



# 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 immersed 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