



**CITY OF CITRUS HEIGHTS
CITY COUNCIL
AGENDA
Special Meeting on Tuesday, May 10, 2022
Special Meeting 8:30 AM**

CALL SPECIAL MEETING TO ORDER

1. Roll Call: Council Members: Bruins, Daniels, Miller, Schaefer, Middleton

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 three-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.

**CITY OF CITRUS HEIGHTS
STRATEGIC PLANNING RETREAT
Tuesday, May 10, 2022 -- Citrus Heights City Hall, 6360 Fountain Square Drive**

8:00 Continental Breakfast

8:30 Welcome and Public Comment – Porsche Middleton, Mayor

Purpose of the Strategic Planning Retreat and Introduction of the Facilitator and Recorder – Ash Feeney, City Manager

Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda – Marilyn Snider, Facilitator – Snider and Associates

Introductions of the Participants

City of Citrus Heights:

- **Mission Statement**
- **Vision Statement**
- **Core Values/Guiding Principles**
- **Three-Year Goals (2021-2024)**

What are the Strengths and Accomplishments of the City of Citrus Heights Since the September 21, 2021 Strategic Planning Retreat?

What Are the City of Citrus Heights; Current Internal Weaknesses/Challenges?

What Are the External Factors/Trends (e.g., economic, political, technological, social, environmental) that Will/Might Have an Impact on the City of Citrus Heights in the Coming Year:

- **Positively (opportunities)?**
- **Negatively (threats)?**

Review and Revise, if Needed, the Three-Year Goals (what the City of Citrus Heights needs to accomplish)

Strategic Planning Meeting Background Information – Ash Feeney, City Manager

Identify Six-Month Strategic Objectives (how the goals will be addressed – by when, who will be accountable, for what specific, measurable results) for Each of the Three-Year Goals

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date within 6 months to update the strategic plan)

Summary of the Workshop

Closing Remarks

4:00 Adjourn

Please come at 8:00 for informal conversation and continental breakfast. The retreat will begin promptly at 8:30 a.m. There will be mid-morning, lunch and mid-afternoon breaks. Please do not schedule other meetings or phone calls during the retreat and limit use of cell phones, laptops and tablets to the breaks.



CITY OF CITRUS HEIGHTS

CITY COUNCIL MEMORANDUM

DATE: May 10, 2022

TO: Mayor and City Council Members

FROM: Ashley J. Feeney, City Manager

SUBJECT: Strategic Planning Retreat Background Information

Summary and Recommendation

The purpose of this memorandum is to provide background information for City Council consideration as Council prepares for the Strategic Planning Retreat scheduled for May 10, 2022. Since being appointed as City Manager on January 30, 2022, numerous meetings with community members, neighborhood groups, business associations, partner agencies, city staff and City Council Members have been held as part of onboarding emersion to better understand the needs of and issues for the community. In these conversations four consistent areas of focus have emerged which are as follows:

- Community Image
- Economic Development
- Community Connection
- Infrastructure Maintenance

City staff have engaged in a number of collaborative discussions and meetings to put forward recommendations relative to these four items to help inform the Strategic Planning Retreat on May 10, the upcoming American Rescue Plan Act (ARPA) fund allocation discussions on May 26, and the Mid-Cycle Budget Update on June 23. Providing this information to City Council ahead of these upcoming discussions is intended to communicate areas for focused programmatic policy and associated strategic objective recommendations. This memorandum offers draft strategic objectives that would create progress and meet community needs in each focus area and an appendices (Attachment 1) that provides background in these four topical areas. The goal of this memo is to help facilitate discussion as we collectively work towards developing and prioritizing implementation measures associated with executing the City Council adopted Three-Year Goals.

While there are a number of other important strategic objectives and implementation measures that will be discussed as part of the Strategic Planning Retreat, staff requests that City Council reflect on the information provided in this memorandum for the upcoming meetings.

*The list of draft strategic objectives laid out in the tables of this memorandum go beyond a six-month planning period. Considering the City is coming out of the pandemic, the timeline associated with ARPA expenditures and the sequential nature of several of the draft strategic objectives, staff believes it would provide clarity of mission if City Council adopt the draft strategic objectives as a work plan for these focus items for the remaining term of the Three-Year Goals period. **At the conclusion of the retreat, should City Council be supportive of the draft strategic objectives associated with the focus areas, staff recommends City Council consider a proposed resolution at the May 26, 2022 City Council meeting adopting the Focus Area Strategic Objectives as the core work plan for the remainder of the current Three Year Goals Term (March 2024). Staff would report out every six months on implementation of Focus Area Strategic Objectives to provide opportunities for modifications based upon evolving needs, results and return on investment.***

Background

Since incorporation, Citrus Heights has placed an emphasis on 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
- Sustain and preserve public safety
- Enhance community vibrancy and engagement

Historically, every six months the City Council reviews the goals 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. Traditionally, Strategic Planning Sessions have been held every six months with the March 1, 2022 session being rescheduled to May 10, 2022 to allow for the new City Manager to learn more about the community's needs and desired goals. The City Council received an update on the six-month strategic objectives that serve as short-term strategic planning implementation measures at your March 10, 2022 meeting. Staff are on track to complete the strategic objectives; the six-month updates are included as Attachment 2.

Consistent Community Focus Areas

As Citrus Heights reemerges from the COVID-19 pandemic and associated health orders, City Council and city staff have had new opportunities to connect with community and listen to community needs and desired goals. Four key focus areas have consistently emerged across a variety of listening channels including City Council feedback, community immersion, stakeholder dialogue, and quantitative data collection on community priorities (<https://www.flashvote.com/citrus-heights-ca/surveys/community-needs-08-21>).

These key focus areas are:

- 1. Community Image**
- 2. Economic Development**
- 3. Community Connection**
- 4. Infrastructure Maintenance**

This feedback combined with Citrus Heights one-time American Rescue Plan Act fund allocation creates a unique opportunity to build a robust toolbox that can be used to significantly advance strategic goals. Below are potential programming ideas recommended by staff to advance progress in each key focus area.

Strategic Objectives for Consideration

The following tables review recommended draft strategic objective statements and implementation measures that help address the community focus areas referenced above. In the event one wishes to go deeper on any of the draft strategic objectives listed in the tables, the appendices attached to this memorandum offers an expanded discussion on each of the key focus areas with additional background and rationale as to why staff believes these draft strategic objectives would be helpful. The draft strategic objectives are specifically designed to be community facing and serving.

Community Image Focus Area Recommendation Summary

Staff recommends the following strategic objectives to advance community image, specifically around homelessness prevention and blight abatement:

Programs and Partners

- 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.

Jurisdictional Relationship Challenges and Opportunities

- 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.
- Should the memorandum of agreement pursuit be successful, request other government agencies provide reimbursement funding to compensate the City for the costs associated with increased service demands.

Blighted Commercial Properties and Trespass Issues

- 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.
- Offer Crime Prevention Through Environmental Design (CPTED) surveys and recommendations to owners of problematic properties where physical improvements may help address trespassing problems.
- 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.
- 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.

Blight and Illegal Camps on Public Property

- 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.
- 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.

Legal Tools to Support Proactive Enforcement, Prevention and Care

- 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.

- 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.
- 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.
- 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.
- 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.

Campaign for Community Pride and Cleanliness

- 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.
- 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.
- 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.

Economic Development Focus Area Recommendation Summary

Staff recommends the following strategic objectives to advance this focus area:

Sunrise Tomorrow Specific Plan

- Explore public infrastructure financing and other economic development tools to incentivize Sunrise Tomorrow development.
- 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.
- 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.

Business Attraction and Retention

- Develop a grant program utilizing ARPA funding that advances economic development goals of effectively attracting and retaining target businesses and industries.
- Consider establishing a fund that would be designated for low-interest loans for existing businesses.

Commercial Blight Abatement and Beautification

- Utilize ARPA funding to create CPTED matching grant programs that advance homeless and blight abatement strategic objectives for commercial real estate and businesses.
- Create a Mural and Public Arts Program to increase community vibrancy, reduce graffiti, and create destinations and community discovery points.

Comprehensive Grants Strategy

- Create and implement a comprehensive grants strategy to advance city goals relative to economic development, infrastructure, public safety and community assets.

Legislative and Government Affairs

- Increase active engagement in regional, state, and federal legislative on matters that advance or impact the City's adopted strategic goals.

Community Connection Focus Area Recommendation Summary

Staff recommends the following strategic objectives to advance progress in this focus area:

Events

- Consider allocation of ARPA funding to help promote additional community building opportunities as residents recover from isolation associated with the pandemic.
- Plan one new event in addition to the two existing events currently in production.

Programs to Catalyze and Facilitate Connectivity

- 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.
- Ensure that Sunday Funday has an opportunity for attendee exposure to Neighborhood Associations, Connect Citrus Heights and historical information.
- 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.

Community Grants and Incentives

- 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.
- 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.
- 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.
- 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 Recommendation Summary

Staff recommends the following strategic objectives to advance progress in this focus area:

Continued Progress

- Finalize necessary funding agreements for Arcade-Cripple Creek trail project and present an update to City Council on the overall project schedule.
- Advertise and award bids for Annual Residential Street Resurfacing Program.

Maintenance and Modernization

- 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).
- Expand pothole cut and fill (mill and fill) repair operations.
- Develop a plan, program and budget for cleaning and uniform painting of older sound walls.
- Develop a plan, program and budget for refreshing street light and traffic signal poles.
- Refurbish traffic delineation, crosswalks and stop legends through restriping programs with a prioritization on areas that are most deteriorated irrespective of pavement status.
- Assess, repair and/or reconstruct center median bricks within Sunrise MarketPlace medians.
- Coordinate with other partner utility agencies to ensure future replacement schedules are well understood to facilitate coordinated infrastructure modernization efforts.

Beautification and Refurbishment

- 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.
- Develop a plan and proposal for refurbishment of medians where there are large segments bare of vegetation.
- Plan for a mulch/bark ground cover refresh to improve aesthetics, prevent irrigation system deterioration and reduce water use.
- Assess and develop a plan and budget to replace faded and outdated signage.

Comprehensive Grants Strategy

- Participate in the development and implementation a comprehensive grants strategy to pursue infrastructure funds.

Attachments:

Attachment 1 – Memorandum Appendices

Attachment 2 – Prior Six-Month Strategic Objectives Update

ATTACHMENT 1 – MEMORANDUM APPENDICES

FOCUS AREA #1: HOMELESSNESS PREVENTION & BLIGHT ABATEMENT

Citrus Heights is been guided by three principles since its incorporation in 1997: local control, fiscal prudence and public safety. City incorporation was in large part about neighbors and business owners who wanted to control their destiny in continually working towards a better community. Community image and the local environment has long been important to Citrus Heights. Having a positive community image can have a major impact on a resident's quality of life, the ecosystem for existing businesses, attracting new investment and overall community pride. While the overall image and reputation of Citrus Heights is positive, blighted commercial properties and challenges associated with people experiencing homelessness are having a negative impact on the local environment.

A cross-departmental team was assembled who have been meeting regularly to discuss these challenges with a focus on how to make progress on improving the overall community with an initial focus on addressing cleanliness and blight. To create true progress in this area, City Council and City Staff must acknowledge and agree to a change in philosophy that empowers increased enforcement of existing and potential new policies. Increased enforcement is not punitive; it is about ensuring compliance to achieve goals of a vibrant, thriving community. Below is a summary of potential actions that city staff feel could be helpful in addressing current challenges associated with blighted commercial properties and negative externalities associated with unhoused community members.

Blighted Properties

Staff recommends modifying the current philosophy for municipal code violations related to blight and illegal camps on private property which places a strong emphasis on voluntary compliance from the property owner and the illegal camping violators. This heavy focus on voluntary compliance adds some delay to abatement efforts but has achieved reasonable success with blight related issues such as junk, vegetation overgrowth, or other violations caused by property owner action or neglect. A philosophy focused on proactive outreach and increased compliance combined with enhanced resources will prevent blight and increase community vibrancy and pride.

Illegal camping presents a unique challenge for abatement efforts. In many cases, property owners are unaware the issue exists nor did they take any action to encourage or allow the violations to occur. The junk and debris left behind becomes the responsibility of the property owner to abate which can be costly to clean up. Legal limitations and budgetary constraints prevent City staff from entering private property for cleanup in most cases.

Police staff collaborate with property owners to help achieve long lasting solutions to recurring issues on their properties. This may include a Crime Prevention Through Environmental Design (CPTED) survey with recommendations on physical improvements to discourage illegal camping. Staff may also facilitate trespass notices to enhance our officer's ability to remove

unwelcome individuals from private properties without the need to contact the property owner each time.

Framework for abatement of Blight and Illegal Camps on Public Property

Illegal camping violations on public lands has been a significant point of discussion in recent years. In 2019, the US Court of Appeals, 9th Circuit found that City's may not enforce statutes which prohibit persons from sleeping on public lands when there were no alternative shelter options available within the jurisdiction (Martin v. City of Boise, No. 15-35845 ,9th Cir. 2018). In essence, the court found it could be considered cruel and unusual for the government not to allow an individual a basic human necessity of sleep unless there exists a reasonable alternative location for rest.

There are a number of sources that have inaccurately summarized this decision to include camping and other ordinances commonly related to those experiencing homelessness. The current Citrus Heights camping ordinance has been reviewed and found to be enforceable under current Court guidance. As with all enforcement, Police Department (PD) staff utilize discretion and reasonableness in the enforcement of these violations.

Current enforcement and abatement of blight and illegal camps on public land allow violators 48 hours to remove their property and clean up the camp unless materials are blocking a public right of way, ADA access, etc. This 48 hour time frame is not a legal requirement but does allow for voluntary compliance and mitigation to reduce the amount of materials present when City services respond to abate. Staff believes greater enforcement resources which are described later in this memo will allow for accelerated noticing time frames for situations where debris, abandoned items and general junk are impeding pedestrian areas and/or causing visual blight along highly visible commercial corridor activity areas.

Homelessness Challenges

The City, PD, and our community partners have remained dedicated to assisting those in our community suffering from homelessness. We have seen much success with our Navigator program and other wrap around services. These efforts are only effective for those individuals who choose to engage in available programs. Many individuals who experience homelessness are open to resources, work hard to better their situation, and do not represent a negative quality of life impact or nuisance to our community.

There is a percentage of this population that choose to live in a manner where their actions create highly visible blight, public health and safety concerns, and present an overall infringement on the rights of other members in the community to quietly enjoy city spaces free from nuisance and hazards. This small population are responsible for the majority of the visible impact and complaints within our community.

Anytime a prospective client refuses services, Our Navigator inquires as to their reasons. Many of these individuals have indicated they prefer not to enter programs that require them to follow rules of conduct, sobriety, or engage in mental health services. Sadly, many of these individuals are suffering from addiction and or mental health challenges and find it easier to live in public spaces then to work to resolve their ailments.

Enhanced Proactive Enforcement

Individuals experiencing homelessness are members of our overall community. This entitles them to the same rights and responsibilities as other community members. When reasonable and appropriate, these individuals should be held to the same standards as anyone else. Regulations related to junk, rubbish, health and safety are a few examples of accountability standards that should be fairly applied to all of our community members to help enhance the safety and vibrancy of the City. Proactive enforcement in these areas do present a number of challenges but there is also significant opportunity to see significant positive results by investing resource in these areas.

Enforcement Challenges and Opportunities

The primary challenges to proactive blight and nuisance enforcement are staffing, resources, and difficulties related to criminal accountability. Citrus Heights operates under a lean staffing model. Our talented staff work hard to accomplish all of the requirements to keep our City safe and vibrant. This workload must be triaged with life safety considerations given top priority. Both the General Services Department (GSD) and PD must mitigate life safety concerns and other high priority services before a focus can be given to complaints of blight or lower level municipal code violations.

As an example, while camps can be posted and cleaned within 48 hours, GSD current staffing and workload only allow for cleanups to occur one day per week. Creek safety and flood mitigation are just one of the areas that require GSD focus prior to homeless camp cleanup. Similar, PD must handle person crimes, traffic collisions, and felony investigations before handling lower priority calls such as posting illegal camps.

The cleanup and mitigation of blight and illegal camping also represent a strain on other resources. There is not current sufficient resources to collect, dispose or store property removed from campsites. Some of this debris can be hazardous or require storage for safe keeping which increases the complexity of mitigation and clean up.

Criminal accountability is another significant challenge related to this issue. The California Criminal Justice system has long been impacted and overburdened. Current legislation has also removed many accountability measures for a vast number of serious crimes. The trickle-down effect of this is little, if any, resources available to prosecute misdemeanor, infraction, or administrative violations related to blight or crimes against the community.

There is significant opportunity to improve or mitigate the challenges in this space. The above issues are common to a number of jurisdictions similar to Citrus Heights. A review of best practices and program which have attained success with similar issues has shown dedicated staff and resources can make significant improvement. A number of these practices and programs will be detailed later in this document.

Jurisdictional Relationship Challenges and Opportunities

Jurisdictional boundaries can also create significant challenges especially in the area of public perception of responsiveness. There are many public areas on the curtilage and within the City limits which are not within our jurisdiction of responsibility or service. The most common area is

the surrounding Interstate 80 which falls within the jurisdiction of the California Highway Patrol (CHP) for enforcement and Caltrans for abatement and mitigation. Other common areas are Roseville Rd near the North West boundary of our City. This is within the Jurisdiction of Sacramento County Sheriff's Office (SSO). While these areas are not within our scope of responsibility they affect our residents and properties adjacent to these jurisdictional lines.

City staff has developed partnerships with these allied agencies and encourage their abatement efforts in these areas. There may be an opportunity to for City services to conduct clean up and mitigation in these areas by agreement with these agencies if we had sufficient staffing and resources to take on the workload in these areas.

Programs and Partners

There are currently one full time and one part time Navigator assigned to the City. Our Navigators provide outreach and resources to those who are at risk or are currently experiencing homelessness. Clients are referred to the Navigator by PD, Sacramento Steps forward (211), Sacramento Self Help Housing, San Juan Unified School District, Citrus Heights HART, and other local partners.

Navigators coordinate a *Self Help Program* for each referred client. They develop a personalized plan based on each client's unique needs and available resources. Navigators act as a liaison between clients and available services. The list below summarizes many of the services provided by our current Navigators:

- Outreach meeting clients in the field
- Documents (ID Vouchers, homeless certificates, SSC, birth certificates, etc.)
- Resources for daily needs (Shelters, food lockers, clothing lockers, etc.)
- Referrals to programs (Next Move, PSH, Grace House, RSN etc.)
- Drug and Alcohol Rehabilitation resources
- Mental Health Services Referrals and shelters
- Housing (Transitional, apartments, Room & Boards, senior living, etc.)
- Partnerships (Pride industries job center, HART, DHA, School, etc.)
- Veteran services (VOA, VA, America's Finest, and Roads Home)
- Transportation for program related needs (staff vehicle and bus passes)

Our Navigators maintain contact with clients until they are no longer in need of services or otherwise refuse further service.

In addition to our normal relationships with allied agency partners, the City and PD staff have single point of contact partnerships with twenty eight other homeless service providers. This includes non-profit food and housing resources, mental health, victim advocate, child advocate, job resources, and homeless advocates throughout our region. Our Navigator and staff regularly leverage these partnerships to connect persons in need with the appropriate services.

Chronic Nuisance Offender Program (CNO)

One program which has seen success in other similar jurisdictions, including nearby Rancho Cordova Chronic Nuisance Offender (CNO) Program. A CNO program is a partnership with the

Sheriff's Office, the District Attorney's Office (DA), and the City of Citrus Heights for those individuals that continually drain public resources and commit quality of life crimes (littering, urinating/defecating in public, shopping cart theft, public intoxication, illegal camping, blocking a sidewalk, panhandling, etc.) in the city. After a set number of qualifying nuisance crimes committed in one year (10 crimes, for example), the CNO would be arrested, booked, and housed at the county jail. A community prosecutor would handle the case on behalf of the city and see it through until the end. The community prosecutor would work with the courts and county resources to find outreach and treatment options for the CNO, and if the CNO is willing to enter treatment or programs, their sentence could be reduced. If the CNO does not want to join programs or treatment, the community prosecutor would recommend to the courts straight in custody time (90 days-1st offense / 120 days-2nd offense, etc.). At the end of the program or treatment time, the CNO will work with the community prosecutor to have a housing goal or exit program.

Codes and Ordinances

The following list represents a sampling of the municipal and criminal codes that would tend to fall within the purview of a community prosecutor:

1. Illegal Camping
2. Accumulation of litter/ debris/ junk
3. Debris constituting a Fire hazard
4. Blocking a sidewalk
5. Possession of an open container of alcohol
6. Under the Influence of drugs
7. Resisting or obstructing a Police Officer
8. Assault
9. Battery
10. Lewd conduct
11. Littering
12. Disturbing the peace
13. Threats
14. Theft
15. Vandalism/Graffiti
16. Prostitution/ human trafficking
17. Drunk in public
18. Bench warrant
19. Loitering
20. Panhandling
21. Possession of drugs
22. Possession of drug paraphernalia
23. Possession of drugs for sale
24. Possession of a weapon/brandishing
25. Violation of probation condition/Stay Away Order
26. Trespass
27. Urinating/Defecating in Public
28. Violation of a restraining order/court order

29. Drinking in Public –Sacramento County Code

Community Prosecutor Program

The Sacramento County District Attorney's Office operates a Community Prosecutor Program the City could contract with to obtain its services. The Community Prosecutor partners with law enforcement and public and private organizations to collaboratively solve problems relating to homelessness and blighted properties. They prosecute quality of life crimes, prosecute property owners for nuisances, take nuisance abatement measures, participate in community meetings, and develop and implement strategies and programs to educate the public.

In the absence of a Community Prosecutor Program, all quality of life crime are submitted to the general DA intake unit which is generally impacted with higher priority issues leaving little to no bandwidth for lower level crimes and infractions.

Conservatorship Care and Support

The Welfare and Institutions Code allows for a conservator to be appointed for a person who is "gravely disabled as a result of a mental health disorder or impairment by chronic alcoholism." These are called LPS Conservatorships. Sacramento County's "LPS" Conservatorship Unit in the Department of Child, Family, and Adult Services initiates the proceeding by filing a petition for the appointment of a conservatorship based on a recommendation by a medical provider. In practice, this only occurs during a psychiatric "5150" hold of an individual. The County investigator will investigate all available alternatives to conservatorship and make a recommendation to the court. If there is no family member available, the County's Public Guardian will serve as the conservator.

A local agency is also entitled to file a petition for the appointment of a conservatorship for a general conservatorship over a person who is unable to provide for his/her physical health, food, clothing, or shelter – i.e. an incapacitated person. The County investigator will conduct the same investigation as above and issue a recommendation to the court. Getting a determination of incapacity that results in a conservatorship is rare but is a remedy that can be pursued for extreme cases where an individual is incapacitated. Private professional fiduciaries may serve as a conservator and typically charge \$100 - \$300 per hour for their services.

Laura's Law

Sacramento County has opted into a program that allows for pursuit of court-appointed treatment for suffering residents that would compel them through a court order to engage with Sacramento County Behavioral Health for treatment. Laura's Law provides for court-ordered assisted outpatient treatment for individuals who meet strict legal criteria. The City of Citrus Heights intends to engage with Sacramento County as they roll out this new program in July 2022. More information can be found at: [SacCounty Board Votes to Implement Laura's Law](#).

Beautification Crew Strategy

The General Services Department (GSD) is charged with maintaining the public right of way free and clear of debris and obstructions, both for public safety as well as for aesthetic benefit, helping to contribute to the community's vibrancy and quality of life. GSD abates unsightly obstructions, such as illegal dumps, homeless encampments and abandoned transient cargo on a

weekly basis, however the need for these services is a daily demand. Additionally, there are various elements of blight and neglect within or visible from the public right of way that tend to tarnish other efforts we make to improve the overall appearance of the Citrus Heights community. With a designated *Beautification Crew*, comprised of two field staff positions and vehicle outfitted to attend to nuisances, GSD can commit to a more strategic and proactive abatement program, allowing for more rapid response to the following:

- Homeless camp abatement
- Illegal dumps
- Abandoned transient carts and debris
- Trash/liter removal from rights of way, including open spaces
- Partnership with private properties for blight removal, including graffiti and debris removal
- Illegal sign removal from poles and public spaces
- Enhanced roadside weed abatement within rural neighborhoods
- General debris, leaf and weed removal – sidewalks, hardscape, sound walls
- Proactive safety inspections and reporting (tree and limb obstructions of traffic signs, street lights and traffic signals)

The proposed strategy would require committing ARPA funding, which would provide for, but not be limited to, the above-mentioned services for a three and half-year period, estimated for the 2023-2026 calendar years. These positions would be under GSD's tutelage, and through a regular partnership and collaboration with PD's Impact Team, would enhance joint efforts and timely response to citywide nuisance challenges.

Licensing Opportunities (\$5K-\$10K in legal costs)

Explore a licensing agreement or leasing arrangement with a recognized community organization in certain public spaces (i.e. plazas proximate to business districts) for increased involvement in activity planning and also better enforcement of rules relative to behaviors that are undesirable for business activity and enjoyment of a specific public space by business patrons and the general public.

A recognized community organization leasing of certain public spaces may allow for increased programming opportunities for business and community supporting activities. The space being leased or licensed to an organization may also help in greater law enforcement capabilities relative to undesirable behaviors that are counter to the City of a clean and safe environment for the community to enjoy. Should an organization be interested in pursuing this, a license agreement could be an instrument to help facilitate this.

Campaign for Community Pride and Cleanliness

Shopping Cart Ordinance

Approximately 40-50 existing businesses within the City provide shopping carts to their customers. In addition to being a costly item for stores to replace, carts left in City open spaces, sidewalk or street can be a potential hazard for pedestrians and drivers, and are a blight to the community.

The City's retrieval of abandoned, stolen, wrecked and/or dismantled shopping carts is a drain on resources. A shopping Cart ordinance would ensure that measures are taken by cart owners to prevent the removal of shopping carts from store premises and parking lots and to facilitate the retrieval of abandoned carts as permitted by State law. This section is based in part on California Business and Professions Code Section 22435.

If adopted by Ordinance, every owner of a business that maintains shopping carts will be required to implement a shopping cart plan for review and approval by the City. Plans would be required to depict both Loss Prevention Measures and Retrieval Measures for shopping carts.

Typically an ordinance of this nature would include penalties and fines for repeat offenders of the ordinance.

Several existing businesses within the City have anti-theft (locking wheel) devices on their shopping carts. These systems require a microtrenched wire and specific casters to lock the wheels when carts pass pre-defined geographic locations. The cost for these systems range between \$10,000 and \$20,000 depending on the number of carts and geographic limits of the microtrenching.

Signage and Marketing

Once initiatives have been established, the Communications team will create and execute a community campaign that reinforces shared goals of community cleanliness and pride. The campaign will be authentic to the Citrus Heights community and provide education on how community members can be good citizens and support progress on initiatives. The campaign will include easy calls to action that reinforce community pride including themes around anti-littering and dumping and beautification of the local environment. Potential channels and assets will include: social media, news bureau, signage and billboards.

Outreach

When an action plan is designed, it will include a comprehensive engagement strategy to ensure community and stakeholder education and support. Project teams will engage with businesses, business associations, nonprofit organizations, community benefit organizations, community influencers and residents at large to share initiative and policy information.

FOCUS AREA #2: ECONOMIC DEVELOPMENT

Economic Development has been represented in Citrus Heights's strategic planning goals since incorporation. With the approval of the Sunrise Tomorrow Specific Plan and the unique opportunity to utilize ARPA funding as a resource, there is exciting potential to greatly advance the City's Economic Development strategic goals specifically within the Sunrise Tomorrow Specific Plan as well as overarching Economic Development Strategy.

Sunrise Tomorrow Specific Plan

Sunrise Tomorrow - Infrastructure Financing

Although existing infrastructure such as water, sewer, storm drainage, power and utilities exist along Sunrise Blvd and Greenback Lane, the site still requires tactical infrastructure phasing/implementation/financing analysis in order to facilitate eventual redevelopment.

As a next step in project implementation, staff recommends commissioning a fiscal analysis in order to:

- Comprehensively understand the benefits and drawbacks to designating portions of infrastructure as public to facilitate development by leveraging a variety of public financing sources and meeting eligibility criteria for grant opportunities.
- Explore the utilization of land secured financing to create certainty for future development.
 - Explore the alternatives of phasing/parcel specific vs. whole site land secured financing.
- Evaluate Enhanced Infrastructure Financing Districts (EFID) and other economic development incentive tools that could help facilitate development at the site.
 - Conduct an analysis of projected revenue streams to and various scenarios for future Development Agreement discussions.

Sunrise Tomorrow - Right –Of-Way Dedications

Once the infrastructure financing scenario analysis is available, staff will work with Sunrise Mall owners on an infrastructure phasing and financing plan. To fully leverage available financing tools the project will require coordination of right-of-way dedications. This should be viewed as a benefit to property owners as it opens up opportunities for attractive infrastructure financing opportunities.

Sunrise Tomorrow - Grant Funding Eligibility

A primary benefit to the exploration of public infrastructure is access to local, state and federal grant funding. With the completion of the fiscal analysis, staff will create a grants strategy specifically for the Sunrise Tomorrow project public infrastructure areas.

Economic Development Strategy

Business Attraction and Retention

The City has an ongoing economic development strategic goal to attract and retain businesses to diversify and build resilience in our local economy. While companies largely decide to locate based on factors like available real estate, demographics, and available workforce, local jurisdictions are ensuring successful business attraction by offering incentives to potential locates. Staff recommends creation of a Business Attraction Grant Program and Revolving Loan Program to build an attraction and retention toolbox that will help diversify and build resilience of the Citrus Heights business community.

Business Attraction Grant

An effective business attraction grant would be used to target and successfully recruit businesses within target industries of the city whose needs are conducive with current available real estate.

Example target industries include: Entertainment (including movie theaters, commercial recreation, performing arts and venues, etc.), Breweries, non-chain full service restaurants, Day Cares, Technology companies and small office users, etc.

Low Interest Loan Program

Care and feeding of existing businesses is a key function of local government. Access to reasonably priced loans can be a challenge for businesses as interest rates rise. An effective and low interest rate revolving loan program can empower existing companies in expanding their footprint, offerings, programs, etc. The low interest loan program would offer 3-5 year terms and be replenished through loan repayment for use in future lending. All potential transactions would be underwritten and a company's financial health would be verified.

Commercial Blight Abatement and Beautification

Economic Development has the ability to support the city's blight abatement and beautification strategic goals by offering and administering grant programs that assist businesses with exterior improvements.

Commercial CPTED Grant Program

Citrus Heights is fortunate to have CPTED trained specialists within the Police Department that have the ability to assess concerns at the individual business and district level and make recommendations for specific improvements to enhance safety and property preservation through environmental design. Implementation of recommended safety assessments requires a willing property owner as many of these improvements need to be addressed are on private property. City staff are willing to help with individual assessments and to send targeted letters aiding property owners. Ultimately, the improvements can only occur if property owners are willing to execute on the recommendations. Establishing a fund that could provide a grant to assist property owners in making these improvements may help in getting owners to complete environmental design improvements.

Mural Program

At the nexus of CPTED and place making, murals and public art have the ability to prevent crime and create destinations. Staff recommends a Mural Program that offers funding to help businesses implement murals on frontage and public facing walls of commercial real estate. Murals increase community vibrancy and reduce graffiti on walls where they exist.

Comprehensive Grants Strategy (also noted in Infrastructure)

Effective Planning and quality Infrastructure are cornerstones of Economic development; a comprehensive grants strategy is necessary to grow our impact in these spaces. A strategy will build a longer runway, greater efficiencies, and more quality narrative to achieve higher grant award success rates. In addition, it will build bandwidth for research and prospecting of new grant opportunities. Combined, this initiative would create a platform of increased revenue to achieve strategic goals in planning, infrastructure and other work areas.

Legislative and Government Affairs

Related to a comprehensive grants strategy, Citrus Heights must also grow in the area of legislative and government affairs.

FOCUS AREA #3: COMMUNITY CONNECTION

Community feedback indicates Citrus Heights residents are desiring increased community connectivity. Staff recommends a combination of city-produced events, Community engagement programming and outreach with Community grant programs where funding can seed community events and projects that achieve connection. Following is a synopsis of staff program recommendations and how it will create community connectivity:

Events

Restarting existing events

City staff are excited to restart community events! Currently budgeted events being planned include Sunday Funday and our annual holiday Tree Lighting, and we are excited to share our team has already begun planning and production of both.

Exploring potential new events

Staff receive consistent requests from our community to increase event offerings and there is a unique opportunity to utilize ARPA funding for events programming to help bring the community together again. Popular requests have included revitalizing the Community Campout and a patriotic parade as well as new concepts and ideas.

Programs to Catalyze and Facilitate Connectivity

Community Engagement Program

Our Community Engagement Program will be designed to provide support and organization to neighborhood groups to strengthen the relationship between the City of Citrus Heights and its residents. This program would utilize the existing platforms of Neighborhood Associations and Connect Citrus Heights, and also create consistent citywide outreach to increase engagement. No two neighborhoods are alike, which is why community engagement is tailored to fit the needs of each neighborhood. Some neighborhood associations and groups want to meet frequently, while others prefer to host events annually or semi-annually. Members of each neighborhood association or group determine their goals and objectives, including how often they meet and what they want to accomplish; city staff will work with them to provide communications and programming that supports their needs and desires. With increased engagement and participation, potential neighborhood projects could include: Block parties, community clean-ups and CPTED, volunteer days, community gardens, Trunk or Treats, movie night events, mini neighborhood holiday parades, and best of all, neighbors getting to know their neighbors!

Community Engagement Grants and Incentives

With available funding to achieve Community Connection, the City will have the ability to create grant programs that catalyze community activity. Some programs we recommend that have great potential to be utilized by our community include:

- *Citrus Heights Block Party Trailer:* Available for community organizations and groups to rent, comes stocked with all the essentials to host a neighborhood block party including tables, chairs, coolers, barricades and cones, lawn games, small sound system, etc.
- *Community Festivals grant program:* Grants as seed funding for community groups to host special events

- *Community Project Grant Program:* Grants for community groups to implement special projects in our community to engage citizens in creative efforts to improve the community and promote community involvement and pride. Community groups are responsible for proposing, designing and implementing the project.
- *Good Neighbor Beautification program:* By assisting homeowners with home repairs and improvements, the city's Beautification Program improves the quality of life in Citrus Heights, increases property values, and transforms neighborhoods into safer and healthier environments. Examples include removal of chain link fence or bars on windows, fence maintenance, tree trimming and removal (if determined hazardous or unsafe), dead front lawn maintenance to drought resistant landscaping, etc.

Civic Engagement

Community Connection is also built on a civic level through equitable access to local government information. With City Council meetings available online, staff recommends a revised regular City Council meeting start time of 6:30pm to make attendance easier on residents. Staff also sees an opportunity to increase promotion of civic engagement through effective communications like post-meeting summaries and highlights, etc.

FOCUS AREA #4: INFRASTRUCTURE MAINTENANCE

Maintenance and Modernization

Adequately funding and managing infrastructure continues to be a challenge. The City's current backlog of deferred maintenance on roads continues to increase on as the overall pavement condition index (PCI) continues to worsen. While the City does program Gas Tax and Measure A Maintenance funds for annual pavement restoration projects, the existing pavement budget does not and cannot prevent the PCI from continuing a downward trend. The City's network of paved streets was evaluated in 2019/2020, and the results reported an average PCI of 53; today that number has dropped to 51, and will continue trending downward by 2-3 points per year, ballooning our deferred maintenance price-tag from \$77m today, to \$204m by 2030.

In addition to the unsatisfactory condition of our streets, the City faces other challenges related to under-funded public infrastructure maintenance, a majority of which cannot be addressed through Federal and State grants due to their grant program restrictions. While the City continues to proactively seek outside funding for capital improvement projects (CIPs), grants require matching funds, and have evolved to focus heavily on multi-modal transportation, with pavement improvements following to a distant second on priority.

However, there are other infrastructure maintenance needs that provide benefit to the community, but in appearance as well as functionality, can be addressed simultaneous with existing operations and maintenance programs, and requires fewer resources than delivery of larger CIPs. Those items include, but are not limited to:

Pothole repair

Expand pothole cut and fill (mill and fill) repair operations.

Cleaning and uniform painting of older soundwalls

There are various privately owned sound walls around the community that were constructed pre-incorporation in conjunction with development projects. These walls face the public right of way (Madison Avenue, Sunrise Boulevard, Fair Oaks Boulevard), and show signs of age as well as evidence of graffiti tagging.

Refreshing of street light and traffic signal poles

Poles tend to attract posting of advertisement signs, leaving remnants of old tape, and markings. Additionally, there are sections of arterials with street lights and signal poles the city intentionally painted to distinguish these districts from other commercial corridors (Auburn Blvd, Sunrise MarketPlace).

Restripe of travel lanes, crosswalks and pavement legends

Regardless of the City's inability to adequately support an aggressive pavement management program, maintaining traffic lane delineation, crosswalks and stop legends is paramount to public safety. While it is ideal to apply appropriate pavement treatments prior to restriping, with an aging population it is imperative to maintain visible travel lanes, especially through inclement weather months.

Repair and/or reconstruct center median bricks

The center medians along Sunrise Blvd, specifically within the MarketPlace, require regular attention as a result of vehicle accidents. While not ideal to use bricks in medians, particularly high speed, high travel areas, aside from full reconstruction these medians need great level of repairs to address crumbling mortar.

Beautification

There are other infrastructure maintenance needs that provide benefit to the community, both in appearance as well as functionality, can be addressed simultaneous with existing operations and maintenance programs, and requires fewer resources than delivery of larger CIPs. Those items include, but are not limited to:

Faded sign replacement – citywide

Following incorporation, the City replaced all of its street name signs, swapping the old white county signs for our green Citrus Heights signs. Over the years, a large inventory has been replaced, primarily due to damage, however, there is a significant amount of street name signs, as well as No Parking, Stop and other regulatory and non-regulatory signs that need to be replaced throughout the City. There are also various versions of the "Welcome to Citrus Heights" signs around the community that reflect dated population numbers.

Gateway monuments

The City has several gateway monument signs around the City. As part of the City's long term branding efforts and to create uniformity, it would be ideal to invest in re-imaging existing monument, as well as identifying key entry points of the city that could support new monuments.

Median landscape – replace and refresh

Most of the existing foliage along our landscaped medians is in good condition, however, there are large segments of medians that are bare as a result of vegetation loss. Likewise, many of the planters have not received a refresh of ground cover (bark, mulch) in more than 10 years.

Investing in routine ground cover application not only helps to reduce water usage, but also prevents deterioration of the irrigation systems from exposure to the elements.

Comprehensive Grants Strategy (also noted in Economic Development)

Effective Planning and quality Infrastructure are cornerstones of Economic development; a comprehensive grants strategy is necessary to grow our impact in these spaces. A strategy will build a longer runway, greater efficiencies, and more quality narrative to achieve higher grant award success rates. In addition, it will build bandwidth for research and prospecting of new grant opportunities. Combined, this initiative would create a platform of increased revenue to achieve strategic goals in planning, infrastructure and other work areas.

ATTACHMENT 2 – PRIOR SIX MONTH STRATEGIC OBJECTIVES UPDATE

CITY OF CITRUS HEIGHTS STRATEGIC OBJECTIVES

September 16, 2021 – April 30, 2022

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FISCAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 14, 2021 City Council meeting	Operations Manager, General Services	Present to City Council for consideration, an amendment to the residential garbage and recycling collection services agreement to include organics recycling services required by the state's unfunded organics recycling mandate, AB 1383.	X			Completed October 28, 2021
2. At the October 14, 2021 City Council meeting	Administrative Services Director, working with Finance Committee	Present to City Council, an updated Long Term Financial Plan (i.e. 10-year budget model).	X			Completed October 28, 2021 & February 24, 2022

3. At the Nov 10, 2021 City Council Meeting	Administrative Services Director, working with Community Development Director and General Services Director	Present to City Council, an analysis of the city's development impact fees.			X	Recommendation presented to Finance & Administration Committee on January 11, 2022. Item scheduled for City Council consideration May/June 2022.
4. At the Nov 10, 2021 City Council Meeting	City Manager, working with department heads and Finance Team	Present to City Council, recommendations for action for utilization of the American Rescue Plan Act (federal stimulus) funding.		X		City Council discussion of utilization of American Rescue Plan Act funding occurred December 9, 2021, January 13, 2022 and January 27, 2022. City Council workshop for further discussion scheduled for May 26, 2022 Council meeting.
5. At the February 24, 2022 City Council Meeting	Administrative Services Director	Present to City Council, the FY 2021-22 Mid-Cycle Budget Review	X			Completed February 24, 2022

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Jan 1, 2022	City Engineer	Complete construction of the Mariposa Avenue Safe Routes to School Phase 4 project.			X	Due to material delivery delays and unforeseen conditions, construction completion now anticipated in May 2022 (warmer temps needed for final paving).
2. By Jan 1, 2022	City Engineer	Complete construction of the Annual Residential Street Resurfacing Project.	X			Construction complete. Formal Council formally accepted a complete March 2022.
3. By Jan 1, 2022	City Engineer	Request funds (already approved) from CalTrans and the California Transportation Commission for preliminary engineering of the Old Auburn Road Complete Streets Phase 1 Project.	X			Preliminary Engineering funds obligated by California Transportation Commission October 2021.
4. By March 1, 2022	City Engineer	Advertise for bids, the construction contract for the Greenback Lane Complete Streets Project from Sunrise to Fair Oaks Boulevard.	X			Council awarded contract on January 27, 2022. Project currently under construction.
5. By March 1, 2022	City Engineer	Request funds (already approved) from CalTrans and the California Transportation Commission (CTC) for construction of the Arcade-Cripple Creek Trail Project.	X			Authorization to bid approved by California Transportation Commission. Project scheduled to advertise for construction by early May.

THREE-YEAR GOAL: DIVERSIFY FOR A RESILIENT ECONOMY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Before the November 10, 2021 City Council Meeting	City Manager and City Council	Hold a City Council study session; inviting the business community to have an open discussion about ARPA applications to support COVID affected local businesses.	X			Business Community input received at December 9, 2021 City Council meeting.
2. At the December 9, 2021 City Council Meeting	Community Development Director with input from Planning Commission	Present to City Council for consideration, the final draft Sunrise Tomorrow Specific Plan and EIR.	X			Adopted November 2021
3. By March 1, 2022	Community Development Director	Commence the entitlement process for the New Sylvan project.			X	Soil cleanup is complete. Background Analysis (CEQA/Traffic) is underway.
4. By March 1, 2022	Economic Development and Communications Manager – lead, working with Mayor, City Manager and Police Chief	Visit at least three businesses as part of the Business Visitation Program			X	One business visit completed December 7, 2021; goal paused due to Omicron. In-person meetings have since resumed with business partner organizations and business outreach is recommencing.

THREE-YEAR GOAL: SUSTAIN AND PRESERVE PUBLIC SAFETY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Dec 1, 2021	Police Chief	Hold at least one external Police Academy recruitment for police officers, and at least two professional police recruitment marketing events for all vacant positions.	X			Successfully completed external processes for Police Academy Recruits. Held 3 professional police recruitment marketing events and have 4 th planned for June 2022.
2. By Dec 1, 2021	Police Chief	Implement Body Worn Camera (BWC) system for patrol officers and ensure digital evidence system is linked to Police Department (PD) Computer Aided Dispatch System (CAD), and Sacramento District Attorney's Office.	X			Implemented LensLock BWC's and officially launched on January 1, 2022. BWCs are fully integrated with the RIMS CAD system as well as with Sacramento DA's Office.
3. By March 1, 2022	Police Chief	Reorganize the police organizational structure as staffing level returns; create a specialty team to focus on street-level community concerns such as homelessness, gang activity, and violent crime.	X			Created new IMPACT team, blending best attributes of former POP unit and former Special Investigations Unit. This team is live and hard-focused on quality of life issues throughout the community.
4. By March June 1, 2022	Police Chief in collaboration with General Services Director and General Services Dept.	Evaluate feasibility and identify funding source for an outside vendor to assist with more rapid cleanups of homeless camps.			X	Working with City Manager and larger team on strategies and options to enhance abatement efforts for City Council consideration as part of the ARPA funding discussion.

THREE-YEAR GOAL: ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 15, 2021	Communications Officer	Assist Community Marching Band in promoting their Howl O Ween parade and Rusch Park Harvest Festival to parade participants and community at-large.	X			Goal complete
2. By October 15, 2021	Communications Officer	Assist CHPD PAL in promoting their Trunk Or Treat event to participants and attendees.	X			Goal complete
3. By October 15, 2021	Communications Officer, working with Construction/ Maintenance Inspector Supervisor	Promote volunteer public participation to support GSD Community Volunteer Event on October 16, 2021 at the greenbelt on Greenback Lane east of Park Oaks.	X			Goal complete
4. By December 15, 2021	Community Development Director - lead, Economic Development & Communications Manager, working with Planning Consultant	Hold kick-off meeting for Retail to Rooftops program and develop timeline to bring to City Council.			X	Kickoff Meeting took place in January 2021 with Opticos Design Team. A report of the findings will be presented to Council in summer 2022.

5. By February 1, 2022	Communications Officer, working with Mayor and Connect Citrus Heights Coalition	Establish online tool to promote community connection, with emphasis on developing a master events calendar for 2022; report results to City Council.			X	Created, launched and are executing ongoing promotion of Connect Citrus Heights online community calendar of events.
6. By February 1, 2022	Community Development Director	Issue an RFP or identify partner for redevelopment of City- owned Sayonara vacant properties.			X	Study Session with Council held on March 10, 2022. Staff working with Habitat for Humanity to finalize sales agreement and product mix.
FUTURE: At the March 10, 2022 City Council Meeting	City Clerk	Present the results of the legal redistricting process to City Council for action.		X		Scheduled for March 24, 2022