



Porsche Middleton, Mayor
Tim Schaefer, Vice Mayor
Jeannie Bruins, Council Member
Bret Daniels, Council Member
Steve Miller, Council Member

**CITY OF CITRUS HEIGHTS
CITY COUNCIL
Regular Meeting of Thursday, May 26, 2022
City Hall Council Chambers
6360 Fountain Square Drive, Citrus Heights, CA
Regular Meeting 7:00 p.m.**

HOW TO PARTICIPATE:

The City of Citrus Heights welcomes your interest and involvement in the City's legislative process. The City of Citrus Heights is allowing for remote and in person participation. The City Council has 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 during the meeting, please either complete a Speaker Identification Sheet and give it to the City Clerk, if participating via webcast you may use the Zoom hand raise function (or *9 if you join the webinar via telephone) and the host will unmute you when it is time to speak. Speakers will be limited to 3 minutes each. Alternatively, you may submit your comment via email to cityclerk@citrusheights.net or by completion of an online Speaker Card at <https://www.citrusheights.net/FormCenter/City-Council-Meetings-Speaker-Card-30>. Written public comments shall be limited to 250 words or less. Each comment will be read aloud by the City Clerk.

Regular Meeting 7:00 p.m. Zoom Meeting –Webinar link: <https://us02web.zoom.us/j/85951777268>

The City provides three ways to watch a City Council meeting.

IN PERSON	ONLINE	ON TELEVISION
		
City Council meetings take place in the City Hall Council Chambers.	Watch the livestream and replay past meetings on the City website .	Watch live and replays of meetings on Sac Metro Cable, Channel 14.

PLEASE NOTE: In order to minimize the spread of the COVID-19 virus, this meeting is being held pursuant to Government Code Section 54953(e). Please be advised that some, or all, Council Members may attend City Council meetings telephonically or otherwise electronically.

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

May 20, 2022


Amy Van, City Clerk

REGULAR CITY COUNCIL MEETING
7:00 PM**CALL REGULAR MEETING TO ORDER**

1. Flag Salute
2. Roll Call: Council Members: Bruins, Daniels, Miller, Schaefer, Middleton
3. Video Statement

APPROVAL OF AGENDA**COMMENTS BY COUNCIL MEMBERS AND REGIONAL BOARD UPDATES****PUBLIC COMMENT****CONSENT CALENDAR**

It is recommended that all consent items be acted on simultaneously unless separate discussion and/or action are requested by a Council Member.

4. **SUBJECT:** Approval of Minutes
RECOMMENDATION: Approve the Minutes of the Special Meeting of May 10, 2022 and the Regular Meeting of May 12, 2022
5. **SUBJECT:** Review the Sacramento Stormwater Quality Partnership Program and Authorize FY 22/23 Expenditures
STAFF: R. Cave / L. Blomquist
RECOMMENDATION: Adopt Resolution No. 2022-____, A Resolution of the City Council of the City of Citrus Heights, California, Authorizing the City Manager to Expend Stormwater Funds for the City of Citrus Heights' Shared Cost of Joint Implemented Municipal Separate Storm Sewer System Requirements with the Sacramento Stormwater Quality Partnership
6. **SUBJECT:** Bonita Way/ Garry Oak Drive/ Twin Oaks Avenue Storm Drain Project Final Acceptance and Notice of Completion – City PN 30-17-004
STAFF: R. Cave/ L. Blomquist
RECOMMENDATION: Adopt Resolution No. 2022-____, A Resolution of the City Council of the City of Citrus Heights, California, Accepting the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project as Complete and Authorizing the City Engineer to Record a Notice of Completion and Release the Contract Retention
7. **SUBJECT:** 2022 California Prohousing Designation Program
STAFF: C. Kempenaar/ E. Singer
RECOMMENDATION: Adopt Resolution No. 2022-____, A Resolution of the City Council of the City of Citrus Heights, California, Authorizing Application to and Participation in the Pro-housing Designation Program

8. **SUBJECT:** Declaration of Surplus Properties – Sayonara Drive
 STAFF: C. Kempenaar/ A. Bermudez
 RECOMMENDATION: Adopt Resolution No. 2022-____, A Resolution of the City Council of the City of Citrus Heights, California, Declaring Certain Vacant Properties on Sayonara Drive as Exempt Surplus Properties

REGULAR CALENDAR

9. **SUBJECT:** Adoption of Focus Area Strategic Planning Objectives
 STAFF: A. Feeney
 RECOMMENDATION: Adopt Resolution No. 2022-____, A Resolution of the City Council of the City of Citrus Heights, California, Adopting the “Focus Area Strategic Objectives” for the Remainder of the Current Three Year Strategic Plan Goals Term (March 2024)
10. **SUBJECT:** American Rescue Plan Act Fund Allocation Discussion
 STAFF: A. Feeney/ B. Zenoni/ M. Huber
 RECOMMENDATION: Receive a staff report and presentation, and provide feedback on the next increment of proposed funding allocations of American Rescue Plan (ARP) Act revenue

DEPARTMENT REPORTS

CITY MANAGER ITEMS

ITEMS REQUESTED BY COUNCIL MEMBERS/ FUTURE AGENDA ITEMS

ADJOURNMENT

**CITY OF CITRUS HEIGHTS
CITY COUNCIL
MINUTES
Special Meeting of Tuesday, May 10, 2022
Citrus Heights City Hall
6360 Fountain Square Drive, Citrus Heights, CA**

SPECIAL CITY COUNCIL MEETING CALLED TO ORDER

The special City Council meeting was called to order at 8:30 a.m. by Mayor Middleton.

- | | | | |
|----|------------|--------------------------|---|
| 1. | Roll Call: | Council Members present: | Bruins, Daniels, Miller, Schaefer, Middleton |
| | | Council Members absent: | None |
| | | Staff present: | City Manager Feeney and department directors. |

PUBLIC COMMENT

None

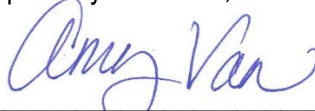
STRATEGIC PLANNING WORKSHOP

The City Council held a Strategic Planning Workshop. Marilyn Snider, with Snider and Associates, facilitated the meeting and provided a record of the discussion, which is attached and incorporated into the minutes.

ADJOURNMENT

There being no further business to come before the City Council, the meeting was adjourned at 2:40 p.m.

Respectfully submitted,



Amy Van, City Clerk

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

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904

MISSION STATEMENT

**The City of Citrus Heights is committed to providing high quality,
economical, responsive city services to our community.**

VISION STATEMENT

**Citrus Heights will be the city of choice for residents and businesses to prosper and thrive
and a model of neighborhood engagement.**

CORE VALUES

not in priority order

The City of Citrus Heights values . . .

Diversity

Integrity

Teamwork

Innovation

Respect

Responsive Customer Service

Trust

THREE-YEAR GOALS

2021-2024 * not in priority order

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

NEXT STEPS / FOLLOW-UP PROCESS

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

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

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

Brainstormed List of Perceptions

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

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

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

Brainstormed List of Perceptions

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

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

Brainstormed List of Perceptions

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

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

Brainstormed List of Perceptions

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

STRATEGIC PLANNING ELEMENTS

S.W.O.T. ANALYSIS

INTERNAL:

+Strengths
--Weaknesses

EXTERNAL:

+Opportunities
-- Threats

MISSION/PURPOSE STATEMENT

Why the organization exists and whom it serves

VISION STATEMENT

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

CORE VALUES

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

GOALS

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

OBJECTIVES

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

FOLLOW-UP PROCESS

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

CITY OF CITRUS HEIGHTS ⚙ STRATEGIC OBJECTIVES

May 1, 2022 – November 1, 2022

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FISCAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the May 26, 2022 City Council Meeting	City Manager, working with department heads and Finance Team	Present to City Council, recommendations for future action for utilization of the American Rescue Plan Act (federal stimulus) funding.				
2. At May 26, 2022 City Council Meeting	City Manager	Present to City Council for consideration, the resolution adopting the Focus Area Strategic Objectives through March 2024, as outlined in the May 10, 2022 Strategic Planning Retreat memorandum.				
3. At the June 23, 2022 City Council Meeting	Administrative Services Director, working with Community Development Director and General Services Director	Present to City Council for consideration, an analysis and proposed update of the city's development impact fees.				

THREE-YEAR GOAL: **MAINTAIN AND ENHANCE FISCAL STABILITY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. At Sept. 22, 2022 City Council Meeting	City Manager – lead, working with Administrative Services Director, and input from the Finance Committee	Present to City Council for consideration, budgeting strategies that provide for grant matching funds.				
5. At Oct. 27, 2022 City Council Meeting	Administrative Services Director	Present to City Council for direction, options and recommendations on replacement of enterprise financial software system (Eden).				
6. By Nov. 1, 2022	City Manager	Create a comprehensive grants action plan.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award for the Arcade-Cripple Creek Trail Project.				
2. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award of the 2022 Annual Residential Street Resurfacing Project.				
3. By Sept. 1, 2022	City Engineer	Complete construction of the Mariposa Avenue Safe Routes to School Phase 4 Project.				
4. At the Sept. 22, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for direction, options regarding pavement and restoration strategies.				
5. At the Oct. 13, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for consideration, options regarding sound wall repair and beautification.				
6. At the Oct. 13, 2022 City Council Meeting	General Services Director, working with the City Engineer	Present to City Council, a maintenance and enhancement strategy to identify centerline miles of roadways in need of restriping and other minor roadway repairs.				

THREE-YEAR GOAL: **MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE
ALTERNATIVE MODES OF TRANSPORTATION (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
7. By Nov. 1, 2022	City Engineer	Complete the construction of the Greenback Lane Complete Streets Project from Sunrise to Fair Oaks Boulevard.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Aug. 15, 2022	Community Development Director - lead, working with the City Engineer	Review Draft Traffic Study for Sylvan Corners/Woodside Homes Project and report results to City Manager.				
2. By Oct. 1, 2022	Economic Development and Communications Manager – lead, working with the Mayor, City Manager and Police Chief	Visit at least one business as part of the Business Visitation Program.				
3. By Nov. 1, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Present to City Council, options for public infrastructure financing and other economic development tools to incentivize Sunrise Tomorrow development.				

THREE-YEAR GOAL: **DIVERSIFY FOR A RESILIENT ECONOMY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. By Oct. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Approach Sunrise Tomorrow property owners about securing right-of-way dedications that would allow them to access public financing tools and meet grant eligibility requirements.				
5. By Aug. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	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 for Sunrise Tomorrow.				
6. By Aug. 15, 2022	City Manager	Present to City Council, a plan to increase active engagement in regional, state, and federal legislative matters that advance or impact the City of Citrus Heights.				

THREE-YEAR GOAL: PRESERVE & ENHANCE PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	General Services Director – lead, working with the Police Chief	Present to City Council, a proposal for a City of Citrus Heights Beautification Crew, to actively maintain the public right-of-way and keep it free and clear of debris and obstructions, both for public safety and aesthetic benefit.				
2. By July 15, 2022	Police Chief	Present to City Council for consideration, a plan to replace and/or upgrade the deferred portion of the Police Department fleet and the critical Communication Center technology.				
3. By Sept. 15, 2022	Police Chief and City Attorney	Present to City Manager at least 3 viable options for increased accountability for addressing chronic habitual offender cases (e.g. Community Prosecutor Program).				
4. By Oct. 1, 2022	Administrative Services Director – lead, working with the Human Resources Manager and the Executive Team	Explore, evaluate and recommend to City Manager an enhanced Employee Wellness Program (e.g. Employee Assistance Program and Workers' Comp).				
5. By Oct. 15, 2022	Police Chief	Evaluate the feasibility of leveraging current technology to enhance proactive crime prevention and report results to the City Manager.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 9, 2022 City Council Meeting	City Clerk	Present to City Council for consideration, an earlier start time for the City Council meetings, with emphasis on promoting public participation through effective communications.				
2. At the Aug. 11, 2022 City Council Meeting	Facilities Manager	Present to City Council for information, upcoming Sunday Funday collaborations with community groups including neighborhood associations, Connect Citrus Heights, and the Citrus Heights Historical Society.				
3. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal to purchase and outfit a Citrus Heights Block Party Trailer, available to community groups to rent stocked with essentials to host events.				
4. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal that would provide grants to community groups to facilitate community projects that engage citizens, improve the community, and promotes community involvement and pride.				
5. At the Oct. 27, 2022 City Council Meeting	General Services Director – lead, working with the City Attorney and Community Development Director	Present to City Council for consideration, a shopping cart ordinance and associated outreach plan that requires shopping cart fleets be retrofitted with lockable wheel devices.				

**CITY OF CITRUS HEIGHTS
CITY COUNCIL
MINUTES
Regular Meeting of Thursday, May 12, 2022
City Hall Council Chambers and Virtually
6360 Fountain Square Drive
Citrus Heights, CA 95621**

CALL REGULAR MEETING TO ORDER

The regular council meeting was called to order at 7:00 p.m. by Mayor Middleton.

1. The Flag Salute was led by Council Member Daniels.
2. Roll Call: Council Members present: Daniels, Miller, Schaefer, Middleton
Council Members absent: Bruins
Staff present: Anderson, Baldwin, Cave, Cimino, Feeney, Frey, Huber, Jones, Kempenaar, Reid, Turcotte, Van, and Zenoni.
3. The video statement was read by City Clerk Van.

APPROVAL OF AGENDA

ACTION: On a motion by Vice Mayor Schaefer, seconded by Council Member Daniels, the City Council approved the agenda.

AYES:	Daniels, Miller, Schaefer, Middleton
NOES:	None
ABSENT:	Bruins

PRESENTATION

4. Proclamation of the City of Citrus Heights Proclaiming May 15-21, 2022 as National Public Works Week

Council Member Miller presented General Services Director Regina Cave with a proclamation declaring May 15-21, 2022 as National Public Works Week.

5. Proclamation of the City of Citrus Heights Proclaiming May as Building Safety Month

Council Member Miller presented Chief Building Official Greg Anderson with a proclamation recognizing May as Building Safety Month.

6. Proclamation of the City of Citrus Heights Proclaiming May 15-21, 2022 as National Police Week

Council Member Daniels presented Commander Kris Frey with a proclamation declaring May 15-21, 2022 as National Police Week. This week honors officers lose in the line of duty, and recognizes those in the profession.

COMMENTS BY COUNCIL MEMBERS AND REGIONAL BOARD UPDATES

Council Member Daniels shared information on the Peace Officer Memorial at the State Capital building on May 15.

Council Member Miller provided an update from the Sacramento Regional Transit board meeting. He also provided an update from Sacramento Transportation Authority meeting.

Vice Mayor Schaefer shared his appreciation to those who received proclamations, which included Public Works, Building Safety, and National Police Week. He also provided a brief update from the May 10 Strategic Planning retreat.

Mayor Middleton provided an update on the recent Cap-to-Cap conference in Washington D. C. She provided an update from the Sacramento Area Council of Governments Board meeting. She shared information for the California League of Cities Lobby Day and Board of Directors meeting.

PUBLIC COMMENT

None

CONSENT CALENDAR

7. **SUBJECT:** Approval of Minutes
RECOMMENDATION: Approve the Minutes of the Special/Regular Meeting of April 28, 2022
8. **SUBJECT:** Approve Resolution for Continued Remote Meetings in Accordance with AB 361
STAFF: A. Van / R. Jones
RECOMMENDATION: Adopt Resolution No. 2022-032, A Resolution Making the Legally Required Findings to Continue to Authorize the Conduct of Remote "Telephonic" Meetings During the State of Emergency
9. **SUBJECT:** Second Reading – AB 481 Military Equipment Policy for the Police Department
STAFF: J. Baldwin
RECOMMENDATION: Adopt Ordinance No. 2022-005, An Ordinance of the City of Citrus Heights Adopting a Military Equipment Use Policy of the City of Citrus Heights, California Governing the Use of Military Equipment
10. **SUBJECT:** Quarterly Treasurer's Report
STAFF: T. Nossardi
RECOMMENDATION: Receive and File the Quarterly Treasurer's Report for the Quarter Ending March 31, 2022

ACTION: On a motion by Council Member Miller, seconded by Council Member Daniels, the City Council adopted Consent Calendar Items 7, 8, 9, and 10.

AYES: Daniels, Miller, Schaefer, Middleton
NOES: None
ABSENT: Bruins

REGULAR CALENDAR

12. **SUBJECT:** Citrus Heights Small Business COVID Recovery Grant Program Update
STAFF: B. Zenoni/ M. Huber

RECOMMENDATION: Receive a presentation on the Citrus Heights Small Business COVID Recovery Grant Program

Interim Administrative Services Director Zenoni and Economic Development and Communications Manager Huber provided an update from the Citrus Heights Small Business COVID Recovery Grant Program. Zenoni shared information on the allocation of American Rescue Plan Act funding the City received in May 2021. Of the \$7.8 million received at that time, Council at the January 27, 2022 City Council meeting, allocated \$320,000 to a Small Business COVID Recovery Grant Program.

Huber shared information on the grant program, which was created in order to disperse the funding to small businesses. Some of the eligibility requirements included must be a commercial business located and licensed in Citrus Heights, business entity earned \$3 million annual revenue or less in calendar year 2019, and the business experienced a net revenue loss of at least 25% for the calendar year 2020 or 2021 compared to 2019. The program was published in various languages, shared heavily on social media and to the business community, and included an expedited application process. The application period was open from February 24 – March 26 and the City received 76 applications. Huber shared that of the total applications received, 33 businesses were eligible for grant awards. In total, the program allocated \$277,611 to small businesses who applied for the grant program.

Council comments followed.

DEPARTMENT REPORTS

None

CITY MANAGER ITEMS

City Manager Feeney shared with the Council information from the May 10 Strategic Planning session. Materials from the retreat are available for viewing on the City's website. He also shared information on the on-going branding efforts, which includes 25th anniversary banners that will be installed at various location in the community. Feeney provided an update on the 2022 California Primary Election. City Hall is a ballot drop-box location and the Citrus Heights Community Center will serve as a vote center from May 28 – June 7. Feeney also shared information on a series of May is Bike Month events the City has coordinated. City Manager Feeney concluded by introducing Elyjah Wilbur, the new Communications Officer.

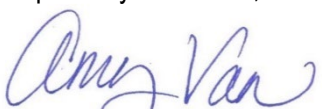
ITEMS REQUESTED BY COUNCIL MEMBERS/ FUTURE AGENDA ITEMS

None

ADJOURNMENT

Mayor Middleton adjourned the regular meeting at 7:50 p.m.

Respectfully submitted,



Amy Van, City Clerk



CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT

MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members
Ashley J. Feeney, City Manager

FROM: Regina Cave, General Services Director
Leslie Blomquist, City Engineer

SUBJECT: Review the Sacramento Stormwater Quality Partnership Program
and authorize FY 22/23 expenditures

Summary and Recommendation

The Sacramento Stormwater Quality Partnership (SSQP) oversees and manages implementation of regional stormwater related activities including a Monitoring and Target Pollutant Program, Regional Public Outreach, Regional Commercial/Industrial Program, New Development, and Program Management.

In 2012, the city entered into a Memorandum of Understanding (MOU) with the other partnership agencies in the Sacramento Region regarding administrative responsibilities and apportionment of costs regarding the region's National Pollutant Discharge Elimination System (NPDES) Permit specifying that the City of Citrus Heights is responsible for 5.9% of the annual costs associated with this partnership.

Staff recommends the City Council approve Resolution 2022-____, a Resolution of the City Council of the City of Citrus Heights, California, authorizing the City Manager to expend stormwater funds for the City of Citrus Heights' shared cost of joint implemented Municipal Separate Storm Sewer System requirements with the Sacramento Stormwater Quality Partnership.

Fiscal Impact

Funding for the proposed service agreement for \$72,334 is included in the FY 2022/23 Storm Water Utility Fund (Fund 209) budget.

Background and Analysis

The City of Citrus Heights has a Municipal Separate Storm Sewer System (MS4) permit from the Regional Water Quality Control Board (RWQCB), and is one of seven agencies grouped

together in Sacramento County. Citrus Heights shares the same requirements in the permit as all partnership agencies, though the requirements can be split into two basic categories - individual and joint compliance activities. The SSQP was established to coordinate joint compliance activities.

In 2012, the city entered into an MOU with the SSQP regarding administrative responsibilities and cost apportionment. The cost apportionment is based on the relative population of each agency, and for the City of Citrus Heights it is currently 5.9%.

The compliance activities provided by the SSQP include the following:

- Monitoring and Target Pollutant Program
Stormwater monitoring and regulatory support services, Delta Regional Monitoring Program, and technical expertise on stormwater policy and regulations.
- Regional Public Outreach Program
General and community based outreach
- New Development
A limited amount of technical work for compliance requirements.
- Program Management
Administer and manage the Partnership's Regional Stormwater Quality Program to ensure continued compliance with the MS4 General Permit

The total anticipated cost for participation in the partnership for FY 2022/2023 is \$72,334.47 (city's 5.9% share of total costs). A summary of the city's FY 2022/2023 contributions is included as Exhibit A.

Attachments

1. Resolution 2022-____, a Resolution of the City Council of the City of Citrus Heights, California, authorizing the City Manager to expend stormwater funds for the City of Citrus Heights' shared cost of joint implemented Municipal Separate Storm Sewer System requirements with the Sacramento Stormwater Quality Partnership.
2. Sacramento Stormwater Quality Partnership, Summary of Joint Permittee Costs, DRAFT FY 2022/2023 BUDGET (Exhibit A)

RESOLUTION NO. 2022- ____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CITRUS HEIGHTS,
CALIFORNIA, AUTHORIZING THE CITY MANAGER TO EXPEND STORMWATER
FUNDS FOR THE CITY OF CITRUS HEIGHTS' SHARED COST OF JOINT
IMPLEMENTED MUNICIPAL SEPARATE STORM SEWER SYSTEM REQUIREMENTS
WITH THE SACRAMENTO STORMWATER QUALITY PARTNERSHIP**

WHEREAS, the City has a stormwater system within its limits;

WHEREAS, the stormwater system is comprised of man-made features (Municipal Separate Storm Sewer System, MS4) as well as naturally occurring creeks and channels, including waters of the United States (WOTUS);

WHEREAS, the federal Clean Water Act (CWA) establishes the basic structure for regulating discharges of pollutants into the WOTUS and regulating quality standards for surface waters;

WHEREAS, under the CWA, Environmental Protection Agency (EPA) has implemented pollution control including National Pollutant Discharge Elimination System (NPDES);

WHEREAS, NPDES Program has been delegated to the State of California for implementation through the State Water Resources Control Board (State Water Board) and the nine Regional Water Quality Control Boards (Regional Water Boards), collectively Water Boards;

WHEREAS, the California Regional Water Quality Control Board, Central Valley Region ("CVRWQCB") has been charged by the State Water Board with the responsibility to issue NPDES permits within the Central Valley Region;

WHEREAS, the City of Citrus Heights is situated within the Central Valley Region;

WHEREAS, the CVRWQCB has developed a single Region-wide MS4 Permit (Order) that promotes greater watershed/drainage shed coordination, water quality measure protections, and program implementation efficiencies;

WHEREAS, on June 23, 2016 the Regional Water Board issued an NPDES MS4 permit, NPDES No. CAS085324, Order No. R5-2016-0040, (Permit) for the County of Sacramento and the cities of Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova and Sacramento (collectively the "Permittees" and individually the "Permittee");

WHEREAS, the Permit requires the Permittees to monitor stormwater discharges and implement multiple programs to reduce the level of pollutants discharged into receiving waters;

WHEREAS, the Permittees have previously entered into an MOU to establish administrative responsibilities and apportionment of costs related to shared activities associated with Permit implementation;

WHEREAS, the MOU includes the responsibility for the timely payment of all monetary obligations by each Permittee for joint activities; and

WHEREAS, the attached Sacramento Stormwater Quality Partnership Summary of Joint Permittee Costs Draft FY 2022/2023 Budget has been submitted as an estimate of costs related to joint implemented MS4 requirements.

NOW THEREFORE BE IT RESOLVED AND ORDERED that the City of Citrus Heights does hereby authorize the City Manager to expend stormwater funds for the City of Citrus Heights' shared cost of joint implemented Municipal Separate Storm Sewer System requirements with the Sacramento Stormwater Quality Partnership.

The City Clerk shall certify the passage and adoption of this Resolution and enter it into the book of original resolutions.

PASSED AND ADOPTED by the City Council of the City of Citrus Heights, California, this 26th day of May 2022 by the following vote, to wit:

AYES: **Council Members:**
NOES: **Council Members:**
ABSTAIN: **Council Members:**
ABSENT: **Council Members:**

Porsche Middleton, Mayor

ATTEST:

Amy Van, City Clerk

Exhibit

A. Sacramento Stormwater Quality Partnership Summary of Joint Permittee Costs Draft FY 2022/2023 Budget

**Sacramento Stormwater Quality Partnership
Summary of Joint Permittee Costs
DRAFT FY 2022/2023 BUDGET**

Updated: February 16, 2022

Program Element/Activity ⁴	Lead Agency	Consultant	JA No.	FY23 Proposed Budget	Permittee Costs ¹						
					County	Citrus Hts	Elk Grove	Folsom	Galt	Rancho	Sac
					38.4%	5.9%	10.9%	5.2%	1.7%	4.6%	33.3%
Monitoring Program/Special Studies/TMDL											
Monitoring & Regulatory Support Services	City-Lisa			\$ 600,000.00	\$ 230,400.00	\$ 35,400.00	\$ 65,400.00	\$ 31,200.00	\$ 10,200.00	\$ 27,600.00	\$ 199,800.00
Delta Regional Monitoring Program (RMP)	County			\$ 103,000.00	\$ 39,552.00	\$ 6,077.00	\$ 11,227.00	\$ 5,356.00	\$ 1,751.00	\$ 4,738.00	\$ 34,299.00
Contingency (CEC, pyrethroid, bacteria ph2 or SSQP specific, etc.)	County/City			\$ 70,000.00	\$ 26,880.00	\$ 4,130.00	\$ 7,630.00	\$ 3,640.00	\$ 1,190.00	\$ 3,220.00	\$ 23,310.00
	Subtotal =			\$ 773,000.00	\$ 296,832.00	\$ 45,607.00	\$ 84,257.00	\$ 40,196.00	\$ 13,141.00	\$ 35,558.00	\$ 257,409.00
Target Pollutant Reduction											
Pesticides: CASQA Pesticide Reduction Project	County	CASQA		\$ 35,000.00	\$ 13,440.00	\$ 2,065.00	\$ 3,815.00	\$ 1,820.00	\$ 595.00	\$ 1,610.00	\$ 11,655.00
Pesticides: Pesticide Regulatory Assistance	County			\$ 30,000.00	\$ 11,520.00	\$ 1,770.00	\$ 3,270.00	\$ 1,560.00	\$ 510.00	\$ 1,380.00	\$ 9,990.00
	Subtotal =			\$ 65,000.00	\$ 24,960.00	\$ 3,835.00	\$ 7,085.00	\$ 3,380.00	\$ 1,105.00	\$ 2,990.00	\$ 21,645.00
Public Outreach											
General Outreach:											
Public Opinion Survey	County/City			\$ 25,000.00	\$ 9,600.00	\$ 1,475.00	\$ 2,725.00	\$ 1,300.00	\$ 425.00	\$ 1,150.00	\$ 8,325.00
Brochure printing/development (update business brochures)	County/City			\$ 5,000.00	\$ 1,920.00	\$ 295.00	\$ 545.00	\$ 260.00	\$ 85.00	\$ 230.00	\$ 1,665.00
Outreach supplies including trash kits and giveaways	City-Jessica			\$ 10,000.00	\$ 3,840.00	\$ 590.00	\$ 1,090.00	\$ 520.00	\$ 170.00	\$ 460.00	\$ 3,330.00
	Subtotal: General			\$ 40,000.00	\$ 15,360.00	\$ 2,360.00	\$ 4,360.00	\$ 2,080.00	\$ 680.00	\$ 1,840.00	\$ 13,320.00
Regional Media:											
Trash/Litter Outreach (community based)	City-Jessica			\$ 40,000.00	\$ 15,360.00	\$ 2,360.00	\$ 4,360.00	\$ 2,080.00	\$ 680.00	\$ 1,840.00	\$ 13,320.00
Stormwater Outreach/Media Placement ³	City-Jessica			\$ 92,000.00	\$ 35,328.00	\$ 5,428.00	\$ 10,028.00	\$ 4,784.00	\$ 1,564.00	\$ 4,232.00	\$ 30,636.00
	Subtotal: Regional Media			\$ 132,000.00	\$ 50,688.00	\$ 7,788.00	\$ 14,388.00	\$ 6,864.00	\$ 2,244.00	\$ 6,072.00	\$ 43,956.00
IPM ³ :											
Rescape California (RFL)	County-Jeanette			\$ 65,000.00	\$ 24,960.00	\$ 3,835.00	\$ 7,085.00	\$ 3,380.00	\$ 1,105.00	\$ 2,990.00	\$ 21,645.00
IPM consultant/supplies (OWOW) ³	City-Jessica			\$ 40,000.00	\$ 15,360.00	\$ 2,360.00	\$ 4,360.00	\$ 2,080.00	\$ 680.00	\$ 1,840.00	\$ 13,320.00
CASQA OWOW Subscription Cost	City/County			\$ 5,080.00	\$ 1,950.72	\$ 299.72	\$ 553.72	\$ 264.16	\$ 86.36	\$ 233.68	\$ 1,691.64
	Subtotal: IPM			\$ 110,080.00	\$ 42,270.72	\$ 6,494.72	\$ 11,998.72	\$ 5,724.16	\$ 1,871.36	\$ 5,063.68	\$ 36,656.64
School Education:											
Splash in the Class - Classroom Presentations	City-Jessica	SPLASH (FY21, FY22, FY23)		\$ 45,928.00	\$ 17,636.35	\$ 2,709.75	\$ 5,006.15	\$ 2,388.26	\$ 780.78	\$ 2,112.69	\$ 15,294.02
	Subtotal: School			\$ 45,928.00	\$ 17,636.35	\$ 2,709.75	\$ 5,006.15	\$ 2,388.26	\$ 780.78	\$ 2,112.69	\$ 15,294.02
	Subtotal =			\$ 328,008.00	\$ 125,955.07	\$ 19,352.47	\$ 35,752.87	\$ 17,056.42	\$ 5,576.14	\$ 15,088.37	\$ 109,226.66

**Sacramento Stormwater Quality Partnership
Summary of Joint Permittee Costs
DRAFT FY 2022/2023 BUDGET**

Updated: February 16, 2022

Program Element/Activity ⁴	Lead Agency	Consultant	JA No.	FY23 Proposed Budget	Permittee Costs ¹						
					County	Citrus Hts	Elk Grove	Folsom	Galt	Rancho	Sac
					38.4%	5.9%	10.9%	5.2%	1.7%	4.6%	33.3%
New Development											
Stormwater Quality Manual Training or Technical Work (LID, HMP, Trash)	City/County			\$ 10,000.00	\$ 3,840.00	\$ 590.00	\$ 1,090.00	\$ 520.00	\$ 170.00	\$ 460.00	\$ 3,330.00
				Subtotal = \$ 10,000.00	\$ 3,840.00	\$ 590.00	\$ 1,090.00	\$ 520.00	\$ 170.00	\$ 460.00	\$ 3,330.00
Program Management											
Program contingency including outreach	County/City			\$ 50,000.00	\$ 19,200.00	\$ 2,950.00	\$ 5,450.00	\$ 2,600.00	\$ 850.00	\$ 2,300.00	\$ 16,650.00
				Subtotal = \$ 50,000.00	\$ 19,200.00	\$ 2,950.00	\$ 5,450.00	\$ 2,600.00	\$ 850.00	\$ 2,300.00	\$ 16,650.00
				TOTAL = \$ 1,226,008.00	\$ 470,787.07	\$ 72,334.47	\$ 133,634.87	\$ 63,752.42	\$ 20,842.14	\$ 56,396.37	\$ 408,260.66

FY23 Compared to Previous FY	
TOTAL FY22 Budget (May 2021) = \$ 1,347,322.00	\$ (121,314.00)
TOTAL FY21 Budget (July 2020) = \$ 1,390,829.00	\$ (164,821.00)
TOTAL FY20 Budget (April 2020) = \$ 1,220,272.00	\$ 5,736.00

¹ Cost share based on 2012 Permittee MOU cost share allocations.

³ IPM Media may include SRCSD contribution up to 20% of IPM media (up to \$22,000).

⁴ FY23 activities may continue to be modified due to COVID-19.



CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT

MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members
Ashley J. Feeney, City Manager

FROM: Regina Cave, General Services Director
Leslie Blomquist, City Engineer

SUBJECT: Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project
Final Acceptance and Notice of Completion – City PN 30-17-004

Summary and Recommendation

On May 27, 2021, City Council awarded a contract to Lund Construction Company for the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project. The Contractor has completed all work and the Project has been field accepted by staff.

Staff recommends the City Council approve Resolution No. 2022-____, a Resolution of the City Council of the City of Citrus Heights, California, accepting the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project as complete and authorizing the City Engineer to record a Notice of Completion and release the contract retention.

Fiscal Impact

There is no fiscal impact associated with this action. The total construction cost of \$1,472,446.68, summarized in the table below, is within the Council approved construction budget of \$1,519,817.75. The cost savings of \$47,371.07 will be reallocated to other eligible stormwater improvement projects.

Table 1 – Summary of Final Construction Costs

Project Component	Actual Costs (\$)
Original Contract Amount	1,257,024.00
Contract Change Orders (2)	215,422.68
Final Contract Amount	1,472,446.68

The project was funded with Stormwater Utility (209) funds.

Background and Analysis

On May 27, 2021, the City Council approved a resolution authorizing the City Manager to execute an agreement with Lund Construction Company (Contractor) for the Bonita Way/Garry

Oak Drive/Twin Oaks Avenue Storm Drain Project (Project). On August 12, 2021 the City Council approved a resolution adding four infiltration manholes to the project and increasing the total authorized construction budget to \$1,519,817.75.

The Project replaced existing roadside ditches with a new storm drain system along Bonita Way, Dow Avenue, and Old Auburn Road. The Project also replaced an under-sized storm drain with a larger pipe and additional inlet at 8004 Garry Oak Drive, as well as constructed ditch improvements, sidewalk, curb & gutter, storm drain inlet, and replaced a failing storm drain at Twin Oaks Avenue. The final item of work associated with this project was the resurfacing of Bonita Way, Dow Avenue and Maretha Street to address pavement impacts resulting from the construction.

With all field work complete and accepted by staff, the Project is ready for Final Acceptance.

This project aligns with the City Council 3-year strategic goal to ‘Maintain Public Infrastructure and Enhance Alternative Modes of Transportation.’

Attachments

1. Resolution 2022-____, a Resolution of the City Council of the City of Citrus Heights, California, accepting the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project as complete and authorizing the City Engineer to record a Notice of Completion and release the contract retention.

RESOLUTION NO. 2022-__

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CITRUS HEIGHTS, CALIFORNIA, ACCEPTING THE BONITA WAY/GARRY OAK DRIVE/TWIN OAKS AVENUE STORM DRAIN PROJECT AS COMPLETE AND AUTHORIZING THE CITY ENGINEER TO RECORD A NOTICE OF COMPLETION AND RELEASE THE CONTRACT RETENTION

WHEREAS, on May 27, 2021, the City Council of the City of Citrus Heights, California, authorized the award of a construction contract to Lund Construction Company to perform the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project;

WHEREAS, the Project was funded with Storm Water Utility (209) funds; and

WHEREAS, Lund Construction Company has successfully completed the work for the Project.

NOW THEREFORE BE IT RESOLVED AND ORDERED by the City Council of the City of Citrus Heights, that the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project is hereby accepted as complete.

BE IT FURTHER RESOLVED AND ORDERED that the City Engineer is authorized to record a Notice of Completion for the Bonita Way/Garry Oak Drive/Twin Oaks Avenue Storm Drain Project with the Sacramento County Recorder and to release the contract retention after the 35-day lien period.

The City Clerk shall certify the passage and adoption of this Resolution and enter it into the book of original resolutions.

PASSED AND ADOPTED by the City Council of the City of Citrus Heights, California, this 26th day of May, 2022 by the following vote, to wit:

AYES: **Council Members:**
NOES: **Council Members:**
ABSTAIN: **Council Members:**
ABSENT: **Council Members:**

Porsche Middleton, Mayor

ATTEST:

Amy Van, City Clerk



CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT

MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members
Ashley J. Feeney, City Manager

FROM: Casey Kempenaar, Community Development Director
Eric Singer, Assistant Planner

SUBJECT: **2022 California Prohousing Designation Program**

Summary and Recommendation

Citrus Heights has an opportunity to gain a competitive advantage for critical grant funding by applying for a Prohousing Designation from the California Department of Housing and Community Development (HCD). The award of this designation would identify the City of Citrus Heights as being committed to removing governmental barriers for the creation of housing at all affordability levels.

Staff recommends City Council adopt Resolution 2022-__ authorizing staff to submit a Prohousing Designation Program application to the California Department of Housing and Community Development (HCD); and if the application is approved by HCD execute all documents deemed necessary or appropriate to participate in the Prohousing Designation Program.

Fiscal Impact

There is no fiscal impact associated with this action. The Prohousing Designation is intended to offer preferential grant scoring in State funding programs for Agencies that are determined to be Prohousing by HCD.

Background and Analysis

In 2019, AB 101 established the Prohousing Designation Program (PDP) administered by the California Department of Housing and Community Development (HCD). The PDP creates incentives for jurisdictions that are compliant with housing laws, housing element requirements, and have enacted Prohousing local policies that go beyond existing law.

Obtaining the Prohousing Designation accomplishes several goals and policies outlined within the General Plan, including:

Policy 25.1: Promote development of a variety of housing types in terms of location, cost, design, style, type, and tenure, while ensuring compatibility with adjacent uses of land

Policy 25.2: Strive to meet the City's fair share housing allocation based on the Regional Housing Needs Assessment

Policy 28.1: Pursue necessary resources for the development, maintenance and preservation of emergency housing, transitional housing, and housing to accommodate other special needs

Policy 28.7: Minimize government constraints on the production of housing to the extent feasible, while meeting public facility and service needs

On June 7, 2021, HCD released the PDP Emergency Regulations. Jurisdictions were able to apply for the Prohousing Designation starting July 1, 2021.

Jurisdictions awarded a Prohousing Designation will receive a competitive advantage for critical affordable housing and infrastructure grant programs, including, the Affordable Housing and Sustainable Communities Program, Transformative Climate Communities, and the Infill Incentive Grant Program.

HCD's review and consideration for designating jurisdictions as Prohousing include the following:

1. The Jurisdiction's actions to facilitate the planning, approval, or construction of a variety of housing types (e.g., increasing zoned capacity for supply, facilitating affordability for all income levels, removing regulatory barriers to development, and streamlining approval).
2. The Jurisdiction's accomplishment of integrated planning and development consistent with the state planning priorities. The Jurisdiction may accomplish this outcome through various actions, including, but not limited to, the facilitation of Location Efficient Communities that reduce auto dependence and VMT, and that are consistent with climate change priorities (e.g., climate change adaptation and hazard mitigation).
3. The Jurisdiction's meaningful actions to foster inclusive and equitable communities with adequate, affordable, and accessible housing and transportation infrastructure.
4. The Jurisdiction's collaboration with public entities to align policies and programs, and with private entities to implement policies and to leverage funding and other resources.
5. The Jurisdiction's compliance with established housing law and recent housing reform statutes and the Housing Crisis Act of 2019.

The Prohousing application, reviewed by HCD, will assign points using four scoring categories that are considered "Prohousing". Prohousing points are considered for local governments that have existing or future policies that HCD considers supportive of the development of housing. Applicants are required to demonstrate that they have enacted or proposed at least one policy that significantly contributes to the acceleration of housing production in each of the four categories as

outlined below. A Prohousing Designation requires a total score of 30 points or more across all four categories:

1. Favorable Zoning and Land Use (18 possible points). Examples include allowing duplexes, triplexes, and fourplexes by right in single-unit dwelling zones, going beyond the State Density Bonus Law, going beyond State law for Accessory Dwelling Units (ADUs), eliminating off-street parking requirements, and allowing residential land uses in non-residential zones.
2. Acceleration of Housing Production Timeframes (19 possible points). Examples include ministerial approval processes for a variety of housing types, streamlined environmental review processes, streamlined permitting processes, and reduced plan check times.
3. Reduction of Construction and Development Costs (11 possible points). Examples include deferred, reduced, or waived impact fees and pre-approved plans for ADUs and missing middle housing types.
4. Providing Financial Subsidies (21 possible points). Examples include participating with a local housing trust fund, offering surplus City-owned land for affordable housing development, and prioritization of local general funds for affordable housing.

City staff submitted a preliminary application for review by HCD in February of 2022 and received feedback in April. Based on their assessment, the City would receive 36 points where only 30 are required for a Prohousing Designation. Once the City submits a formal application, HCD has 60 days from the time the application is submitted to issue initial findings to the City. The City has 15 days to provide a written response to HCD. HCD then has 60 days to issue a final determination of the designation as a Prohousing Jurisdiction.

Attachments

1. Resolution of the City Council of Citrus Heights, California, Authorizing Application to and Participation in the Prohousing Designation Program

RESOLUTION NO. 2022-_____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CITRUS HEIGHTS,
CALIFORNIA, AUTHORIZING APPLICATION TO AND PARTICIPATION IN
THE PROHOUSING DESIGNATION PROGRAM**

WHEREAS, Government Code section 65589.9 established the Prohousing Designation Program (“PDP” or “Program”), which creates incentives for jurisdictions that are compliant with state housing element requirements and that have enacted Prohousing local policies; and

WHEREAS, such jurisdictions will be designated Prohousing, and, as such, will receive additional points or other preference during the scoring of their competitive applications for specified housing and infrastructure funding; and

WHEREAS, the Department of Housing and Community Development (“Department”) has adopted emergency regulations (Cal. Code Regs., tit. 25, § 6600 et seq.) to implement the Program (“Program Regulations”), as authorized by Government Code section 65589.9, subdivision (d); and

WHEREAS, the City of Citrus Heights adopted a new Housing Element on May 27, 2021 including five goals, twenty-one policies, and seventy-two actions that encourage a variety of housing types, densities, and levels of affordability; and

WHEREAS, the City of Citrus Heights desires to submit an application for a Prohousing Designation.

NOW, THEREFORE, BE IT RESOLVED the Citrus Heights City Council hereby authorizes the submittal of a Prohousing Designation application to the Department of Housing and Community Development.

PASSED AND ADOPTED by the City Council of the City of Citrus Heights this 26th day of May, 2022 by the following vote:

AYES: Council Members:
NOES: Council Members:
ABSENT: Council Members:
ABSTAIN: Council Members:

Porsche Middleton, Mayor

ATTEST:

Amy Van, City Clerk



CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members
Ashley J. Feeney, City Manager

FROM: Alison Bermudez, Senior Planner
Casey Kempenaar, Community Development Director

SUBJECT: Declaration of Surplus Properties – Sayonara Drive

Summary and Recommendation

Staff recommends the City Council adopt Resolution No. 2022-____, a Resolution of the City Council of the City of Citrus Heights, California, declaring certain vacant properties on Sayonara Drive as Exempt Surplus Property.

Fiscal Impact

The declaration of surplus has no direct fiscal impact. Fiscal impact will be evaluated at such time in the future when the property is sold.

Background and Analysis

In March 2022, the City Council declared the subject properties as “exempt surplus property” as required by the Surplus Land Act (Government Code §54220 *et seq.*). Under the Act, land must be declared "either 'surplus land' or 'exempt surplus land,' as supported by written findings, before a local agency may take any action to dispose of it consistent with an agency's policies or procedures." The findings listed in the Resolutions adopted in March 2022, declared the subject properties on Sayonara Drive as “exempt surplus land” under Government Code Section 54221(f)(1)(A) related to affordable housing.

Following the adoption of Resolution 2022-022, the city was approached by Citrus Heights Water District who expressed interest in the construction of a future groundwater well utilizing three of the properties which the resolution declared exempt surplus under Section 54221(f)(1)(A). However, the transfer of surplus land to another local, state, or federal agency for the agency’s use, is considered exempt surplus under Government Code Section 54221(f)(1)(D). Therefore, a new resolution is required to declare the Sayonara properties as “exempt surplus land” utilizing two different Sections of the Surplus Land Act, Section 54221(f)(1)(A) for the properties developed

Subject: Declaration of Exempt Surplus Property – Sayonara

Date: May 26, 2022

Page 2 of 2

with affordable housing and Section 54221(f)(1)(D) for the properties transferred to the water district . It should be noted that the resolution states that any property not acquired by the water district will revert back to the surplus exemption under Section 54221(f)(1)(A) for affordable housing.

The city may not execute a final Purchase and Sale Agreement with either the housing developer or the Water District until the City Council takes action to declare the properties as “exempt surplus land”. The findings listed in the attached resolution (Attachment 1) provide support for the City Council to declare the subject properties on Sayonara Drive as “exempt surplus land” under Government Code Section 54221(f)(1)(A) and 54221(f)(1)(D).

Environmental Determination:

This property is exempt from environmental review pursuant to Section 15312 of the State CEQA guidelines, California Code of Regulations as Surplus Government Property Sales.

Attachments

1. Resolution No. 2022-_____, a Resolution of the City Council of the City of Citrus Heights, California, declaring certain vacant properties on Sayonara Drive as Exempt Surplus Property.

RESOLUTION NO. 2022- ____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CITRUS HEIGHTS, CALIFORNIA,
DECLARING CERTAIN PROPERTIES ON SAYONARA DRIVE AS EXEMPT SURPLUS LAND**

WHEREAS, The City of Citrus Heights is the owner of twelve parcels comprised of assessor parcel numbers 243-0275-003 and 013; 243-0276-002 through 005; 243-0282-004; 243-0281-015 and 016; 243-0281-019 through 021;

WHEREAS, under the Surplus Land Act, Government Code 54220-54234 (“Act”), surplus land is land owned in fee simple for which a local agency’s governing body takes formal action at a regular public meeting declaring land to be surplus and necessary for a local agency’s use;

WHEREAS, land must be declared either “surplus land” or “exempt surplus land”, as supported by written findings, before it may be disposed of;

WHEREAS, under the Act, land is necessary for the city’s use if the land is being used, or is planned to be used pursuant to a written plan adopted by the City council, for City work or operations;

WHEREAS, the City acquired the Properties from the former City of Citrus Heights Redevelopment Agency who purchased the land and demolished multi-unit housing on the blighted properties between 2008 and 2010;

WHEREAS, in 2010, the City of Citrus Heights adopted a Housing Replacement Plan which identified the City’s obligation to replace the demolished units with affordable housing;

WHEREAS, to comply with the replacement obligation, the City of Citrus Heights will transfer eight of the twelve parcels to Habitat for Humanity, a nonprofit housing organization, who will develop the Properties with 100 percent of the units restricted to for-sale units to persons and families of very low and low incomes;

WHEREAS, the eight parcels to be transferred to Habitat for Humanity include assessor parcel numbers 243-0275-003 and 013; 243-0282-004; 243-0281-015 and 016; 243-0281-019 through 021 meet the definition of exempt surplus land under Government Code Section 54221(f)(1)(A) as the parcels are being transferred pursuant to Government Code Sections 25539.4 or 37364;

WHEREAS, the eight parcels qualify as “exempt surplus land” under Government Code Section 54221(f)(1)(A) because the eight parcels will be transferred pursuant to Government Code Section 37364 which authorizes the city to sell or otherwise dispose of real properties to provide housing affordable to persons and families of low or moderate income provided that the following conditions are met:

- a) Not less than 80 percent of the area of the parcel will be used for the development of housing; and
- b) Not less than 40 percent of the total number of those housing units developed on the parcel shall be affordable to households whose incomes are equal to, or less than, 75 percent of the maximum income of lower income households, and at least half of which shall be affordable to very low income households; and
- c) Dwelling units produced for person and families or low or moderate income under Government Code Section 37364 shall be restricted by regulatory agreement to remain continually affordable to those persons and families for the longest feasible time, but not less than 30 years, which such regulatory agreement recorded in the office of the county recorder in which the housing development is located.

WHEREAS, in addition to eight parcels transferred to Habitat for Humanity to build affordable housing, the four remaining parcels (243-0276-002 through 005) will be transferred to Citrus Heights Water District (“District”) for a future groundwater production well;

WHEREAS, Government Code Section 54221(f)(1)(D) also states “exempt surplus land” includes surplus land that a local agency transfers to another local, state, or federal agency for the agency’s use, or to a federally recognized California Indian tribe;

WHEREAS, Citrus Heights Water District is the water purveyor to approximately 67,000 people in portions of Citrus Heights, Fair Oaks, Orangevale, Carmichael, and Roseville, California. The District service area consists of 12.5 square miles of service line with over 20,000 service connections;

WHEREAS, Groundwater from the District’s six wells is used to supplement surface water supply for customers. Even with these water sources, the District continues to seek additional water sources as the ever-increasing need for water in our region and throughout California continues to place demands on both surface and groundwater supplies;

WHEREAS, the District will initiate test drilling on four parcels to confirm the Properties can provide adequate groundwater production. Upon confirmation adequate groundwater production is available, the four parcels will be transferred to the District as exempt surplus property under Government Code Section 54221(f)(1)(D);

WHEREAS, in the event the test drilling determines any “one of” or “all of” the four Properties cannot provide adequate groundwater production or not needed for the construction of the groundwater well, the Parcels will be included in the transfer to Habitat for Humanity and considered “exempt surplus land” and transferred pursuant to Government Code Section 54221(f)(1)(A) to provide housing affordable to persons and families of low or moderate income meeting all the required conditions of Government Code Section 37364;

WHEREAS, the Community Development Department will notify HCD in the event “one of” or “all of” the four parcels (243-0276-002 through 005) are not transferred to the District and are transferred to Habitat for Humanity for the development of affordable housing pursuant to Government Code section 37364;

WHEREAS, although the City will not dispose of any of the Properties until a purchase price has been negotiated and a final Purchase and Sale Agreement is approved by the City Council and executed by all parties, the Properties must be declared as “exempt surplus land”. As stated herein, eight parcels (assessor parcel numbers 243-0275-003 and 013; 243-0282-004; 243-0281-015 and 016; 243-0281-019 through 021; qualify as “exempt surplus land” under the requirement in Section 54221(f)(1)(A) of the Act and four parcels (assessor parcel 243-0276-002 through 005) qualify as “exempt surplus land” under the requirement in Section 54221(f)(1)(D) of the Act;

WHEREAS, staff and officers of the City are hereby authorized, jointly and severally, to take any other such actions as they deem necessary or proper to effectuate the purposes of this Resolution, and all actions previously taken are hereby ratified; and

WHEREAS, That the City Council hereby finds that the actions are not subject to California Environmental Quality Act (“CEQA”) because they are activities that are excluded from the definition of a project by section 21065 of the Public Resources Code and section 15378(b) of the State CEQA Guidelines. This action declares the Properties as exempt surplus land and directs staff to effectuate the purpose of this Resolution. This is administrative activity of government which will not result in direct or indirect physical changes to the environment. No commitment to any project is being made at this time. CEQA review requirements must be completed before any commitment to a project occurs and appropriate environmental review pursuant to CEQA will be completed at such time.

NOW THEREFORE BE IT RESOLVED AND ORDERED as follows:

SECTION 1. This resolution supersedes Resolution No. 2022-022 passed and adopted by the Citrus Heights City Council on March 24, 2022.

SECTION 2. The above recitals are true and correct and are incorporated herein.

SECTION 3. That the City Council of the City of Citrus Heights does hereby declare assessor parcel numbers 243-0275-003 and 013; 243-0276-002 through 005; 243-0282-004; 243-0281-015 and 016; 243-0281-019 through 021 as exempt surplus land.

SECTION 4. The Community Development Department is directed to submit a copy of this Resolution to HCD in accordance with the Surplus Land Act Guidelines.

SECTION 5. That no disposal of the Properties shall occur until a Purchase and Sale Agreement containing the agreed upon purchase prices for the Property has been approved by the city of Citrus Heights City Council, and executed by the parties, but in no event sooner than thirty (30) days after this Resolution has been transmitted to HCD.

SECTION 6. That this Resolution shall take effect immediately upon its adoption.

SECTION 7. That the City Clerk shall certify the passage and adoption of this Resolution and enter it into the book of original resolutions.

PASSED AND ADOPTED by the City Council of the City of Citrus Heights, California, this 26th day of May 2022 by the following vote, to wit:

AYES: Council Members:

NOES: Council Members:

ABSTAIN: Council Members:

ABSENT: Council Members:

Porsche Middleton, Mayor

ATTEST:

Amy Van, City Clerk

Exhibit A: Map of Properties

Sayonara Properties





CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT

MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members

FROM: Ashley J. Feeney, City Manager

SUBJECT: Adoption of Focus Area Strategic Planning Objectives

Recommendation

Staff recommends the City Council adopt Resolution No. 2022-____, a resolution of the City Council of the City of Citrus Heights, California, Adopting the “Focus Area Strategic Objectives” for the Remainder of the Current Three Year Strategic Plan Goals Term (March 2024).

Council Goal

This item supports the City Council three-year goal to maintain and enhance fiscal stability.

Fiscal Impact

There is no fiscal impact with this action. Funding needed to achieve strategic goals and objectives will be reviewed as part of the City’s budget adoption process.

Background and Analysis

Since incorporation, Citrus Heights has placed an emphasis on strategic planning to prioritize its policies, programs, and services for the coming year. 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.

Over the last three months, the City Manager met with community members, neighborhood groups, business associations, partner agencies, city staff and City Council Members to better understand the needs of and issues for the community. In these conversations four consistent areas of focus emerged as follows:

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

Subject: Adoption of Focus Area Strategic Planning Objectives

Date: May 26, 2022

Page 2 of 2

Based on the input received, staff compiled a Strategic Planning Retreat Background Information Memorandum (Exhibit A) with draft strategic objectives associated with the focus areas that go beyond a six-month planning period. The memorandum was provided to City Council ahead of the Strategic Planning Session, held on May 10, 2022, to communicate areas for focused programmatic policy and associated strategic objective recommendations.

This item accomplishes a City Council Strategic Planning Objective to “present to City Council for consideration, the resolution adopting the Focus Area Strategic Objectives through March 2024, as outlined in the May 10, 2022 Strategic Planning Retreat memorandum” from the May 2022 strategic planning session. Staff will report out every six months on implementation of the strategic objectives to provide opportunities for modifications based upon evolving needs, results, and return on investment.

Attachments

1. Resolution No. 2022-___ Adopting the Focus Area Strategic Objectives
 - a. Exhibit A – Strategic Planning Retreat memorandum

RESOLUTION NO. 2022- ____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CITRUS HEIGHTS,
CALIFORNIA, ADOPTING THE “FOCUS AREA STRATEGIC OBJECTIVES”
FOR THE REMAINDER OF THE CURRENT THREE YEAR STRATEGIC PLAN GOALS
TERM (MARCH 2024)**

WHEREAS, since incorporation, Citrus Heights has placed an emphasis on strategic planning to prioritize its policies, programs, and services for the coming year;

WHEREAS, the City Council held its semi-annual Strategic Planning Session on May 10, 2022. At this meeting, six-month strategic objectives were developed for each of the three-year goal areas (2021-2024), which are: maintain and enhance fiscal stability; maintain public infrastructure and enhance alternative modes of transportation; diversify for a resilient economy; preserve and enhance public safety; and enhance community vibrancy and engagement;

WHEREAS, over the last three months, the City Manager has met with community members, neighborhood groups, business associations, partner agencies, city staff and City Council Members to better understand the needs of and issues for the community. Four consistent areas of focus emerged from the conversations, which are: community image; economic development; community connection; and infrastructure maintenance;

WHEREAS, based on the input received, staff compiled a Strategic Planning Retreat Background Information Memorandum with draft strategic objectives associated with the focus areas that go beyond a six-month planning period;

WHEREAS, the adoption of the “Focus Area Strategic Objectives” would confirm the City Council’s focus and direction to staff as a work plan for the next six months and for the remainder of the Strategic Three-Year Goals period (March 2024); and

WHEREAS, there are numerous benefits to strategic planning, including: organizations can increase effectiveness and efficiency, improve understanding of the community’s needs, enhance organizational capabilities, and improve communications and public relations.

NOW THEREFORE BE IT RESOLVED AND ORDERED the City Council hereby adopts the “Focus Area Strategic Objectives” as outlined in the May 10, 2022 Strategic Planning Retreat Background Information Memorandum, which is attached herein as Exhibit A.

BE IT FURTHER RESOLVED 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.

The City Clerk shall certify the passage and adoption of this Resolution and enter it into the book of original resolutions.

PASSED AND ADOPTED by the City Council of the City of Citrus Heights, California, this 26 day of May 2022 by the following vote, to wit:

AYES: Council Members:
NOES: Council Members:
ABSTAIN: Council Members:
ABSENT: Council Members:

Porsche Middleton, Mayor

ATTEST:

Amy Van, City Clerk

Exhibit

A. May 10, 2022 Strategic Planning Retreat Background Information Memorandum



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 immersion 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 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



CITY OF CITRUS HEIGHTS

CITY COUNCIL STAFF REPORT MEMORANDUM

DATE: May 26, 2022

TO: Mayor and City Council Members

FROM: Ashley Feeney, City Manager
Bill Zenoni, Interim Administrative Services Director
Meghan Huber, Economic Development & Communications Manager

SUBJECT: American Rescue Plan Act Fund Allocation Discussion

Recommendation

Receive a staff report and presentation, and provide feedback on the next increment of proposed funding allocations of American Rescue Plan (ARP) Act revenue.

This item is the first of series of ARPA work plan implementation discussions that will inform future actions. There are a number of programs and potential funding needs that will come back to City Council in the coming months as individual discussion items for proposed funding once individual programs and/or strategies are further developed.

Summary

Staff has determined funding estimates for a number of action items associated with delivering on Six-Month Strategic Objectives (Attachment 1) from the May 10, 2022 City Council Strategic Planning Retreat. The objectives were identified as near-term implementation measures to advance the City Council adopted Three-Year Goals. The intent of this item is to provide ARPA funding allocation estimates and further expansion on specific implementation measures associated with the Six-Month Strategic Objectives from City Council's May 10, 2022 Strategic Planning Retreat. These programs were also detailed as part of a larger work plan in the Strategic Planning Retreat Background Information Memorandum (Attachment 2). Leadership and staff are committed to responsible and transparent stewardship of one-time American Rescue Plan Act (ARPA) funds and recognize the unique opportunity the funding provides to make community-facing investments, fulfill community needs, and advance progress in community goal areas.

There are a total of 29 Six-Month Strategic Objectives that were adopted at the May 10, 2022 Strategic Planning Retreat. Additionally, there are a total of 48 Focus Area Strategic Objectives that are intended as the core work plan that provides clarity of mission during the remaining term of the Three-Year Goals which runs through March 2024. Many of these Strategic Objectives intend to utilize ARPA funding to deliver on associated implementation measures. Staff intends

to bring these individual programs forward as they are fully-developed and ready for City Council consideration.

In addition to the items identified in the Strategic Objective documents, there have also been inquiries from community stakeholders for potential ARPA funding provision; Citrus Heights nonprofits who experienced fundraising challenges during COVID who would appreciate consideration of potential ARPA funding to help their organizations recover from the pandemic and/or expand their service capacity. Property and Business Improvement Districts, and business associations also expressed consideration of ARPA funding to assist with recovery and resilience and potentially enhance their operations. Staff will also report out to City Council at future meetings regarding specific requests that may come in from Citrus Heights nonprofits and business groups and, depending on volume, could potentially create a program through which to funnel requests.

In summary, Staff recommends moving forward with an incremental funding approach that is based in delivering on the Six-Month Strategic Objectives and the Focus Area Work Plan over the course of the ARPA allocation period which runs through December 31, 2024. This would allow for well-developed proposals to come forward for funding consideration. To start, four programs recently selected as strategic objectives are detailed below and staff is seeking City Council to provide feedback and/or voice support for allocation of funds for any or all of these programs. After receiving City Council feedback, staff would then bring back proposed specific draft resolutions associated with various proposed activities for City Council adoption at future meetings. The four programs and associated ARPA allocation funding estimates discussed in this staff report are as follows:

1. <i>Beautification Crew</i>	<i>\$875,000</i>
2. <i>Citrus Heights Block Party Trailer</i>	<i>\$ 50,000</i>
3. <i>Police Department Scheduled Replacement Vehicles</i>	<i>\$1,400,000</i>
4. <i>Public Safety Communications Center Critical Needs</i>	<i><u>\$ 600,000</u></i>
<i>Total ARPA Allocation Funding Request</i>	<i><u>\$2,925,000</u></i>

Should City Council support these funding requests, approximately \$8,118,000 would remain in the ARPA fund to support future allocations to other programs and activities.

Background

Strategic Planning Retreat and Objectives

In preparation for the Strategic Planning Retreat, city executive leaders held numerous meetings and collaborative discussions with community members, neighborhood groups, business associations, partner agencies, city staff and City Council Members. 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 community focus areas and inform the Strategic Planning Retreat that was held 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. The Six-Month Strategic Objectives adopted at the retreat and the proposed Focus Area Strategic Objectives that are being considered for adoption by resolution as a separate item were developed in a collaborative way to specifically address the four areas of consistent community focus. The objectives will create progress toward the vision outlined in the City Council adopted Three-Year Goals. In this staff report, staff outline potential ARPA funding allocation estimates for these programs and activities that support strategic objectives.

American Rescue Plan Act of 2021

On March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 (ARPA) into law. The \$1.9 trillion financial package is intended to combat the COVID-19 pandemic, including public health and economic impacts with \$350 billion allocated specifically to support local governments. The City of Citrus Height is expected to receive a total of \$15,676,972 in ARPA funding.

The ARPA funding is intended to support governments in their response to and recovery from the COVID-19 public health emergency by ensuring that governments have the resources to fight the pandemic and support families and businesses struggling with its public health and economic impacts, maintain vital public services and build a strong, resilient and equitable recovery by making investments that support long-term growth and opportunity.

The U.S. Treasury issued interim expenditure guidelines identifying eligible and ineligible uses of ARPA funds in May 2021. The interim guidelines provided a complicated formula for calculating revenue loss due to COVID and restrictive rules for uses of the remaining funds. On January 6, 2022, the U.S. Treasury issued the final rules for allowable ARPA expenditures. The final rules provide broader flexibility and greater simplicity in the program. One of the major provisions in the final rule is the ability to utilize a standard allowance of \$10 million of ARPA funding for any service traditionally provided by a government.

Fiscal Impact

The City of Citrus Heights was allocated ARPA funding in the amount of \$15,676,972. The City received the first half of its ARPA funding \$7,838,486 on May 19, 2021. The U.S. Treasury has provided notification that the final payment of \$7,838,486 is currently being processed. This one-time funding is critical to the City's ability to restore and enhance necessary public services and unfunded capital needs.

The City Council, on June 24, 2021, leveraged \$5,353,209 of ARPA funding to restore Police Department staffing levels: \$2,541,434 in Fiscal Year 2021-22 and \$2,811,775 in Fiscal Year 2022-23. As of May 16, 2022, \$1.3 million of the \$2.5 million appropriation for this fiscal year had been expended. It is projected that there will be approximately \$1.0 million of unexpended

funds available for reallocation by the end of the fiscal year. This is due to the extended time required for recruiting and filling vacant public safety positions.

On January 27, 2022, the City Council appropriated an additional \$320,000 of ARPA funding for the Small Business COVID Recovery Grant Program. This program provided grant funds ranging from \$2,000 to \$15,000 to 33 local businesses at a total cost of \$281,111.

There is currently \$10,042,652 of ARPA funding available for the City Council's consideration plus an additional \$1.0 million of projected unexpended ARPA funds allocated for Police Department staffing in Fiscal Year 2021-22.

<u>ARPA FUNDING</u>	
Total City Allocation	\$15,676,972
Police Department Staffing – FY 2021-22	(\$2,541,434)
Police Department Staffing – FY 2022-23	(\$2,811,775)
Small Business COVID Recovery Program	<u>(\$281,111)</u>
Remaining Funds to Appropriate	\$10,042,652
<i>Plus:</i>	
<i>Projected Unexpended FY 2021-22 Police Dept. Staffing</i>	<i>\$1,000,000</i>

Of the remaining available ARPA funds, \$10.0 million is eligible for the 'lost revenue' category and may be spent on any government service (except debt service, replenishing reserves or satisfaction of settlements and judgments), with the remaining \$42,652 plus any unexpended funds previously allocated for Police Department staffing restricted to costs associated with responding to the negative economic impacts of COVID.

ARPA funds must be obligated by December 31, 2024 and expended by December 31, 2026. Staff proposes working with City Council to fund eligible expenditures that are consistent with City Council goals and objectives as actionable items are ready for consideration. Funding programs in an incremental manner also allows for tracking metrics on specific actions to determine if additional resources may be needed for deployment or conversely, if reallocating to another effort may be more productive.

Analysis

Staff has identified a number of potential programs and activities that benefit the community focus areas described earlier in the report and use the opportunity of these one-time funds to make investments that support furtherance of the City Council adopted Three Goals (2022-2024) associated with the Strategic Plan which 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

As discussed earlier in the staff report, the four areas of Community Focus Objectives are as follows:

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

The following ARPA funding allocation recommendations are to implement identified strategic objectives that will further City Council adopted Three-Year Goals and address the community focus areas referenced above. The strategic objectives were specifically designed to be community facing and serving. The recommendations are organized based into categories that build off discussions and direction provided at the May 10, 2022 Strategic Planning Retreat.

Community Image

There are a total of **17** strategic objectives associated with this focus area item laid out in the May 10, 2022 Strategic Planning Retreat Background Memorandum. Many of these items are sequential in nature and build upon one another. While some of these items are rolled into the recently adopted Six-Month Strategic Objectives, others are intended to be addressed over the course of the remaining Three-Year Goals term which runs through March 2024. Associated implementation items will be brought forward as ARPA funding proposals as they are further developed and ready to be presented to City Council with a requested action. The items listed in this report are proposed for near-term funding allocation and execution.

Program #1 for Consideration: Beautification Crew

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 efforts to improve the overall appearance of the Citrus Heights community. With a designated *Beautification Crew*, comprised of two limited-term field staff positions and a 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)

ARPA funding provides a unique opportunity to fund this program (which would otherwise be cost restrictive) where a team would be designated to address nuisance abatement and general beautification efforts throughout the City with a concentration on key commercial corridors and areas of high-visibility impacted by blight. Currently, GSD 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 and litter cleanup. The proposed Beautification Crew would provide the City with a five-day a week resource to address these highly visible issues. This program would also serve as a resource to the Police Department to address issues that need a fast response to cleanup. This additional capacity would allow officers to be more proactive on addressing nuisance issues.

The above proposed strategy would require committing ARPA funding, which would provide for, but not be limited to, the above-mentioned services for an approximately three and half-year period, estimated to run through the 2026 calendar year. ARPA funding estimated for this program would fund the two-person crew, a truck outfitted with a lift gate, pressure washer, tools and other operational expenses. These positions would be under GSD's tutelage, and through a regular partnership and collaboration with Police Department's Impact Team, would enhance joint efforts and timely response to citywide nuisance challenges.

Estimated Funding Commitment - \$875,000

Estimated Date for Proposed City Council Action through Resolution – June 23, 2022

This item is consistent with City Council Three-Year Goal: Preserve & Enhance Public Safety, and the current adopted Six-Month Strategic Objective: Present to City Council, a proposal for a City of Citrus Heights Beautification Crew, to actively maintain the public right-of-way and keep it free and clear of debris and obstructions, both for public safety and aesthetic benefit.

Economic Development

There are a total of **nine** strategic objectives associated with this focus area item laid out in the May 10, 2022 Strategic Planning Retreat Background Memorandum. Associated implementation items will be brought forward as ARPA funding proposals as they are further developed and ready to be presented to City Council with a requested action.

Community Connection

There are a total of **nine** strategic objectives associated with this focus area item laid out in the May 10, 2022 Strategic Planning Retreat Background Memorandum. Many of these items are sequential in nature and build upon one another. While some of these items are rolled into the recently adopted Six-Month Strategic Objectives, others are intended to be addressed over the course of the remaining Three-Year Goals term which runs through March 2024. Associated

implementation items will be brought forward as ARPA funding proposals as they are further developed and ready to be presented to City Council with a requested action. The items listed in this report are proposed for near-term funding allocation and execution.

Program #2 For consideration: Citrus Heights Block Party Trailer

The Block Party Trailer would be available for community organizations and groups to rent, and 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. This community connection trailer is intended to provide opportunities for Neighborhood Associations, Citrus Heights Service Clubs, Community Organizations and Non-Profits, and other similar community serving groups to host events in their neighborhood areas. Having a stocked event trailer for community use is intended to help facilitate the community being able connect and foster that rich social capital that helped birth Citrus Heights as a city of connected residents who care about their community.

Estimated Funding Commitment - \$50,000

Estimated Date for Proposed City Council Action through Resolution – June 23, 2022

Estimated Date for Programming Proposal to be presented to City Council – September 8, 2022

This item is consistent with City Council Three-Year Goal: Enhance Community Vibrancy and Engagement, and the current adopted Six-Month Strategic Objective: Present to City Council for consideration, a proposal to purchase and outfit a Citrus Heights Block Party Trailer, available to community groups to rent stocked with essentials to host events.

Infrastructure Maintenance

There are a total of **thirteen** strategic objectives associated with this focus area item laid out in the May 10, 2022 Strategic Planning Retreat Background Memorandum. Associated implementation items will be brought forward as ARPA funding proposals as they are further developed and ready to be presented to City Council with a requested action.

Other Six-Month Objective Proposed Action Items

There are a total of **29** Six-Month Strategic Objectives that were adopted at the May 10, 2022 City Council Strategic Planning Retreat. Many of these items are sequential in nature and build upon one another. The items adopted as part of the Six-Month Strategic Objectives are near-term action items that should be accomplished by November 1, 2022. Associated implementation items will be brought forward as ARPA funding proposals as they are further developed and ready to be presented to City Council with a requested action. The items listed in this report are proposed for near-term funding allocation and execution.

Program #3 for consideration: Police Department Scheduled Replacement Vehicles

Prior to Fiscal Year (FY) 2018-19, City Council would adopt a vehicle replacement budget of \$275,000 annually. Due to anticipated revenue shortfalls, the replacement reserve schedule fund was cut from the budget and was not funded. Since that time, the normal reserve fund for replacing fleet vehicles has become an unfunded liability of approximately \$1,000,000. In FY 2021-22, the vehicle replacement fund was budgeted for \$100,000 and in FY 2022-23 this

amount increases to \$400,000. While restoring replacement reserve schedule funding is fiscally prudent and will preserve police fleet vehicle replacement going forward, it does not address the significant backlog that was created by not funding the replacement reserve fund in prior years.

Given the limited fleet resources and lack of a replacement reserve funding, the department has only replaced those vehicles that were either non-operable, a significant safety concern, or were in constant need of repair. Police emergency response vehicles must be maintained to operate safely and reliably under emergency driving conditions such as vehicle pursuits or response to life threatening calls for service. This requires vehicles to be “pursuit rated” from the manufacturer and maintained to a high standard of safety performance. Non-emergency response vehicles such as code enforcement or community services vehicles do not require special certification and are maintained to standard safety and performance levels. Fleet vehicles are ascribed a replacement schedule based on the specific role of that vehicle. These schedules are based on industry best practices and manufacturer recommendations.

A police patrol vehicle should be replaced within 6 years or 100,000 miles whereas a Community Service pickup truck should be replaced after 10 years or 100,000 miles. Significant mechanical failure or other vehicle damage may require a vehicle be replaced sooner than the prescribed schedule. The police department routinely conducts an analysis of the police fleet and projected replacement needs for a ten year period. A recent analysis determined that 22 vehicles are in need of replacement by FY 2022-23. As the replacement vehicle schedule backlog grows, reliability challenges, downtime and repair costs continue to grow. Using one-time ARPA funding provides an opportunity to make an investment into police vehicles that are overdue for replacement, addressing a growing unfunded liability associated with the vehicles currently in need of replacement.

Estimated Funding Commitment - \$1,400,000 (\$1.0 million of the \$1.4 million estimated funding commitment would be reallocated from the projected unexpended ARPA funds that were previously allocated for Police Department staffing in Fiscal Year 2021-22.)

Estimated Date for Proposed City Council Action through Resolution – June 23, 2022

This item is consistent with City Council Three-Year Goal: Preserve & Enhance Public Safety, and the current adopted Six-Month Strategic Objective: Present to City Council for consideration, a plan to replace and/or upgrade the deferred portion of the Police Department fleet and the critical Communication Center technology.

Program #4 for consideration: Public Safety Communications Center Critical Needs

The Communications Center provides for critical first responder dispatch and ongoing incident real-time communications needs. Equipment replacement schedules have lagged beyond normal cycles and the communications center is in need of updating to meet the demands of present day first responder needs and support.

4a: Console Replacement and Communications Center Update

To meet the current industry and community needs, moving the hardware located in the communications center to the server room would allow for a reconfiguration of the workspace to

accommodate additional consoles expanding operability. Operability to include having six dispatchers working during special events such as DUI checkpoints, 4th of July, and to create availability for a Real Time Information Center type role when required during major policing events or incidents providing critical information to officers in the field.

This proposed purchase would include workstation replacement (\$50,000), space reconfiguration costs associated with flooring, acoustical tiles and retrofitting (\$40,000), curved monitors (\$10,000), KVM Office/CAD Computers (\$50,000), KVM VESTA Workstations (\$50,000), and two additional Motorola Gold Elite Radio Systems (\$240,000), and equipment/retrofit contingency (\$50,000).

4b: Audio Logging System

Emergency communications such as 9-1-1 calls for service and emergency radio transmissions are recorded and archived consistent with the City's records and retention schedule. These recordings capture critical information during quickly evolving events which significantly impact the safe response to a call by ensuring critical information is not missed. These recordings also provide an objective record which is beneficial for evidentiary purposes, quality assurance checks, and to provide transparent information for public release within public records request guidelines. This recording function is accomplished by use of an audio logger system and is consistent with guidelines from the California Office of Emergency Services (CalOES) and the National Emergency Number Association (NENA).

The current logging system is outdated and is not able to record all available police radio channels or any channel that is encrypted. The current audio logger contract expires in December of 2022 and the police department will need to move to a more robust solution to properly capture and store information on all available emergency communications platforms including those that are encrypted.

This purchase would include the logging system (\$65,000) and six encrypted radios (\$45,000).

Estimated Funding Commitment - \$600,000

Estimated Date for Proposed City Council Action through Resolution – June 23, 2022

This item is consistent with City Council Three-Year Goal: Preserve & Enhance Public Safety, and the current adopted Six-Month Strategic Objective: Present to City Council for consideration, a plan to replace and/or upgrade the deferred portion of the Police Department fleet and the critical Communication Center technology.

Attachments:

Attachment 1 – Adopted Six-Month Strategic Objectives

Attachment 2 - May 10, 2022 Strategic Planning Retreat Background Information Memorandum

CITY OF CITRUS HEIGHTS ⚙ STRATEGIC OBJECTIVES

May 1, 2022 – November 1, 2022

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FISCAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the May 26, 2022 City Council Meeting	City Manager, working with department heads and Finance Team	Present to City Council, recommendations for future action for utilization of the American Rescue Plan Act (federal stimulus) funding.				
2. At May 26, 2022 City Council Meeting	City Manager	Present to City Council for consideration, the resolution adopting the Focus Area Strategic Objectives through March 2024, as outlined in the May 10, 2022 Strategic Planning Retreat memorandum.				
3. At the June 23, 2022 City Council Meeting	Administrative Services Director, working with Community Development Director and General Services Director	Present to City Council for consideration, an analysis and proposed update of the city's development impact fees.				

THREE-YEAR GOAL: **MAINTAIN AND ENHANCE FISCAL STABILITY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. At Sept. 22, 2022 City Council Meeting	City Manager – lead, working with Administrative Services Director, and input from the Finance Committee	Present to City Council for consideration, budgeting strategies that provide for grant matching funds.				
5. At Oct. 27, 2022 City Council Meeting	Administrative Services Director	Present to City Council for direction, options and recommendations on replacement of enterprise financial software system (Eden).				
6. By Nov. 1, 2022	City Manager	Create a comprehensive grants action plan.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award for the Arcade-Cripple Creek Trail Project.				
2. At the June 23, 2022 City Council Meeting	City Engineer	Present to City Council for consideration, the award of the 2022 Annual Residential Street Resurfacing Project.				
3. By Sept. 1, 2022	City Engineer	Complete construction of the Mariposa Avenue Safe Routes to School Phase 4 Project.				
4. At the Sept. 22, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for direction, options regarding pavement and restoration strategies.				
5. At the Oct. 13, 2022 City Council Meeting	General Services Director - lead, working with the City Engineer	Present to City Council for consideration, options regarding sound wall repair and beautification.				
6. At the Oct. 13, 2022 City Council Meeting	General Services Director, working with the City Engineer	Present to City Council, a maintenance and enhancement strategy to identify centerline miles of roadways in need of restriping and other minor roadway repairs.				

THREE-YEAR GOAL: **MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE
ALTERNATIVE MODES OF TRANSPORTATION (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
7. By Nov. 1, 2022	City Engineer	Complete the construction of the Greenback Lane Complete Streets Project from Sunrise to Fair Oaks Boulevard.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Aug. 15, 2022	Community Development Director - lead, working with the City Engineer	Review Draft Traffic Study for Sylvan Corners/Woodside Homes Project and report results to City Manager.				
2. By Oct. 1, 2022	Economic Development and Communications Manager – lead, working with the Mayor, City Manager and Police Chief	Visit at least one business as part of the Business Visitation Program.				
3. By Nov. 1, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Present to City Council, options for public infrastructure financing and other economic development tools to incentivize Sunrise Tomorrow development.				

THREE-YEAR GOAL: **DIVERSIFY FOR A RESILIENT ECONOMY (cont.)**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
4. By Oct. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	Approach Sunrise Tomorrow property owners about securing right-of-way dedications that would allow them to access public financing tools and meet grant eligibility requirements.				
5. By Aug. 15, 2022	City Manager - lead, working with Community Development Director and Economic Development & Communications Manager	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 for Sunrise Tomorrow.				
6. By Aug. 15, 2022	City Manager	Present to City Council, a plan to increase active engagement in regional, state, and federal legislative matters that advance or impact the City of Citrus Heights.				

THREE-YEAR GOAL: PRESERVE & ENHANCE PUBLIC SAFETY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 23, 2022 City Council Meeting	General Services Director – lead, working with the Police Chief	Present to City Council, a proposal for a City of Citrus Heights Beautification Crew, to actively maintain the public right-of-way and keep it free and clear of debris and obstructions, both for public safety and aesthetic benefit.				
2. By July 15, 2022	Police Chief	Present to City Council for consideration, a plan to replace and/or upgrade the deferred portion of the Police Department fleet and the critical Communication Center technology.				
3. By Sept. 15, 2022	Police Chief and City Attorney	Present to City Manager at least 3 viable options for increased accountability for addressing chronic habitual offender cases (e.g. Community Prosecutor Program).				
4. By Oct. 1, 2022	Administrative Services Director – lead, working with the Human Resources Manager and the Executive Team	Explore, evaluate and recommend to City Manager an enhanced Employee Wellness Program (e.g. Employee Assistance Program and Workers' Comp).				
5. By Oct. 15, 2022	Police Chief	Evaluate the feasibility of leveraging current technology to enhance proactive crime prevention and report results to the City Manager.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the June 9, 2022 City Council Meeting	City Clerk	Present to City Council for consideration, an earlier start time for the City Council meetings, with emphasis on promoting public participation through effective communications.				
2. At the Aug. 11, 2022 City Council Meeting	Facilities Manager	Present to City Council for information, upcoming Sunday Funday collaborations with community groups including neighborhood associations, Connect Citrus Heights, and the Citrus Heights Historical Society.				
3. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal to purchase and outfit a Citrus Heights Block Party Trailer, available to community groups to rent stocked with essentials to host events.				
4. At the Sept. 8, 2022 City Council Meeting	Economic Development & Communications Manager	Present to City Council for consideration, a proposal that would provide grants to community groups to facilitate community projects that engage citizens, improve the community, and promotes community involvement and pride.				
5. At the Oct. 27, 2022 City Council Meeting	General Services Director – lead, working with the City Attorney and Community Development Director	Present to City Council for consideration, a shopping cart ordinance and associated outreach plan that requires shopping cart fleets be retrofitted with lockable wheel devices.				



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 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