



**CITY OF CITRUS HEIGHTS
CITY COUNCIL
AGENDA**

**Special Meeting on Thursday, June 15, 2023
Citrus Heights Community Center South Flex Rooms
6300 Fountain Square Drive, Citrus Heights, CA
Special Meeting 8:30 AM**

CALL SPECIAL MEETING TO ORDER

1. Roll Call: Council Members: Karpinski-Costa, Lopez-Taff, Middleton, Daniels, Schaefer

PUBLIC COMMENT

STRATEGIC PLANNING WORKSHOP

2. Refer to the attached agenda.

ADJOURNMENT

PLEASE NOTE: The Council may take up any agenda item at any time, regardless of the order listed. Action may be taken on any item on the agenda. The City Council established a procedure for addressing the Council. Speaker Identification Sheets are provided on the table inside the Council Chambers. If you wish to address the Council please complete a Speaker Identification Sheet and give it to the City Clerk. So that everyone who wishes may have an opportunity to speak, there is a five-minute maximum time limit when addressing the Council.

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.



Strategic Planning Retreat
Thursday, June 15, 2023 | Citrus Heights Community Center
6300 Fountain Square Drive

A G E N D A

<u>TIME*</u>	<u>TOPIC</u>
8 to 8:30 am	Continental breakfast
8:30 to 8:35 am	Welcome by Mayor Tim Schaefer
8:35 to 8:45 am	Ice breaker
8:45 to 9 am	Meeting approach: goals and objectives by City Manager Ash Feeney
9 am to 9:15 am	Invitation for public comment related to strategic planning
9:15 am to 10 am	Priorities and Perspectives Community Priorities- Flash Vote (Huber) Department Director Feedback (Feeney) Council Perspectives (Mueller)
10 am to 10:10 am	Break
10:10 am to 11 am	Council reflections, discussion, and input
11 am to 12 pm	Accomplishments Review & Focus Area Work Plan Progress Report
12 pm to 12:30 pm	LUNCH BREAK
12:30 pm to 1:30 pm	Goal Setting & finalize Strategic Objectives
1:30 pm to 2:00 pm	Summary and Adjourn (Mayor Schaefer)

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



CITY OF CITRUS HEIGHTS

CITY COUNCIL MEMORANDUM

DATE: June 15, 2023

TO: Mayor and City Council Members

FROM: Ashley J. Feeney, City Manager

SUBJECT: Strategic Planning Retreat Background Information

This memorandum provides background information for City Council consideration as Council prepares for the Strategic Planning Retreat scheduled for June 15, 2023.

At the last Strategic Planning Retreat held on October 25, 2022, the City Council worked with the staff team to identify and adopt strategic goals that covered a six-month planning period ending May 1, 2023. In accordance with the established strategic planning process, a Strategic Planning Retreat is being held to review the last six-month goal period and to develop new strategic objectives.

Background

Since incorporation, Citrus Heights has emphasized strategic planning to prioritize its policies, programs, and services for the coming year. The City Council, City Manager, and executive staff members participate in the goal and objective-setting process. It is the responsibility of the City Manager to oversee the implementation of the Strategic Plan, coordinating with the City's operating departments and divisions. The current adopted Three-Year Goals (2021-2024) associated with the Strategic Plan are as follows:

- Maintain and enhance fiscal stability
- Maintain public infrastructure and enhance alternative modes of transportation
- Diversify for a resilient economy
- Preserve and enhance public safety
- Enhance community vibrancy and engagement

The City Council reviews the goals in regular increments and identifies a list of objectives to support the core goals. Implementation of these objectives is how the City achieves our shared vision of a city of choice for residents and businesses to prosper and thrive.

Focus Area Work Plan

City Council adopted the Focus Area Work Plan by Resolution at the May 26, 2022, City Council meeting. This adoption affirmed the Focus Area Work Plan be used as a guiding and

overarching strategy in all increments of objective setting through strategic goal expiration in March 2024, setting targeted focus on community priorities through the remainder of the Three-Year Goal Period. The Focus Area Work Plan list of Strategic Objectives has served as a strategic planning road map that provides clarity of mission, allowing actions to build off one another for bigger impact.

The Focus Area Work Plan sets recommendations in four community priority areas: Community Image, Economic Development, Community Connection, and Infrastructure Maintenance.

Many high-impact initiatives over the past year and a half have resulted from the direction provided by the Focus Area Work Plan, including:

- Creation and implementation of the beautification crew to combat blight – the initiative has resulted in 100,000 lbs. of refuse picked up in its first six months of operation
- Tools that assist with homeless prevention and increase accountability for chronic nuisance offenders
- New city programs and events on the calendar that create Community Connection, including the inaugural Stars and Stripes Celebration, City Scoop neighborhood event series, the Community Block Party Trailer Program, Community Projects Grant Program, and more
- The creation of a \$1,000,000 Business Attraction Program to attract new restaurants, breweries, and entertainment
- Significant infrastructure policy and planning objectives to further long standing maintenance needs and beautification needs and efforts including enhanced mill and fill operations, refreshing sound walls and refurbishing medians.

Work Plan Matrix

This Work Plan Matrix serves to track the staff-recommended and City Council-approved strategic objectives that are designed to create progress and meet community needs in each focus area. The matrix follows the progress of each recommendation through the life of the Focus Area Work Plan:

- The left-hand column is a comprehensive list all focus area objective staff recommendations initially presented in May 2022. The bolded recommendations have recommended activities for the current objective setting cycle.
- Progress updates and metrics on all recommendations are noted in the center column
- Recommended next actions are in the in the right hand columns: bolded items are suggested next strategic objectives.

Methodology and Future Recommendations

As noted in the right hand column of the work plan matrix, staff is proposing a nine month implementation period for the next cycle of strategic objectives. This serves a dual purpose:

1. It allows a consistent nine month execution window between the strategic objective cycle and the current strategic goals, set to expire in March 2024.
2. This term will also bring the Focus Area Work Plan, adopted through March 2024, to completion.

Strategic objective recommendations on the work plan matrix were drafted with this modified term in mind.

Moving forward, staff recommend embarking on an annual strategic planning process. The addition of a longer-term focus area work plan into the City's strategic planning process allowed for a more intentional and iterative future planning compared to ad hoc six-month planning cycles. Said another way, City Council and staff set and achieved more aggressive goals by taking a future-forward perspective. Hosting the annual planning in March each year will provide the opportunity to inform the budget process, ensuring the upcoming budget reflects community priorities and real-time strategic planning focus areas. Staff continues the commitment to providing consistent and metrics-oriented updates to City Council.

Draft Strategic Objectives for Consideration June 2023 – March 2024

The Draft Strategic Objectives document (Attachment 1) is prepopulated with objective recommendations from the City Manager and Department Directors for consideration and discussion with City Council at the upcoming retreat. The strategic objectives that note FAWP are pulled from the Focus Area Work Plan Matrix document (Attachment 2). The draft strategic objectives are identified for discussion with the City Council. The draft strategic objectives will be finalized at the upcoming retreat and will be brought to City Council at a future regular meeting with action timelines. These were developed to advance City Council priority projects and initiatives while meeting organizational needs.

Attachments:

Attachment 1 – Draft Strategic Objectives June 2023 – March 2024
Attachment 2 - Work Plan Matrix

CITY OF CITRUS HEIGHTS ⚙️ **STRATEGIC OBJECTIVES**
June 2023 – March 2024

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FISCAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	Economic Development & Community Engagement Director	Launch Comprehensive Grants Strategy and Grants Tracker tool (FAWP)				
	Administrative Services Director	Complete implementation of the Financial Module component of the TylerMunis ERP system to include new project accounting functions and workflows				
	Administrative Services Director	Initiate and develop a city-wide cost allocation plan to better utilize grant programs and maximize cost recovery				
	Community Development Director	Present the Fiscal Impact Study associated with the Annexation Study and Outreach Initiative to the City Council for feedback and direction				

*FAWP – Focus Area Work Plan Matrix Document

THREE-YEAR GOAL: MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE ALTERNATIVE MODES OF TRANSPORTATION						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	General Services Director	Report to City Council three-year street resurfacing recommendations for major roadways in addition to the residential resurfacing program (FAWP)				
	General Services Director	Finalize MOU with SRPD and Orangevale Park District for maintenance of Arcade Cripple Creek Trail, complete construction of trail project and plan for ribbon cutting/trail opening ceremony. (FAWP)				
	General Services Director	Refurbish traffic delineation, crosswalks, and stop legends through restriping programs with a prioritization on areas that are most deteriorated, irrespective of pavement status Specific restriping locations shall be identified and restriped or addressed and reported to City Council. (FAWP)				
	General Services Director	Advertise for bidding and award construction contract for Auburn Blvd Compete Streets Phase 2 – Rusch Park to North City Limits				

THREE-YEAR GOAL: DIVERSIFY FOR A RESILIENT ECONOMY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	City Manager, Economic Development & Community Engagement Director, Community Development Director	Present results of Sunrise Tomorrow Infrastructure Financing Strategy study and next steps to owners and stakeholders (FAWP)				
	Economic Development & Community Engagement Director	Effectively market the Business Attraction Incentive Program to generate leads (FAWP)				
	Community Development Director	Evaluate market challenges for Auburn Blvd development viability, assess Specific Plan relevancy in current and foreseeable market, and present options for consideration				

THREE-YEAR GOAL: PRESERVE & ENHANCE PUBLIC SAFETY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	City Manager, Police Chief, Community Development Director	Resolve Navigator contract issues and present report to City Council (FAWP)				
	City Manager, Police Chief, General Services Director	Collaborate with area stakeholders to develop a coordinated plan to reduce crime, mitigate blight and increase vibrancy in the Sylvan Oaks Library vicinity (FAWP)				
	Police Chief	Develop and present a plan to City Council to provide crime detection and prevention technology in commercial areas (Library of Things concept) (FAWP)				

*FAWP – Focus Area Work Plan Matrix Document

THREE-YEAR GOAL: ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	Police Chief, General Services Director	Create a system of coordination to optimize GSD and PD efforts to increase efficiencies and advance community beautification and cleanliness priorities and provide quarterly reports to City Council (FAWP)				
	Economic Development & Community Engagement Director	Implement the next phase of the "Citrus Heights Cares" multi-channel signage and marketing campaign (FAWP)				
	General Services Director	Present to City Council program for the Stars and Stripes Celebration at a regular meeting (FAWP)				
	Economic Development & Community Engagement Director	Coordinate citywide mailer that promotes community connection goals and resources. (FAWP)				

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	General Services Director	Report to City Council event scope for Sunday Funday at a regular meeting (event on Sept 24, 2023) (FAWP)				
	General Services Director	Issue RFP and award contract for sound wall beautification at future City Council meetings (FAWP)				

FOCUS AREA WORK PLAN OBJECTIVES MATRIX

COMMUNITY IMAGE FOCUS AREA WORK PLAN RECOMMENDATIONS		
Focus Area Work Plan Strategic Objectives *Current objective if bolded*	Progress Update November 2022 – May 2023	Next Steps/Recommendation June 2023 – March 2024 *Recommended objective if bolded*
<i>Community Image Subcategory: Programs and Partners</i>		
1. Present to the City Council quarterly reports on the Self Help Program that is coordinated through the City’s Navigator reporting out on program successes, challenges and local partner coordination effectiveness.	Ongoing statistics will be collected and distributed.	Resolve Navigator contract issues and present report to City Council
<i>Community Image Subcategory: Jurisdictional Relationship Challenges and Opportunities</i>		
2. Contact government agencies that have jurisdictional responsibilities for public areas within the City limits (Caltrans) or on the edge of the City where enforcement and cleanup challenges present problems for residents and businesses to discuss establishing a memorandum of agreement that would allow Citrus Heights greater clean up and enforcement ability.-	Major cleanup at Antelope and I-80 Interchange and Auburn Blvd eastbound off-ramp exit.	Caltrans reviewing a revised Designated Maintenance Agreement allowing Citrus Heights greater clean-up and enforcement authority.
3. Should the revised designated maintenance agreement pursuit be successful, request other government agencies provide reimbursement funding to compensate the City for the costs associated with increased service demands.		Execute designated maintenance agreement with CalTrans
<i>Community Image Subcategory: Blighted Commercial Properties and Trespass Issues</i>		
4. Proactively contact commercial property owners where code violations create attractive nuisances and trespassing problems to inform them that the issues need to be abated in a timely manner with notice that inattention may result in code violation fines, penalties, clean up liens or other remedies as allowed by law.	Code is proactively scanning commercial properties for violations and sending notices when needed. Once identified, Code conducts spot checks for those locations. Patrol also conducts	Currently, CHPD Code Enforcement has 31 cases open for businesses: <ul style="list-style-type: none"> - 17 voluntary compliance - 14 cases remain open with business owners - 1 business issue fine/fee

Attachment 2
 Focus Area Work Plan Objectives Matrix
 June 15, 2023

		checks at vacant buildings with ongoing issues.	
5.	Offer Crime Prevention Through Environmental Design (CPTED) surveys and recommendations to owners of problematic properties where physical improvements may help address trespassing problems.	Approximately 40-50 CPTED evaluations for business owners and residents have been conducted since the implementation of this plan.	See #23 for CPTED strategic objective
6.	Seek standing approval from property owners for officers to enter property and serve trespass notices enhancing a Police Officer’s ability to remove unwelcome individuals from private property in an expeditious manner where trespass issues persist.	The CHPD currently has approximately 207 active trespass notices on file for individuals and 33 standing notices on file for businesses throughout the city.	Collaborate with area stakeholders to develop a coordinated plan to reduce crime, mitigate blight and increase vibrancy in the Sylvan Oaks Library vicinity
7.	Notify store managers within the City that nuisance abatement supports a vibrant business ecosystem and compliance will fall back on the property owner if a business or store manager will not cooperate with code enforcement officers in addressing trespassing and nuisance abatement.	Since the implementation of this plan, CHPD has logged 96 formal business checks to communicate this message to businesses throughout the city. Additionally, Detective Schouten estimates another 200 walk-in Business Checks throughout the SMP weekly.	
<i>Community Image Subcategory: Blight and Illegal Camps on Public Property</i>			
8.	Bring a proposal to the City Council for a Beautification Crew that will be charged with actively maintaining the public right-of-way to be free and clear of debris and obstructions, both for public safety as well as for aesthetic benefit, contributing to the community’s vibrancy and quality of life.		Actively operating
9.	With support from the Beautification Crew allowing for expeditious cleanup and response, active enforcement of encampments and nuisance situations that impede public right-of-ways and other public areas that are detrimental to the public enjoyment and safety.	Deployed Beautification Crew early November	Create a system of coordination to optimize GSD and PD efforts to increase efficiencies and advance community beautification and cleanliness priorities and provide quarterly reports to City Council

Attachment 2
 Focus Area Work Plan Objectives Matrix
 June 15, 2023

<i>Legal Tools to Support Proactive Enforcement, Prevention and Care</i>			
10.	Evaluate the process and cost to support a Chronic Nuisance Offender Program which would involve collaboration with partner agencies and the District Attorney's Office to prosecute chronic offenders of codes and ordinances for individuals and/or property owners that continually drain public resources and commit quality of life crimes in the City.	PD and City Attorney collaboratively developed a chronic nuisance function utilizing our current firm and are working to develop test cases.	Continue to monitor for applicable cases which qualify for Chronic Nuisance
11.	Evaluate the cost to participate in the Community Prosecutor Program operated out of the Sacramento County District Attorney's Office and/or to seek support from their office for facilitation of prosecution for chronic nuisances through the City Attorney's Office.	The Chronic Nuisance Offender program listed above was determined more appropriate and cost effective than a DA community prosecutor. This goal can be removed from future workload.	
12.	Pursue a conservatorship legal process to help residents experiencing homelessness that are gravely disabled as a result of an untreated mental health disorder or impairment through chronic alcoholism or drug addiction that are incapacitated as a result of their condition.	CHPD identified a few possible candidates for the program but none reached the conservatorship stage due to unforeseen issues which removed them from the City.	Continue to monitor for applicable cases
13.	In an effort to get treatment for suffering residents, engage with Sacramento County Behavioral Health as their department implements Laura's Law which provides for court-ordered assisted outpatient treatment for individuals who meet strict legal criteria.	Sac County has implemented Assisted outpatient treatment program: Persons must have a history of serious mental health hospitalization within 36 months and/or serious/repeat violent acts within the previous 48 months	CHPD has not yet found a suitable candidate for this program. This tool will continue to be part of future evaluations.
14.	Explore licensing opportunities or leasing arrangements with recognized community organizations in certain public spaces (i.e. plazas proximate to business districts) for increased involvement in activity planning and better enforcement of rules relative to undesirable activities that negatively affect business, their patrons and the general public.	Potential tool if a situation warrants	
<i>Campaign for Community Pride and Cleanliness</i>			

Attachment 2

Focus Area Work Plan Objectives Matrix

June 15, 2023

15.	Develop a Shopping Cart Ordinance and present it for City Council consideration that among other requirements, require that shopping cart fleets be retrofitted with lockable wheel devices to prevent shopping carts from leaving business premises thereby reducing long-term costs for businesses relative to shopping cart replacement and addressing the public nuisance created by stolen shopping carts that become community blight and litter.	Ordinance approved by Council on October 27, 2022 *464 carts were picked up Nov – end of April. *4 shopping cart citations have been issued by CHPD. *Business compliance efforts underway	Quarterly reporting will be provided as part of Beautification Initiative metrics
16.	Develop an authentic Citrus Heights signage and marketing campaign reinforcing shared goals of community cleanliness and pride, themed around anti-littering and beautification of neighborhoods, commercial corridors and the local environment.	Implement “Citrus Heights Cares” multi-channel signage and marketing campaign	Implement next phase of “Citrus Heights Cares” multi-channel signage and marketing campaign
17.	Create a comprehensive engagement strategy to ensure community stakeholder education and to foster support for efforts related to addressing blight, improving the community image and homelessness prevention.	Executed engagement strategy	

ECONOMIC DEVELOPMENT FOCUS AREA WORK PLAN RECOMMENDATIONS			
	Strategic Objective Recommendation *Current objective if bolded*	Progress Update November 2022 – May 2023	Next Steps/Recommendation June 2023 – March 2024 *Recommended objective if bolded*
<i>Economic Development Subcategory: Sunrise Tomorrow Specific Plan</i>			
18.	Explore public infrastructure financing and other economic development tools to incentivize Sunrise Tomorrow development.	Task complete, move to next phase	Present results of Infrastructure Financing Strategy study and next steps to owners and stakeholders
19.	Approach Sunrise Tomorrow property owners about securing right-of-way dedications that would allow them to access public financing tools and to meet grant eligibility requirements.	Executed MOU with Namdar Realty Group	
20.	Issue a Request for Proposals to conduct analysis of various public infrastructure financing scenarios and other economic development tools to inform future development agreement discussions.	January 2023: City Council authorized consultant selection funding for the Infrastructure Financing Strategies RFP scope.	

<i>Economic Development Subcategory: Business Attraction and Retention</i>			
21.	Develop a grant program utilizing ARPA funding that advances economic development goals of effectively attracting and retaining target businesses and industries.	Business Attraction Incentive Program approved March 23, 2023	Effectively market the Business Attraction Incentive Program to generate leads
22.	Consider establishing a fund that would be designated for low-interest loans for existing businesses.	Analysis on this program grew in complexity. Next steps under evaluation.	Focus on Business Attraction Incentive Program prior to further exploration.
<i>Economic Development Subcategory: Commercial Blight Abatement and Beautification</i>			
23.	Utilize ARPA funding to create CPTED matching grant programs that advance homeless and blight abatement strategic objectives for commercial real estate and businesses.		Develop and present a plan to City Council to provide crime detection and prevention technology in commercial areas (Library of Things concept)
24.	Create a Mural and Public Arts Program to increase community vibrancy, reduce graffiti, and create destinations and community discovery points.		Proactively market existing grant programs that could assist mural implementation
<i>Economic Development Subcategory: Comprehensive Grants Strategy</i>			
25.	Create and implement a comprehensive grants strategy to advance city goals relative to economic development, infrastructure, public safety and community assets.	Selected consultant and approved budget to begin creation of a comprehensive grants strategy.	Launch Comprehensive Grants Strategy and Grants Tracker tool
<i>Economic Development Subcategory: Legislative and Government Affairs</i>			
26.	Increase active engagement in regional, state, and federal legislative on matters that advance or impact the City's adopted strategic goals.		

COMMUNITY CONNECTION WORKPLAN FOCUS AREA RECOMMENDATIONS			
	Strategic Goal Recommendation *Current goal if bolded*	Progress Update November 2022 – May 2023	Next Steps/Recommendation June 2023 – March 2024 *Recommended objective if bolded*
<i>Community Connection subcategory: Events</i>			
27.	Consider allocation of ARPA funding to help promote additional community building opportunities as residents recover from isolation associated with the pandemic.	Stars and Stripes Celebration approved by City Council.	
28.	Plan one new event in addition to the two existing events currently in production.	*25 th Anniversary held October 22 2023 *Determined feasibility, costs and logistics and options for a patriotic event and presented to City Council. Stars and Stripes celebration scheduled July 1 st 2023	Present to City Council program for Stars and Stripes Celebration at a regular meeting
<i>Community Connection subcategory: Programs to Catalyze and Facilitate Connectivity</i>			
29.	Create a Community Engagement Program designed to provide support and organization to neighborhood groups to strengthen the relationship between the City of Citrus Heights and its residents.	Create Community Engagement Program framework and consistent communications outreach.	Coordinate citywide mailer that promotes community connection goals and resources.
30.	Ensure that Sunday Funday has an opportunity for attendee exposure to Neighborhood Associations, Connect Citrus Heights and historical information.	Include event as part of 2-year budget cycle.	Report to City Council event scope for Sunday Funday at a regular meeting (event on Sept 24, 2023)
31.	Present to the City Council for consideration a revised regular City Council meeting start time with an emphasis on promoting public participation through effective communications.	Objective complete	
<i>Community Connection subcategory: Community Grants and Incentives</i>			
32.	Bring forward a proposal to City Council for purchase and outfitting of a Citrus Heights Block Party Trailer available or community organization and groups to rent stocked with essentials to host a neighborhood block party or neighborhood event.	Launched rental program February 2023.	Market Community Block Party Trailer.

Attachment 2

Focus Area Work Plan Objectives Matrix

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33.	Consider a proposal that would provide seed funding for community groups to host special events or festivals during the pandemic recovery period utilizing ARPA funding.	Launch first Community Projects Grant round in February.	
34.	Consider a proposal that would provide grants to community groups that desire to execute community project that engages citizens, improves the community, and promotes community involvement and pride.	Launch first Community Projects Grant round in February.	
35.	Develop a Good Neighbor Beautification program for consideration designed to assist homeowners with public facing home repairs and improvements to enhance neighborhood integrity, improve the quality of life in Citrus Heights, increases property values, and transforms neighborhoods into safer and healthier environments.		

INFRASTRUCTURE MAINTENANCE FOCUS AREA WORK PLAN RECOMMENDATIONS			
	Strategic Goal Recommendation *Current goal if bolded*	Progress Update November 2022 – May 2023	Next Steps/Recommendation June 2023 – March 2024 *Recommended objective if bolded*
	<i>Infrastructure Maintenance Subcategory: Continued progress</i>		
36.	Finalize necessary funding agreements for Arcade-Cripple Creek trail project and present an update to City Council on the overall project schedule.	November 1 groundbreaking event and continue trail construction.	Finalize maintenance agreement with SRPD and Orangevale Park District. Complete construction of trail project and plan for ribbon cutting/trail opening ceremony.
37.	Advertise and award bids for Annual Residential Street Resurfacing Program.	Anticipate completion by November.	Project completion delayed due to weather. Expected completion June 2023.

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Focus Area Work Plan Objectives Matrix

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<i>Infrastructure Maintenance Subcategory: Maintenance and Modernization</i>			
38.	Identify and present budgeting strategies that provide for funds that could be accessed for grant matching that would allow for Citrus Heights to be more competitive in pursuing funds to help facilitate capital improvement projects (CIPs).	Budget strategies relative to street repairs and City Manager target reserve funds provide for this.	
39.	Expand pothole cut and fill (mill and fill) repair operations.	Operations expanded for mill and fill projects. Over 15,625 sf of mill and fills completed since June 2022; additional 8040 sf+ in open work orders pending.	
40.	Develop a plan, program and budget for cleaning and uniform painting of older sound walls.	Presented to and approved by City Council April 27, 2023	Issue RFP and award contract for sound wall beautification at future City Council meeting.
41.	Develop a plan, program and budget for refreshing street light and traffic signal poles.		
42.	Refurbish traffic delineation, crosswalks and stop legends through restriping programs with a prioritization on areas that are most deteriorated irrespective of pavement status.	Consultant analysis for action plan being completed. The action plan will be incorporated into paving strategies for efficiencies.	Specific restriping locations shall be identified and restriped or addressed and reported to City Council.
43.	Assess, repair and/or reconstruct center median bricks within Sunrise MarketPlace medians.	Completed various locations, ongoing maintenance will be incorporated into operations.	
44.	Coordinate with other partner utility agencies to ensure future replacement schedules are well understood to facilitate coordinated infrastructure modernization efforts.	Staff are meeting quarterly with all utilities represented to discuss CIPs and replacement projects for enhanced coordination.	
<i>Infrastructure Maintenance Subcategory: Beautification and Refurbishment</i>			
45.	Develop a plan and proposal for consideration of gateway monument updating and/or refurbishment, as well as identifying key entry points of the City could support new monuments.	Two locations have been refurbished. Auburn Blvd monument is part of Phase II project.	
46.	Develop a plan and proposal for refurbishment of medians where there are large segments bare of vegetation.		

Attachment 2

Focus Area Work Plan Objectives Matrix

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47.	Plan for a mulch/bark ground cover refresh to improve aesthetics, prevent irrigation system deterioration and reduce water use.	Incorporated locations into existing operating budget.	
48.	Assess and develop a plan and budget to replace faded and outdated signage.	Currently developing inventory, maps and data to assess costs and possible phasing of street name signage and regulatory signage replacement.	
<i>Infrastructure Maintenance Subcategory: Comprehensive Grants Strategy</i>			
49.	Participate in the development and implementation a comprehensive grants strategy to pursue infrastructure funds.	Create Comprehensive Grant Strategy	Launch Comprehensive Grants Strategy