenue, including but not limited to taxes, fees, assessments, and other charges.
Section 301. Real Property Transfer Tax. Without limiting the general power of the City, as expressed in Section 300 above, to generate revenue, the City may impose a tax on the conveyance of real property, based upon the price paid for the real property (“real property transfer tax”). Any real property transfer tax imposed by the City shall be in addition to any similar tax authorized by the general laws of the State of California.

ARTICLE IV. PREVAILING WAGES FOR PUBLIC WORKS AND PUBLIC CONTRACTING
Section 400. State Prevailing Wage Law. The City shall comply with the laws of the State of California applicable to general law cities regarding the payment of prevailing wages for public works projects.
Section 401. Contracting for Public Works. The City shall comply with the laws of the State of California applicable to general law cities regarding contracting for public works. The City’s laws, ordinances, codes, resolutions, and policies implementing State laws regarding contracting for public works shall continue to apply when this Charter takes effect and may be amended thereafter.

ARTICLE V. LABOR RELATIONS
Section 500. State Labor Relations Law. The City shall comply with the laws of the State of California applicable to general law cities regarding labor relations. The City’s laws, ordinances, codes, resolutions, and policies implementing State laws regarding labor relations shall continue to apply when this Charter takes effect and may be amended thereafter.
ARTICLE VI. ELECTIONS
Section 600. State Elections Law. The City shall comply with the laws of the State of California applicable to general law cities regarding elections. The City’s laws, ordinances, codes, resolutions, and

policies implementing State laws regarding elections shall continue to apply when this Charter takes effect and may be amended thereafter.

Section 601. Initiative, Referendum, and Recall. Without limiting the general applicability of Section 600 of this Charter, the City shall comply with the laws of the State of California applicable to general law cities regarding initiative, referendum, and recall.

ARTICLE VII. INTERPRETATION, SEVERABILITY, AND AMENDMENT

Section 700. Construction and Interpretation. The language of this Charter is intended to be permissive rather than exclusive or limiting and shall be liberally and broadly construed in favor of the exercise by the City of its power to govern with respect to any matter that is a municipal affair. Every reference in this Charter to state or federal law shall mean that law as it exists when this Charter takes effect or as it may thereafter be amended.

Section 701. Severability. If any provision of this Charter should be held by a court of competent jurisdiction to be invalid, void, or otherwise unenforceable, the remaining provisions shall remain enforceable to the fullest extent permitted by law. Section 702. Amendment of Charter. As provided by state law, this Charter, and any of its provisions, may be amended by a majority vote of the electors voting on the question. Amendment or repeal may be proposed by initiative or by the City Council.

2026 Strategic Planning Priorities

Council Member Kelsey Nelson

1.) Boost Quality of Life Through Streetscape Beautification & Safety

- *a.)* *Native plant life*
  - Poppies and other native wildflowers in otherwise barren stretches like along freeway sound walls, medians, intersection corners
  - Native tree planting and removal of invasive or nuisance species like Bradford Pear
- *b.)* *Existing features made interesting & adding whimsy through artwork*
  - Painted crosswalks, brightly colored benches, street light poles, network boxes, etc.
  - Murals in commercial centers and along freeway sound walls
- *c.)* *Improve visibility of signage across the city*
  - New signage where faded and where non-existent
    - Speed limit (electronic and otherwise) and "Stoplights are timed for 40mph"
    - Crosswalk, street names, stop signs, etc.
  - Nighttime roadway safety
    - Consider repainting & replacing reflectors where faded, on streets that are still a ways out from repaving
    - Lighted signage
- *d.)* *Enforcing the law*
  - Public intoxication and littering statutes
  - Commercial property maintenance

2.) Uplift & Inspire Young People Through Accessible Local Government

- *a.)* *Meeting Younger Generations Where They're At*
  - Leaning even more into the Love Local campaign and similar social media content, featuring young leaders
    - Engaging by responding to direct messages and comments on social media
  - Developing fashionable, high quality, and affordable City branded merchandise
    - Proceeds can help fund a needed cause

b.) *Enhance accessibility to support programs*

- First time home buyer down payment assistance
  - Lobby state and federal reps to bring back funding
- Links to relevant resources for young families on City website
  - California Family Rights Act & State Disability Insurance for maternity and paternity leave
- Implementation of the program giving a tree to new parents

c.) *Youth Commission & student events*

- Council and staff attending school events
- Inviting students to attend City Council meetings and other events

3.) Welcome New Industrial, Commercial, & Residential uses through Strategic Annexation

a.) *Revisit Roseville & Antelope Road area and beyond*

- Entire intersection and commercial centers
- Explore farther west up to overpass, farther South along Roseville Road to Elkhorn Blvd

From the desk of Tim Schaefer, City Council Member City of Citrus Heights

My strategic vision for Citrus Heights is built upon three core priorities designed to ensure long-term fiscal stability and targeted economic growth:

1. Maintain Fiscal Responsibility

I believe that protecting the city's financial future requires more than standard oversight; it demands heightened vigilance. At this time, additional diligence is required to ensure that every taxpayer dollar is managed with the highest level of scrutiny and that our budget remains sustainable and resilient and free of unnecessary risk.

2. Disciplined Stewardship of the Sunrise Tomorrow Vision

I remain a strong supporter of the Sunrise Tomorrow Vision, provided we hold true to its original intent. My priority is to avoid unnecessary financial risks by rigorously examining every concession requested of the City. We will ensure that any city participation is tied to a clear, step-by-step return on investment within a specific, documented timeframe.

3. Economic Development of the Auburn Boulevard Business Corridor

I am focused on cultivating a business-friendly environment specifically for the Auburn Boulevard corridor. Our strategy should be to leverage the high visibility and regional prominence of Sunrise Tomorrow and the Sunrise Sports Center to expand exposure for the Auburn Boulevard Business District, ensuring these major developments serve as a catalyst for growth throughout the entire corridor.

CITY OF CITRUS HEIGHTS ☼ STRATEGIC OBJECTIVES

April 2026 – ~~March~~ June 2027

THREE-YEAR GOAL: **MAINTAIN AND ENHANCE FISCAL STABILITY WHILE SUPPORTING OPERATIONAL EXCELLENCE**

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1			Transition the City's official web presence from a *.net* domain to a *.gov* domain to enhance credibility, security, and compliance with federal standards. Complete domain migration and update all associated digital assets by the end of the fiscal year, ensuring uninterrupted access for residents and stakeholders.				
2			To maintain a highly skilled workforce, develop and implement Employee Engagement and professional development efforts to promote operational excellence and provide opportunities for succession planning and cross training. Present a department report or memorandum on this effort to the City Council. (Objective moved from 2025/2026 due to staffing constraints.)				
3			Develop and issue a Request for Proposals (RFP) for independent audit services to ensure compliance with regulatory requirements and maintain transparency in financial reporting. The RFP will outline scope, evaluation criteria, and timelines, with the goal of selecting a qualified auditor.				
4			Continue Tyler Munis implementation and system enhancements such as Encroachment Permits, Finance Contracts, Fixed Assets components and improved reporting.				
5			Develop and issue Request for Proposals (RFP) on City Government phone system replacement due to				

			end of life of current system by 2026/27.				
6			Issue Request for Proposals (RFP), award construction contract and complete tenant improvements on the Old Auburn Road Animal Services building renovation.				
7			Conduct and complete negotiations with both bargaining units to reach agreements that support the City's operational goals.				

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

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
8			Complete construction of the Roseville Road / Butternut Drive Systematic Signalized Intersection Improvement Project.				
9			Complete construction of the 2025 Roadway Resurfacing Project.				
10			Award construction contract for the 2026/2027 Accessibility & Drainage Project.				
11			Complete environmental documentation for the Arcade Cripple Creek Trail-Mariposa Extension Project.				
12			Develop the next 3-year pavement preservation program for Council review and approval (2028-2030 streets).				
13			Award construction contract for the San Juan Avenue Complete Streets Phase 1B Project.				
14			Issue Request for Proposal (RFP) and award new contracts for multi-year Pavement and Concrete Maintenance Services.				

THREE-YEAR GOAL: **DIVERSIFY FOR A VIBRANT ECONOMY**							
#	**WHEN**	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
				DONE	ON TARGET	REVISED	
15			Develop a recruitment strategy to advance investment attraction and tenant recruitment efforts to secure complementary hospitality, entertainment, dining, housing and retail uses that support the sports center and position the Sunrise district as a regional destination.				
16			Negotiate and bring forward for City Council consideration a Development Agreement with project partners consistent with the Economic Development and Participation Agreement (EDPA) establishing the roles, responsibilities, performance benchmarks, and implementation framework necessary to advance the Sunrise Sports Center project.				
17			Complete required CEQA environmental review and secure necessary planning approvals for the Sunrise Sports Center project, including any Specific Plan amendments, use permits, design review approvals, and related entitlements required to enable development.				
18			Advance site acquisition or other land control mechanisms necessary to secure the project site and enable redevelopment consistent with the Sunrise Tomorrow Specific Plan, including negotiation and execution of site control agreements.				
19			Establish the financing structure necessary to support project development and related infrastructure improvements, including development of a bonding framework and presentation of financing options for City Council consideration.				

THREE-YEAR GOAL: **PRESERVE & ENHANCE PUBLIC SAFETY**							
#	**WHEN**	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
				DONE	ON TARGET	REVISED	
20			Create and implement an E-bike education and enforcement program to curb unsafe behavior.				
21			Review and adjust, as appropriate, the pedestrian safety ordinance to further the beautification efforts and increase driver and pedestrian safety near intersections.				
22			Create a process and procedure for monitoring vacant buildings consistent with the Commercial Property Reoccupancy (CPR) ordinance.				
23			Transition the digital evidence platform (officer supporting camera technologies) to a new vendor to align with best practices and requirements for evidence retention.				
24			Evaluate the public safety impact of recent grant funded technology enhancements to determine best platforms to retain for future operations including a review of possible future funding sources.				
25			Utilize public safety grant funding to acquire a new armored rescue vehicle to replace the current outdated platform.				
26			Evaluate the efficacy of current red-light photo enforcement program and work with City Council to determine the future of the program.				
27			Develop and implement a Business Watch program in partnership with the local Chamber of Commerce to enhance communication between businesses, promote crime prevention strategies, and enhance collaboration among local enterprises.				

THREE-YEAR GOAL: **ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT**							
#	**WHEN**	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
				DONE	ON TARGET	REVISED	
28			Evaluate and develop opportunities for the Coronado property to support recreation, culture, and nature-based uses that enhance community identity and public space offerings. Present to the City Council for feedback and direction.				
29			Present the City Council with a plan to expand and formalize engagement with the Slavic community by increasing outreach efforts, fostering partnerships with community leaders and organizations, and improving access to City services and civic participation.				
30			Commemorate the completion of the Auburn Boulevard Complete Streets revitalization by hosting a ribbon cutting event to recognize the contributions and efforts of the community, City Council, staff, stake holders and construction team.				
31			Develop a policy around art on public property and significant art installations that are public facing.				