



# CITY OF CITRUS HEIGHTS

## CITY COUNCIL MEMORANDUM

**DATE:** March 26, 2025

**TO:** Mayor and City Council Members

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

**SUBJECT:** Strategic Planning Retreat Background Information

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This memorandum provides background information for City Council consideration as Council prepares for the Strategic Planning Retreat scheduled for March 26, 2025.

At the last Strategic Planning Retreat held on March 28, 2024, the City Council worked with the staff team to identify and adopt strategic objectives that covered a one-year planning period ending in March 2025 (Attachment 1). Several of these objectives are also highlighted in the Year in Review (Attachment 2)

In accordance with the established strategic planning process, a Strategic Planning Retreat is being held to review the last goal period and to develop new strategic objectives. The Council will be asked to support strategic objectives that advance the Council's three-year Strategic Goals, updated in March 2024 to be revisited again in March 2027.

### **Background**

Since incorporation, Citrus Heights has emphasized strategic planning to prioritize its policies, programs, and services for the coming year. The City Council, City Manager, and executive staff members participate in the goal and objective-setting process. It is the responsibility of the City Manager to oversee the implementation of the Strategic Plan, coordinating with the City's operating departments and divisions. The current adopted Three-Year Goals (2024-2027) associated with the Strategic Plan are as follows:

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

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

feedback from staff suggests updating the goal "Maintain and enhance fiscal stability" to also emphasize operational excellence, proposing it be revised to "Maintain and enhance fiscal stability and operational excellence." Further evaluation, modification, and reconsideration of these goals can be addressed by the City Council during the strategic retreat.

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

### **Draft Strategic Objectives for Consideration April 2025 – March 2026**

The City continues to be successful at delivering high quality, responsive customer service throughout the operations that are offered by City staff and our partners. While these regular services are not captured in the Strategic Objectives, it is important to honor that body of work and be aware of ongoing workload and resource constraints as we consider new strategic objectives for 2025-2026.

The intent of the annual Strategic Objectives is to identify new objectives that advance the City Council's established goals; while also continuing the existing operations and projects, many of which have been established by previous Strategic Objectives.

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

The City Council also provides a written list of their priorities (Attachment 3) and participates in a verbal discussion with the retreat facilitator in advance of the meeting. This collective feedback directly informed staff's eventual strategic objective recommendations. This approach allowed executive staff to develop strategic objectives aligned with community and staff feedback and known Council priorities. In addition, community members are encouraged to share their priorities with the Council at the Strategic Planning retreat during the public comment period.

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

As part of the annual cadence for Strategic Planning, the retreat occurs in March to align with the City's budget processes. As many objectives created can have an associated budget impact, this timeline allows alignment to ensure resources necessary to achieve annual strategic

Strategic Planning Retreat Background Information Memorandum  
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objectives are also accounted for in the City's budget process. Any Strategic Objective requiring financial resources will also be included in the forthcoming two-year budget for consideration.

The draft strategic objectives are identified for discussion with the City Council. The draft strategic objectives will be finalized at the upcoming retreat and will be brought to City Council at a future regular meeting with action timelines. These were developed to advance City Council priority projects and initiatives while meeting organizational needs.

**Attachments:**

Attachment 1 – April 2024 to March 2025 Strategic Objective Matrix

Attachment 2 – Year in Review Flyer

Attachment 3 – City Council Member Priorities for Retreat Consideration

Attachment 4 – Draft Strategic Objectives April 2025 to March 2026

**CITY OF CITRUS HEIGHTS** ⚙️ **STRATEGIC OBJECTIVES**

April 2024 – March 2025

March 21, 2025 Status Update

THREE-YEAR GOAL: <b>MAINTAIN AND ENHANCE FISCAL STABILITY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
<del>December 12, 2024</del> May 2025	Administrative Services Director	Initiate and develop a city-wide cost allocation plan to better utilize grant programs and maximize cost recovery providing City Council an update when complete.		X	X	Project is 80% complete.
June 13, 2024	Community Development Director	Develop and present a cannabis regulatory program for the City Council’s consideration and include revenue approaches to fund critical City needs.			X	Revised to date uncertain based on Council Direction at April 11, 2024 Council Meeting
<del>November 22, 2024</del> July 2025	Administrative Services Director	Complete implementation of the Human Resources Module component of the TylerMunis Enterprise Resource Planning system.			X	Project schedule has been revised to be implemented July 2025
March 31, 2025	Administrative Services Director (lead), Police Chief	Develop an Open Data portal for the City of Citrus Heights to increase citizen participation, reduce redundancy, and increase efficiency for customer access and agency transparency.		X		Project Kicked off late November 95% complete
February 26, 2025	City Manager	Develop and maintain a development/land use financial model to evaluate and understand the fiscal impacts for new development or redevelopment opportunities.	X			

THREE-YEAR GOAL: <b>MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE ALL MODES OF TRANSPORTATION</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
October 10, 2024	Economic Development & Community Engagement Director	Explore opportunities to activate and encourage community ownership and community pride by allowing community groups to adopt portions of the Arcade Cripple Creek Trail and Old Auburn Multi-Use Trail. Report out progress to City Council as a Department Report.	X			Program launched, presented to City Council 11/13
May 23, 2024	General Services Director	Award contracts for construction and construction management/engineering support for the Auburn Boulevard Complete Streets Phase 2 project.	X			City Council approved contracts at May 9 <sup>th</sup> City Council Meeting.
June 27, 2024	General Services Director	Award a construction contract for Dewey Drive and Van Maren Lane Resurfacing and Safety Improvements Project.	X			City Council approved contracts at July 11 <sup>th</sup> City Council Meeting.
June 27, 2024	General Services Director	Award contract for Crack Seal Project in preparation of 2025 Street Resurfacing Project.	X			City Council approved contract at June 27 <sup>th</sup> Council Meeting
September 26, 2024	General Services Director	In response to neighborhood feedback, develop a proposal for improving safety of the crosswalk on Old Auburn Road between Tiara Way and Holy Family Church with Rectangular Rapid Flashing Beacons and lighting for evening walkers. Present to City Council for consideration.			X	Staff preparing memo for Council on findings and in response to current status of Old Auburn Complete Streets project grant application efforts.

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February 13, 2025	General Services Director	Develop a plan, budget, and timeline to address deferred facility maintenance; complete at least three priority tasks.	X			Sylvan Community Center and Event Center repainted; LED Lighting conversion project at Event Center completed; HVAC unit for Event Center large halls rebuilt.
September 12, 2024	General Services Director	Issue Requests for Proposals (RFPs) for professional engineering services for the Gateway Activation Plan (GAP) and the Arcade Cripple Creek Trail (ACCT) Mariposa Extension Project.	X			GAP Project advertised and currently under planning/design; ACCT advertised with award for design scheduled spring 2025.

THREE-YEAR GOAL: <b>DIVERSIFY FOR A VIBRANT ECONOMY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
August 22, 2024	Community Development Director (lead), Economic Development & Community Engagement Director	Present results of Infrastructure Financing Strategy for Sunrise Tomorrow and next steps to City Council, owners, and stakeholders			X	The creation of an EIFD is a feasible tool for Sunrise Tomorrow. However, due to the dynamics of the mall, staff recommends including this Strategic Objective with the 2025 Strategic Objective Framework.
August 8, 2024	Economic Development & Community Engagement Director	Prepare and present an Economic Development Work Plan to City Council, as well as establish a suite of incentives to attract sit-down dining and entertainment options.	X			Presented and unanimously approved at 2/12 Council Meeting
February 27, 2025	Community Development Director	In response AB2097, which has eliminated the City's ability to require parking within ½ mile of Sunrise Boulevard (designated 2040 High Frequency Transit Route), consider modifying or eliminating minimum parking requirements along all fixed transit routes along commercial corridors (Auburn Boulevard, Antelope Road, Greenback Lane).	X			Memo summarizing implementation challenges provided to Council November 5, 2024

THREE-YEAR GOAL: <b>PRESERVE &amp; ENHANCE PUBLIC SAFETY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
March 13, 2025	Police Chief	Implement the Retail Theft Grant and provide quarterly updates to the City Council on the outcomes achieved.		X		2 Quarterly updates have been sent to Council
November 14, 2024	Police Chief	In response to community feedback, research and present animal services enhancements to City Council for service delivery including enhanced microchipping, feasibility of increased local sheltering and reunification options of lost pets. Include Trap Neuter Release program.	x			City moved to Bradshaw Animal Shelter in August. Presentation set for City Council on January 8, 2025 to relay additional service enhancements and future plans.
August 22, 2024	General Services Director	In response to neighborhood feedback, create a program that provides a selection of lamp post options to support private streetlighting to improve public safety and community identity.	X			Presentation/recommendations to Council in October 2024. Staff conducting roadshow to NA's and still evaluating equipment for efficacy.
<del>August 22, 2024</del> December 13, 2024	Police Chief	Develop, and present to the City Manager, a communication plan to help educate citizens on their rights, responsibilities, and resources available for common criminal and civil issues such as landlord/tenant, civil custody orders, traffic laws, and blight.			X	Website remodel which will direct to FAQs on these topics. Already developed QR code which will be placed on department mailers and other information to drive to new website. Work with PIT to create site. PD also



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						recreating POP team which will streamline single point of contact for chronic issues. Present plan to CM on Dec 11.
March 13, 2025	Police Chief	Implement/enhance a minimum of two specific programs to target youth safety and engagement with the Police Department.	X			Hired a new PAL coordinator (start date 07/02/2024). Partnered with Special Olympics for a fundraising event on November 21, 2024. Youth engagement and education was incorporated in the various events to include Paddle Boarding, Summer Splash, Egg my house, Sunday Funday, NNO, Rush Park Star Wars fair, Junior Giants closing ceremony, City Scoop events, Stars & Stripes, and the opening of the Arcade Cripple Creek Trail, and Trunk or Treat.
August 8, 2024	Police Chief	Explore and present ordinance options to the City Council that require property owners to provide written permission to individuals that are on private properties for non-commercial activities, individuals without written permission would be subject to citation.	X			Council approved ordinance went into effect on October 25, 2024, and is being actively enforced.

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January 23, 2025	Community Development Director and Police Chief	Scope and Explore mediation programs to assist in resolving neighbor conflicts. Present to City Council.	X			
June 13, 2024	Community Development Director	Provide an annual update to the City Council on the Community Health Workers (CHWs) support services to unsheltered individuals living in Citrus Heights.	X			

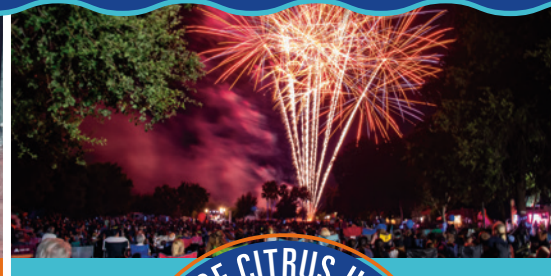
THREE-YEAR GOAL: <b>ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
<del>August 22, 2024</del> September 25, 2024	Community Development Director	Provide an update of the City's various Housing Rehabilitation Programs in a Department Report and seek direction from City Council as necessary.	X			Presented to Council October 23, 2024
September 26, 2024	General Services Director and Police Chief	Provide an analysis of the outcomes of the Beautification Crew and efforts related to blight abatement. Present to City Council success/metrics/reporting on program results.	X			Presented to Council September 25, 2024.  Considering additional resources to further enhance effectiveness including staff schedule enhancement and cheat sheet deliverable for patrol. Moving target and working partnership with GSD, community stakeholders on public vs. private property cleanup and issues around that.
September 12, 2024	Economic Development & Community Engagement Director	Develop training and outreach toolbox to assist Neighborhood Areas with promotion and awareness.	X			Toolbox created in partnership with REACH

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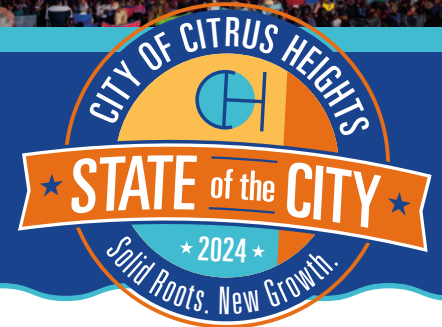
November 11, 2024	Economic Development & Community Engagement Director	Design, coordinate, and send citywide mailer promoting Neighborhood Areas.	x			Mailed January 2025 as part of Neighborhood Area Awareness Month public relations
February 27, 2025	City Clerk	In partnership with San Juan Unified School District, consider establishing a Youth in Government program to engage Citrus Heights youth.		X		Presented to Council on February 26, 2025..
<del>October 24, 2024</del> February 27, 2025	City Clerk	As follow up to Education Committee recommendation, partner with San Juan Unified School District to explore opportunities or incentive programs that support student and parent investment into Citrus Heights schools.		X		Presented to Council on February 26, 2025.
October 24, 2024	General Services Director	Present to City Council recommended modifications to the Neighborhood Clean Up program to address associated blight issues.	X			Presented recommendations to Quality of Life Committee and City Council in August; Updated policies and guidelines approved by Council in November 2024.
September 26, 2024	Community Development Director (lead), Police Chief	In response to ongoing blight and illicit behavior associated with recycling centers, assess regulatory options to address negative impacts. Present options to City Council.	X			Presented to City Council in February. Additional outreach is underway.
July 11, 2024	General Services Director (lead), Community Development Director	Based upon community feedback, in partnership with Neighborhood Areas, identify locations for placemaking assets promoting historic Lincoln 40 or similar areas of interest. Provide an update to City Council through a Department Report.	X			Complete. Lincoln Highway signs installed at 3 locations along Auburn Blvd; held unveiling with Council in attendance.

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March 13, 2025	Economic Development & Community Engagement Director	Utilizing the Citrus Heights Volunteer Hub, plan and organize a citywide Citrus Heights Cares Volunteer Day.	X			City established as event sponsor and partner in Big Day of Service May 17, 2025
January 23, 2025	General Services Director	In response to community feedback, develop a program and budget to wrap traffic control boxes to increase art in public spaces, present recommendations to City Council.	X			Program presented to Council March 2025; staff to proceed with recommendations from Council and work with local group for art development and selections.
March 12, 2025 <del>January 9, 2025</del>	City Clerk	Explore Art and Culture program and bring back to City Council for consideration.		X		Presented to Council on March 12, 2025.
July 11, 2024	City Manager	Explore partnerships to support opportunities to bring a permanent Vietnam Veterans Memorial into the city.	X			Site secured and MOU has been entered into for a location at Calvary Cemetery.



The City of Citrus Heights is proud to present a month-by-month look back at our 2024 accomplishments! This Year in Review flyer showcases the milestones that shaped our community, showcasing public safety, infrastructure, community engagement, and economic growth achievements. Take a look at some of the highlights from the last year.



## JANUARY

- Launched Citrus Heights Volunteer Hub
- Grand opening of Sunrise Pointe Apartments, first affordable housing in 20 years
- Citywide deployment of crime detection technology for retail theft prevention
- Sandbag station operation and storm response: 150+ calls
- Adopted traffic safety ordinance to protect pedestrians
- Adopted Objective Design Standards for new multi-family/mixed-use projects

## FEBRUARY

- Hosted Community Workshop for neighborhood vibrancy
- Distributed comprehensive Citrus Heights Cares Guide to residents
- Launched 2nd round of Community Projects Grant

## MARCH

- Supported Resident Empowerment Potluck with 300+ attendees
- Secured \$2.65 million in federal funds for Sayonara Housing and Traffic Signal Modernization
- TREE CITY USA recognition for 6th consecutive year
- City Council Strategic planning retreat set 36 new objectives for the upcoming year

## APRIL

- Brought Meals on Wheels café program back to seniors
- Held Chip-In Day cleanup volunteer event
- Collected 127 lbs of prescription drugs on National Drug Takeback Day
- Approved \$50,000 in Community Project Grants to community groups

- Celebrated National Volunteer Week with city reception and proclamation

## MAY

- Grand opening of Arcade Cripple Creek Trail (“Trail Blaze”)
- Hosted 3rd Annual Public Works Showcase
- Sponsored Youth Manufacturing Challenge at San Juan High School
- Filed first Sacramento County homicide charges against a fentanyl dealer
- Implemented school liaison officer program
- Sponsored ArtBeat community event

## JUNE

- “City Scoop” event at Sylvan Oaks Library with 400 attendees
- Free compost offered to residents with Republic Services
- Stars & Stripes Celebration with 7,500+ attendees
- DarkHeart Brewery joins Citrus Heights via Business Attraction Incentive Program
- Resurfacing began on San Juan Complete Streets Phase 1A
- Sunrise Tomorrow hotel parcel map and Development Agreement approved
- Renewed Sunrise MarketPlace Business Improvement District for 10 years

## JULY

- Street resurfacing for Auburn Boulevard Complete Streets Phase 2 begins
- Community Health Worker program enrolled 95 individuals and housed 24, in first 7 months

## AUGUST

- “City Scoop” event at Lichen K-8 with 450 attendees
- National Night Out gathered community support
- Began Dewey/Van Maren infrastructure upgrades with ADA-compliant curb ramps
- Citywide street crack sealing project launched
- Awarded American Public Works Association Project of the Year for Arcade Cripple Creek Trail
- Introduced “Responding to Homelessness” webpage
- Granted \$500,000 to HOPE Cooperative for Auburn Oaks project
- 26 new Habitat for Humanity homes approved for Sayonara Drive

## SEPTEMBER

- Hosted Sunday Funday with 7,000 attendees
- Welcomed Fair Oaks Senior Apartments with 108 affordable units
- Recognized Good Neighbor Week (Sept 28-Oct 4)
- Resurfaced the first phase of the San Juan Avenue Project
- Old Auburn Gateway Activation Project begins
- Received 2024 CDBG award of \$586,761
- PD Dispatch praised for 96.87% emergency call response within 15 seconds
- Awarded grant funds for Community Center LED retrofit
- Disbursed \$150,000 in Community Support Funding to nonprofits
- Began new partnership with local Sacramento County Bradshaw Animal Shelter

- Expanded Animal Services phone lines to 24/7 through 311 call center
- Started utilization of dedicated animal-related software to aide in local pet reunification and enhance pet licensing

## OCTOBER

- Awarded Helen Putnam Award for Beautification Crew Program and Citrus Heights Cares Campaign
- Held Fall Chip-In Day community volunteer event
- Approved 2025-2029 CDBG Consolidated Plan and 2025 Action Plan
- Awarded four Public Relations Society of America awards for communications projects
- Grand opening of Handel’s Ice Cream and Home Goods
- Approved CalHome Reuse funds for homeowner health and safety repairs
- Launched and expanded animal-related reporting through 311 Online Customer Portal
- Provided FREE microchipping at Howl-o-ween Harvest Festival

## NOVEMBER (So Far!)

- Grand opening of Amazon Fresh and Club Studio Fitness
- Hosted 5th annual State of the City Address, highlighting city’s year
- Achieved three prosecutions under Chronic Nuisance Offender Program
- Expanded animal-related reporting through 311 Connect App

# METRIC ACHIEVEMENTS JANUARY 2024 – NOVEMBER 2024

- Hosted **10** community events
- Completed **16** multi-modal traffic safety program neighborhood safety improvements
- Cleaned over **237,145 LINEAL FEET** of storm pipe, concrete canals and drainage structures
- Serviced **1,164 TREES**
- Performed vegetation management of over **31 ACRES** of open space and over **15,750 LINEAL FEET** of creeks and channels
- Picked up **82.24 TONS** of trash and debris
- Retrieved **OVER 1,396** shopping carts
- Completed **94,845 SQUARE FEET** of mill and fill street repair improvements
- Welcomed **740 NEW BUSINESSES**
- Responded to **4,867 SERVICE REQUESTS** for beautification and repairs
- Filled **36 JOB VACANCIES**
- Issued **29 PERMITS** for accessory dwellings (ADUs)
- Performed over **6,700** Building Inspections
- Completed **4,025** Building Plan Reviews
- Issued over **3,200** Building Permits
- Held **32** public meetings and posted **169** agenda items
- Deployed the Block Party Trailer to **9** community events
- Sent **2** citywide mailers
- Shared **584** social media posts
- Distributed **38** e-newsletters and newflashes
- Answered **71,771** calls for police service
- Conducted **2,672** arrests
- Gave **3,818** traffic citations



## Individual Council Member Priorities

### Dr. Jayna Karpinski-Costa

Priorities include:

- Arts – Set up an arts council. Would prefer a structure that allows them to do their own fundraising; would have representation from each high school and as many public members as possible (lots) - a mix of visual and performing arts — open to suggestions.
- Change Planning Commission to five members, i.e., eliminate at-large; county has only 5. Would ease up on staff a bit (saves some money on conventions).
- Bring back old city logo - Do a flash vote. I have heard from many residents that they prefer the old logo with the school house. No one knows what they are looking at if they are not from Citrus Heights. I have city pins from at least 50 cities and they all have the city name on it. I am almost embarrassed to hand them out.
- More senior activities at our “senior center”, e.g., chair yoga, balancing exercises, health and safety presentations, elder abuse, banking tips, resources available, etc. Currently the center is used for a small number of participants who do not welcome newcomers – I don’t feel this is a real community space – I have tried to refer seniors there to play the games but they are not welcome.
- Administrative citations. Code violations, misdemeanors, minor traffic citations, parking violations, etc. – i.e., increased enforcement of rules already on the books. We would need to set up a process where people pay their citations to the city, have a grievance/appeal process heard by an “administrative judge”, (someone not employed by the city) – cost of the process is paid by the fines. This idea needs research and refinement. But it seems that we should be able to recover costs of enforcement.
- Look again at annexation of Roseville Road/Home Depot/Industrial zone. What are the numbers without the cost of putting in “complete streets” – the industrial developer can pave a good portion of the road. And while Home Depot might require increased police presence, the revenue from the shopping center would outperform the costs. We would have additional land zoned “industrial”, and Roseville Pointe would provide additional property taxes.
- Relatively unimportant idea – some people do not understand how we select our mayor. For many years, they went by seniority – then it was more personality. We



have a very arbitrary system. One idea is what they do in Roseville. They rotate by district. This would work if there was a provision that required a minimum tenure/experience so that newly elected don't resume mayoral duties as soon as elected. There ought to be a better way than what we have. If so, it wouldn't start until January 2027.

## Vice Mayor MariJane Lopez-Taff

Priorities include:

- Progress/Status on last year's Strategic Planning objectives
- Economic Development Strategies specifically as it relates to Sunrise Mall/Sunrise Tomorrow Plan
- Economic Development Strategies for continued improvement of economic corridors (Greenback, Auburn, Sunrise Blvd.)
- Progress/Status on Road Repair/Paving schedule

## Councilmember Kelsey Nelson

Priorities include:

- Ease of transportation through the city. Getting around can be easy and enjoyable, with our roads freshly paved and painted, our signs abundant and legible, our sidewalks maintained, and our traffic lights timed for efficiency. Let's also study where roundabouts and yields would lessen back-ups and where bike lanes and cross walks would increase road safety.
- Beautifying our built environment. Our infrastructure can inspire a sense of community pride. Improvements like: more artwork around our commercial corridors, clean, maintained and occupied storefronts, and landscaped and shaded parking lots and roadways, would help increase the visual appeal of our City.
- Community Engagement. Connectivity among residents, business owners, and visitors can be increased through sponsoring events, encouraging applications for grant funded projects, and supporting Neighborhood Area participation and leadership.

## Councilmember Porsche Middleton

Priorities include:

- Housing and Homelessness Solutions

*Background:* Citrus Heights continues to face challenges in housing affordability and homelessness. We need to explore practical solutions to ensure safe, stable housing while balancing community concerns.

*Discussion Points:*

- Expanding affordable and workforce housing opportunities.
  - Strengthening partnerships with state and regional agencies for funding and support.
  - Addressing homelessness through a coordinated service approach, including transitional and permanent supportive housing.
  - Reviewing zoning and land-use policies to encourage housing development.
- Economic Development and Small Business Support

*Background:* Supporting small businesses is essential to a strong local economy. We need to create a business-friendly environment that encourages entrepreneurship and investment in Citrus Heights.

*Discussion Points:*

- Incentivizing and supporting small businesses, particularly local entrepreneurs.
  - Streamlining permitting and zoning processes to encourage business growth.
  - Identifying strategies to revitalize underutilized commercial spaces.
  - Exploring public-private partnerships to attract and retain businesses.
- Public Safety and Crime Prevention

*Background:* Residents have expressed concerns about crime, retail theft, and overall public safety. We need to ensure our city remains a safe place to live, work, and do business.

*Discussion Points:*

- Enhancing community policing strategies.
  - Addressing retail theft and organized crime.
  - Evaluating crime prevention programs and funding.
  - Strengthening regional law enforcement partnerships.
  - Exploring AI-driven tools to enhance efficiency and responsiveness within the Police Department.
- Technology and AI for Governmental Efficiency

*Background:* Emerging AI tools can help streamline city services, improve operational efficiency, and enhance public safety efforts. Investing in the right technology can improve service delivery and reduce administrative burdens.

*Discussion Points:*

- Identifying AI-driven solutions to improve efficiency in city departments, including the Police Department.
- Exploring funding opportunities for AI implementation.
- Reviewing best practices from other cities using AI to improve services and decision-making.
- Ensuring AI implementation aligns with measurable ROI and key performance indicators (KPIs).
- Transportation and Infrastructure Investment

*Background:* As our city grows, investing in roads, public transportation, and pedestrian-friendly infrastructure is critical for safety, mobility, and economic development.

*Discussion Points:*

  - Advocating for state and federal funding for road and infrastructure projects.
  - Expanding public transit options to better serve residents and businesses.
  - Improving walkability and bike-friendly infrastructure in key areas.
  - Prioritizing road repavement projects to maintain and improve city streets.
- Internal City Facilities and Operations

*Background:* To provide quality services, we need to ensure that our city facilities and internal operations are modern, efficient, and well-maintained.

*Discussion Points:*

  - Assessing the condition of city facilities and identifying areas for improvement.
  - Upgrading technology and operational processes to enhance efficiency.
  - Reviewing staffing and resource allocation to ensure effective city operations.
  - Exploring funding opportunities for facility improvements and maintenance.
- Fiscal Responsibility and Data-Driven Decision Making

*Background:* Future strategic goals set by the City Council should be fiscally responsible, ensuring they align with our annual budget and provide measurable returns.

*Discussion Points:*

  - Ensuring that strategic goals set by the Council align with the city's annual budget constraints.
  - Requiring all major projects and initiatives to have clear measurable ROI and KPI metrics.
  - Asking staff to determine if similar goals or projects have been undertaken in the past and to provide input on their effectiveness.

- Prioritizing funding strategies that maximize impact while minimizing unnecessary costs.
- Environmental and Sustainability Initiatives
 

*Background:* As California prioritizes sustainability, we should evaluate opportunities to integrate eco-friendly policies into city planning where feasible.

*Discussion Points:*

  - Assessing sustainability initiatives, such as energy efficiency programs.
  - Evaluating water conservation strategies and climate resilience planning.
  - Exploring potential partnerships for sustainability grants and projects.

## Councilmember Tim Schaefer

Priorities include:

- Animal shelter – run by a qualified non-profit. I would like to see the quasi shelter staffed by volunteers that have a passion for animal care, this should not be an entry point for a job with the City.
- Contract with a veterinarian, for monthly spay/neuter/vaccination clinics. Keeping the Citrus Heights animal population healthy benefits all residents.
- Christmas Parade on Stock Ranch Road to Fountain Square Drive in conjunction with the Christmas Tree Lighting. Parade staging could be done in the CH Surgery Center parking lot or across Sylvan on City (Coronado) property. Reorganize the City Hall for the Christmas Tree Lighting. This event has outgrown the building impeding the flow for patrons.
- Examine the feasibility of a roller-skating festival, with a dance contest.
- Promote family-friendly activities in Citrus Heights. Residents complain that there aren't activities in CH. Compile activities asset map, make it fun, promote businesses. Some examples are Rusch Park, Tempo Park, C BAR C Park, Fireside Lanes, Citrus Heights little league games, High School football games, Sunrise Roller land, Tunnel vision Batting Cages, Sunrise Soccer Club, Sunday Funday, City Scoop.

**CITY OF CITRUS HEIGHTS** ☀ **(DRAFT) STRATEGIC OBJECTIVES**

April 2025 – March 2026

THREE-YEAR GOAL: <b>MAINTAIN AND ENHANCE FISCAL STABILITY</b> <b>AND OPERATIONAL EXCELLENCE*</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	City Manager GSD Director	In an effort to reduce sheltering costs and in response to the City’s recent purchase of the Old Auburn Road properties, begin Phase 1 by commencing with architectural engineering services to allow for tenant improvement renovations of the westerly building to support relocation of animal services staff and provide for temporary housing of animals recovered in Citrus Heights.				
	ASD Director	To maintain a highly skilled workforce, develop and implement Employee Engagement and professional development efforts to promote operational excellence and provide opportunities for Succession Planning and Cross Training. Present a department report or memorandum on this effort to the City Council.				
	ASD Director	Present an RFP for City banking services and purchase card options to City Council prior to issuance.				

	ASD Director	Complete Tyler Munis implementation EnerGov Module, HR Advanced Scheduling & Finance Contracts, Fixed Assets components.				
	CDD Director EDCE Director	Identify funding opportunities/grants to develop a Climate Adaptation Plan to increase eligibility and competitiveness for grant funding opportunities. Present successful grant awards to City Council.				
	GSD Director Events and Community Center Supervisor	Evaluate existing use and conduct market analysis for Sylvan Center and report back to Council on recommendations to help increase revenues to cover operational and capital replacement expenses.				

THREE-YEAR GOAL: <b>MAINTAIN PUBLIC INFRASTRUCTURE AND ENHANCE ALL MODES OF TRANSPORTATION</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	CDD Director City Engineer	Present the Gateway Activation Project (GAP) to the City Council with a summary of the Community Feedback received.				
	GSD Director Principal Engineer	Award Contracts for Construction and Construction Management for the Roseville Road/Butternut Drive and SSI Safety Improvement Project.				
	GSD Director City Engineer	Issue RFP for professional engineering services for the Arcade Cripple Creek Trail (ACCT) Sylvan to Stock Ranch Extension Project.				
	GSD Director City Engineer	Award Contract for Construction of the 2025 Pavement Restoration Project.				
	GSD Director City Engineer	Award Design Consultant Contracts for the 2026 and 2027 Pavement Restoration Projects.				
	GSD Director Operations Manager	Initiate Residential Garbage and Recycling Procurement and Issue RFP.				

THREE-YEAR GOAL: <b>DIVERSIFY FOR A VIBRANT ECONOMY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	EDCE Director	Partner with a Sunrise Tomorrow property owner to secure a signed agreement with an authorized hotel operator or developer for a hotel within the Sunrise Tomorrow Specific Plan area by leveraging city resources, conducting targeted outreach.				
	City Manager City Attorney CDD Director EDCE Director	Provide the City Council with a strategic plan detailing city-led actions to advance the implementation of the Sunrise Tomorrow Specific Plan. This should include infrastructure investments, policy incentives, funding mechanisms, legal considerations, and proactive stakeholder engagement strategies to catalyze development, address potential challenges, and ensure the plan's long-term success.				
	Police Chief	Based on community feedback, enhance the cleanliness and appearance of commercial areas, increase property owner accountability, support business recruitment, community vitality, and the "shop local" experience. Increase the efficacy of proactive code enforcement efforts to best eliminate high visibility blight violations, support EDCE targeted areas, and bring problem properties into compliance. Present plan implementation update to City Council.				



	Police Chief EDCE Director	In order to allow for cost recovery and mitigate risk from vacant buildings, present a Vacant Building Ordinance for the City Council's review and consideration.				
	CDD Director EDCE Director Building Official	As part of the upcoming Code cycle for the International Building and Fire Codes, strongly advocate for flexibility and elimination of obstacles for the reuse of existing buildings. Present an updated Building and Fire Code for City Councils Consideration.				

THREE-YEAR GOAL: <b>PRESERVE &amp; ENHANCE PUBLIC SAFETY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	CDD Director Police Chief	To maintain consistency with regional and adjacent jurisdictions present Zoning and Municipal Code updates. Consider regulations for high visibility or high impact uses including Massage Establishments, Vending/Food Trucks, and similar challenges facing the region.				
	Police Chief City Manager	Present the City Council with options to consider a Citrus Heights Community Prosecutor to advance accountability and rehabilitation measures for chronic nuisance offenders.				
	Police Chief	Renew Emergency Operations Plan and ensure Citywide staff are trained, credentialed, and conduct one emergency readiness exercise for EOC staff for Emergency Operations such as wildfire, flooding, earthquakes etc.				
	Police Chief	Evaluate best practices and consider necessary updates to the Firework Ordinance review and update as appropriate.				
	Police Chief	Evaluate amending the Municipal Code as needed to follow best practices related to mandatory licensing and microchipping ordinance for all pets in the City of Citrus				

		Heights and report options to the City Council for consideration.				
	Police Chief EDCE Director	Create a city-wide pet license campaign to promote reunification and pet identification.				

THREE-YEAR GOAL: <b>ENHANCE COMMUNITY VIBRANCY AND ENGAGEMENT</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	CDD Director	Present the City Council with options to support the expansion of the City’s urban forest utilizing the City’s Tree Mitigation Fund and/or grant funds.				
	City Clerk	Conduct a comprehensive assessment on the establishment of a Youth Advisory Council or a Youth Advisory Liaison to City Council and present the findings and recommendations to the City Council for consideration.				
	EDCE Director	Enhance collaboration with the school district through co-branded communications, joint media efforts, and City channels to boost engagement and visibility. Regularly update the City Council on progress, milestones, and impact.				
	GSD Director	Present the 2025 Events Calendar to the City Council and evaluate historical and new community event offerings to determine relevancy, local reach, cost/benefit, of events to meet the evolving desires of the community.				
	GSD Director	Explore options and feasibility to replace existing Sunrise Boulevard (Sunrise Marketplace) palm tree rope and uplighting.				