CITY OF CITRUS HEIGHTS
CITY COUNCIL MINUTES
Special Meeting of Tuesday, October 22, 2019
Citrus Heights Community Center
6360 Fountain Square Drive, Citrus Heights, CA

MINUTES

SPECIAL CITY COUNCIL MEETING CALLED TO ORDER

- The special City Council meeting was called to order at 8:30 a.m.
- Roll Call: Council Members present: Daniels, Middleton, Miller, Slowey
  Council Members absent: Bruins
- Staff Present: City Manager Boyd and department directors.

PUBLIC COMMENT

None

Mayor Bruins arrived at 8:50 a.m.

STRATEGIC PLANNING AND TEAM BUILDING RETREAT

The City Council held a Strategic Planning Retreat. 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 12:55 p.m.

Respectfully submitted,

Amy Van, City Clerk
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
2017-2020 * not in priority order

Maintain fiscal stability
Improve streets and infrastructure
Diversify for a changing economy
Enhance and expand public safety
Improve community vibrancy and engagement
WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CITRUS HEIGHTS SINCE THE APRIL 2019 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Made a change in the City Attorney’s Office and brought in Ryan Jones
- Police Department Traffic Team was recognized by the Office of Traffic Safety for best practices in traffic safety
- Created a Communications Officer position
- Passed a Two-Year Budget
- We had internal promotions
- Launched a Rental Housing Inspection Unit
- Awarded a $2 million State of Good Repair SACOG grant for San Juan
- Amended our General Plan for Sunrise Mall and created a Specific Plan for the mall
- Mitchell Farms began construction
- Adopted a new building code
- Completed planning and implementation of the Old Auburn Road Diet Demonstration
- Selected new auditors
- Held a successful Community Volunteer Day at the Police Department parking lot with approximately 150 participants
- Completed comprehensive update of the City’s records retention schedules
- Selected a new electronic document management system
- Working on a comprehensive fee study and have a draft report
- Awarded a contract for citywide landscape maintenance and replacement services
- Received a GOFA award for our comprehensive financial statement
- Processed over 450 applications for employment
- Implemented several disaster recovery updates in our IT Department
- Created a Shopping Cart Retrieval Team using volunteers to reduce blight
- Completed Highlands Avenue drainage and street improvements
- Implemented District voting, effective in the 2020 election
- Get up Sunrise Boulevard Palm Tree Lighting Project for execution
- Completed two business retention visits with the Mayor and City Leadership
- Adopted governance principles to maintain good governance after districting
- Partnering with regional transit to provide free fares for all students in our city
- Conducted four DUI checkpoints and over 45 DUI saturation operations
- Held two coordinated meetings to reduce homelessness and have reduced homelessness by 76% in the last two years
- Kicked off the Multi Modal Transportation Safety Program and neighborhood champion engagement
- Kicked off Carriage Drive/Louppe Lane Safe Routes to School civic engagement process
- Grand opening of the Medical Office Building
- Police response to SB 1421 (relative to Police Department documents) was excellent
- Purchased Silvan property
- Successful Community Safety Fair for Old Auburn Road
- Hired a firm and kicked off the Sunrise Mall Specific Plan process
- Reduced homeless from 8% to 1%
• Electric Greenway Project is moving forward
• Began hosting monthly Facebook Live sessions to interact with the community
• Implemented two new internal employee newsletters
• Approved mass grading permit for the Mitchell Farms subdivision
• Completed our Consolidated Plan for the next five years
• Completed successful Strengths Finder training for all staff
• Graduated eight students from our Public Safety Pathways Intern Program
• Housed 135 homeless people year-to-date
• Expanded the Police Explorer Program to over 30 students
• Awarded two design grants to businesses for the Activate Auburn Grant Program
• Increased number of ADU units
• Held Sunday Fun Day
• Completed the 4th Annual Homeless Survey
• Updated the City’s purchasing policy
• Received a $50,000 household hazardous waste grant
• Nine students participated in the Public Safety Pathways Program
• Completed an initial outreach process to gage community priorities for maintaining central services and fiscal stability
• Police Department successfully reached out to the public on NextDoor regarding arrests for theft of bait items
• Awarded a contract for our pavement management system update
• Approved the environmental document for the Electric Greenway Project
• Issued a RFP for final design services for Auburn Boulevard Complete Streets Revitalization Project, Phase 2

WHAT ARE THE CITY’S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions
• Limited funding for aging infrastructure
• Failure to maintain pavement striping
• Lack of revenue to meet essential services’ demands
• Insufficient replacement funding
• Public Works Director vacancy
• Weak public information outreach
• Loss of knowledge due to retirements
• High employee injury rate
• Limited funding to keep up with changes in technology
• Challenges of addressing homelessness issues
• Expenses outpacing revenue
• Inadequate job highlighting new businesses
• Lack of ability to engage the community fully
• We do not use technology to the fullest extent
• No signature recurring event
• Lean staffing levels
WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Lower interest rate environment
- Low unemployment
- Strong national economy
- Technology allows us to engage residents
- Additional State funding for housing
- Upcoming elections
- New businesses coming to Citrus Heights
- Improving technology automated vehicles
- A more conservative federal judiciary
- SB 2 (planning grant)
- Additional grant opportunities from SB 1
- Gas prices up for increased sales tax revenue
- Sacramento was awarded a soccer franchise
- Potential split-role property tax initiative
- Potential for new statewide Economic Development Program
- Longer life span leading to more volunteerism
- Studio Movie Grill opening spurring redevelopment on Auburn Blvd in a distressed commercial setting
- New infill housing
- Opening of Medical Office Building with 227 hired

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Potential split-roll property tax
- Anti-sales tax legislation
- Tariffs
- Legislation limiting police force abilities (e.g., use of face recognition)
- Lack of mental health services
- High construction costs impacting development
- Online shopping
- Lack of diversified commercial real estate
- Upcoming elections
- Increased utility rates
- PG&E cutting off electricity
- Unstable public utilities
- Gas tax being held at the State level
- High fuel and transportation costs
- One party politics in California
- Lack of drug addiction intervention laws
- Drugs
- Legislation impeding local ability to deal with homelessness
- Social media
- State legislation that limits local control
- Natural disasters
- Ongoing international conflicts
- Affordable housing requirements
## NEXT STEPS/FOLLOW-UP PROCESS

<table>
<thead>
<tr>
<th>WHEN</th>
<th>WHO</th>
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<tbody>
<tr>
<td>October 22, 2019</td>
<td>Katherine</td>
<td>Distribute the strategic plan to invitees.</td>
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<tr>
<td>By October 24, 2019</td>
<td>All recipients</td>
<td>Read the strategic planning retreat record.</td>
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<tr>
<td>At the October 24, 2019</td>
<td>Mayor</td>
<td>Present the updated Strategic Plan to the public.</td>
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<td>City Council meeting</td>
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<tr>
<td>October 25, 2019</td>
<td>City Clerk</td>
<td>Place the “Strengths” on the city’s website.</td>
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<tr>
<td>October 31, 2019</td>
<td>City Manager &amp; Management Team</td>
<td>Review the “Weaknesses” list for possible action items.</td>
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<tr>
<td>By November 15, 2019</td>
<td>City Manager &amp; Department Heads</td>
<td>Present the updated Strategic Plan to staff.</td>
</tr>
<tr>
<td>Monthly</td>
<td>City Council &amp; Executive Team</td>
<td>Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.</td>
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<tr>
<td>Monthly</td>
<td>Katherine</td>
<td>Distribute the written, updated Objectives Monitoring Matrix to the City Council and Department Heads for sharing with staff.</td>
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<tr>
<td>At the January 23, 2020</td>
<td>City Manager</td>
<td>Provide to the City Council an update on the status of the Sayonara Replacement Housing Obligation.</td>
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<td>City Council meeting</td>
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<tr>
<td>March 31, 2020</td>
<td>City Council</td>
<td>Strategic Planning Retreat to:</td>
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<tr>
<td>8:00/8:30 am to 1:00 pm</td>
<td>City Manager</td>
<td>- assess progress on the Strategic Plan Goals and Objectives</td>
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<td>Executive Team</td>
<td>- identify new Three-Year Goals</td>
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<td>- develop new Six-Month Strategic Objectives for each Goal.</td>
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STRATEGIC PLAN ELEMENTS
Marilyn Snider, Strategic Planning Facilitator  •  Snider and Associates (510) 531-2904

“SWOT” ANALYSIS
Assess the organization’s:
- Internal Strengths  •  Internal Weaknesses
- External Opportunities  •  External Threats

MISSION/PURPOSE STATEMENT
States WHY the organization exists and WHOM it serves

VISION STATEMENT
A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES
What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS
WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) — usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES
What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES
HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS
Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

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<tr>
<td>1. At the November 14, 2019 City Council meeting</td>
<td>City Manager</td>
<td>Present to the City Council for action updated fiscal policies.</td>
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<tr>
<td>2. At the November 14, 2019 City Council meeting</td>
<td>City Manager and Assistant City Manager</td>
<td>Present to the City Council for review and direction the results of the City’s Comprehensive Fee Study.</td>
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<tr>
<td>3. By February 1, 2020</td>
<td>City Manager and Assistant City Manager</td>
<td>Present to the City Council audited FY 2018-2019 Financial Statements.</td>
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<td>4. At the February 27, 2020</td>
<td>City Manager and Assistant City Manager</td>
<td>Present to the City Council a mid-year FY 2019-2020 Budget Status Report.</td>
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<tr>
<td>5. At the February 27, 2020 City Council meeting</td>
<td>City Manager and Assistant City Manager</td>
<td>Present to the City Council for review an updated 10-Year Budget Model.</td>
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<tr>
<td>1. At the February 13, 2020 City Council</td>
<td>City Engineer</td>
<td>Recommend to the City Council for action the award of a contract for</td>
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<tr>
<td>meeting</td>
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<td>final design services for Auburn Blvd Complete Streets Project, Phase II.</td>
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<td>2. At the February 27, 2020 City Council</td>
<td>City Engineer and General Services</td>
<td>Present to the City Council the findings of the Complete Pavement</td>
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<td>Study Session</td>
<td>Operations Manager</td>
<td>Management System update.</td>
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<td>3. At the March 12, 2020 City Council</td>
<td>City Engineer and Principal Engineer</td>
<td>Complete public outreach and engineering for the Old Auburn Road</td>
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<td>Study Session</td>
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<td>Complete Streets Plan and present the Plan to the City Council for</td>
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<td>direction.</td>
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<td>4. By March 15, 2020</td>
<td>City Engineer</td>
<td>Complete plans, specifications and estimates for the Bonita Way</td>
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<td>drainage improvements and advertise for construction bids.</td>
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<td>5. By March 15, 2020</td>
<td>City Engineer and Principal Engineer</td>
<td>Complete right-of-way acquisition and plans, specifications and</td>
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<td>estimates for the Mariposa Avenue Safe Routes to School Phase 4.</td>
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<tr>
<td>1. At the February 13, 2020 City Council meeting</td>
<td>Community Development Director</td>
<td>Present the results of the Sylvan Property Market Feasibility Study and recommend to the City Council for consideration the planning principles for the property.</td>
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<td>2. At the February 27, 2020 City Council meeting</td>
<td>Community Development Director</td>
<td>Report to the City Council the Sunrise Mall Market Analysis.</td>
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<td>3. By March 15, 2020</td>
<td>Community Development Director</td>
<td>Conduct the first Sunrise Mall Community Workshop.</td>
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<td>4. By March 15, 2020</td>
<td>Economic Development and Communication Manager</td>
<td>Plan and host an Appreciation Event for each of our three business districts (i.e., Sunrise Marketplace, Auburn Boulevard Business Association and Antelope Crossing).</td>
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<td>5. By March 15, 2020</td>
<td>Economic Development and Communication Manager (lead), Mayor, City Manager and Police Chief</td>
<td>Visit at least two businesses as part of the Business Visitation Program.</td>
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<td>1. By November 1, 2019 and weekly thereafter</td>
<td>Police Chief</td>
<td>Ensure deployment of Small Unmanned Aircraft Systems (SUAS) to improve community safety.</td>
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<td>2. At the January 9, 2020 City Council meeting</td>
<td>Police Chief</td>
<td>Present an intake and exit process of the “Winter Sanctuary” to prevent potential safety and blight impacts to neighborhoods.</td>
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<tr>
<td>3. At the March 12, 2020 City Council meeting</td>
<td>Police Chief, working with the City Attorney and General Services Operations Manager</td>
<td>Present to the City Council for consideration a City ordinance to strengthen enforcements of shopping carts and private business responsibilities on cart retrieval.</td>
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<tr>
<td>4. By March 15, 2020</td>
<td>Police Chief</td>
<td>Ensure continuation of a DUI checkpoint or DUI Saturation Detail (e.g., 3-5 officers conducting a moving DUI checkpoint) is conducted.</td>
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<td>5. By March 15, 2020</td>
<td>Police Chief, working with the San Juan Unified School District</td>
<td>Ensure Crime Prevention Through Environmental Design Evaluations are conducted on middle and high school campuses to proactively address potential school site security threats.</td>
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## THREE-YEAR GOAL: *IMPROVE COMMUNITY VIBRANCY AND ENGAGEMENT*

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<td>1. By November 1, 2019</td>
<td>General Services Operations Manager</td>
<td>Hold the first citywide community meeting to obtain feedback for the Multi Modal Transportation Safety Program.</td>
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<td>2. By March 15, 2020</td>
<td>Economic Development and Communications Manager</td>
<td>Create and begin implementation of a Communications Workplan.</td>
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<td>3. By March 15, 2020</td>
<td>City Manager</td>
<td>Expand and further localize a community outreach process to continue gauging community priorities and gathering community feedback for maintaining essential services, local control and fiscal stability, and present the results to the City Council.</td>
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<tr>
<td>4. By March 15, 2020</td>
<td>City Manager</td>
<td>Develop a plan to educate residents on the new District Election Process.</td>
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