

**CITY OF CITRUS HEIGHTS**  
**STRATEGIC PLANNING RETREAT**  
November 17, 2015 \* Citrus Heights Community Center

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**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**

2014-2017 \* not in priority order

*Maintain long-term financial stability*

*Grow the local economy*

*Enhance quality of life*

*Enhance public safety*

*Improve overall city infrastructure with emphasis  
on neighborhood revitalization*

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CITRUS HEIGHTS SINCE THE APRIL 2015 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Cleaned up 7500 linear feet of Cripple Creek and removed 56 cubic yards of trash
- Cleaned all concrete line ditches throughout the city
- Cleaned and completed Canyon Oaks Drainage Improvement Project
- Started construction of a new City Hall
- Cleaned over 250,000 linear feet of storm drain pipe
- Celebrated the one-year anniversary of the successful Stones Casino
- Proactive communication and partnership between Police, City, community and businesses
- Started design work on Auburn Boulevard Phase 2
- Moved into the temporary City Hall
- Started design on pedestrian/bicycle overpass of the freeway
- Applied for three SACOG transportation grants
- Micro-surfaced 24 street segments
- Hosted the Veterans Art Program by the History and Arts Commission
- History and Arts Commission sponsored Hidden Treasures at Sunrise Mall for the second year
- Held the first annual Howl-oween Parade
- New developments (e.g., Applebees, Smart & Final)
- Sold the Antelope/Orange property
- Hired a management intern to support the History and Arts Commission
- Established an optional clean-up fee for events at the community center
- New modules on the website
- Added cameras to three important intersections for traffic safety (Greenback/San Juan, Greenback/Breman and Greenback/Park Oaks)
- New Police monument sign
- Approved seven nonprofits for community support funding
- Approved the Memory Care facility on Sunrise
- Opened a Texas Roadhouse restaurant
- Bid and constructed the Sylvan Road Safety and Improvement Project
- Hid and awarded design of environmental services for the Mariposa Safe Routes to School Phase 3 Project
- Launched the planning meeting for the City's 20 Year Celebration
- Completed a review of our City Boards and Commissions
- Construction of new traffic signal at Antelope and Amsterdam is 98% complete
- Established ongoing joint meetings with the Quality of Life Committee and the History and Arts Commission
- Shut down six illegal massage establishments
- Converted the Sylvan Corner silos to LED lighting
- Helped facilitate the establishment of the Auburn Boulevard Business Association
- Retimed pedestrian clearance in 12 intersections
- Surpassed 5300+ events since the Community Center was opened
- Tore down the old City Hall

- Got the Post Office to change the zip code of a neighborhood from Sacramento to Citrus Heights
- Gave raises to the employees
- Completed Neighborhood 8, 9 and 10 Master Plan
- Established HART (Homeless Assistance Resource Team) to establish local resources for the homeless
- Rolled out our first “Support our Police” campaign
- Received the CAFR award for excellence in financial reporting
- Hosted the State Women Leaders in Law Enforcement Conference
- Made significant progress on the redevelopment lawsuit
- Police Activities League hired their first employee
- Held a Business Walk with Citrus Heights Chamber of Commerce
- Reported to Council the results of a regional task force for supervised criminal offenders
- Began construction of the Twin Oaks Mariposa Drainage Improvement Project
- Sponsored the California Dream Tennis Team, bringing back tennis to Citrus Heights
- Adopted the electronic signage ordinance
- Promoted several police officers
- Installed 78 ADA curb ramps
- Successful Red, White & Blue Parade
- Hosted Sunday Fun Day
- Completed the study for Police body cameras
- Successfully transitioned to a temporary Council meeting location without any interruption to public information and access
- Met with most of the major property owners and businesses at Sunrise Marketplace
- Competing well in the Police labor market
- Completed sale of the Sunrise Mall
- Completed evaluation of the Economic Development Support Fund
- Began planning to re-launch Leadership Citrus Heights with the Chamber of Commerce
- Gave the State of the City address to the Chamber business community
- Awarded design and environmental services contract for the Sunrise Boulevard Complete Streets Improvement Phase 2A
- Launched a “City of Citrus Heights Is A Great Place to Live” campaign in advance of our 20-year anniversary
- Launched the City’s Twitter account
- Sponsored three regional conferences (Community Leadership Council, Community Leadership Conference, We Support Vets)
- Completed the Sunrise/Sungarden interchange stoplight
- Reduced crime year-to-date by about 1.5%
- Adopted the FY 2015-2016 budget on time

## **WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?**

Brainstormed List of Perceptions

- Lack of funding for History & Arts Commission Art in Public Places and Art Gathering Places in Citrus Heights
- Negative impacts to businesses and neighborhoods as a result of homelessness
- Lack of funding for infrastructure improvements
- Several City employees will retire within 5 years
- Potential opening on City leadership positions (e.g., Boards, Commissions, City Council)
- Good old boy/girl network on neighborhood associations—lack of new blood—run in an autocratic manner
- Lack of succession planning for aging key executive staff
- Lack of resources and time to research, study and investigate regional solutions to infrastructure
- Lack of community input before mitigated traffic-related issues
- Lack of diversity in the workforce (i.e., age, gender, race)

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

Brainstormed List of Perceptions

- New Sylvan Middle School
- Implementation of the new State medical marijuana regulation law
- Recent home sales at Autumn Woods
- Upcoming Presidential election
- Passage of a transportation bill by Congress
- Sales tax revenue up
- Another new home development called Mariposa Creek, with 15 new homes
- It's raining!
- New Speaker in Congress
- Sandbag distribution centers
- Stable City Council
- Stable City Staff
- Sale of Sunrise Mall
- Improving economy
- Activity around the Mitchell property
- Local elections
- Sale of Birdcage
- Continued low gas prices
- Opening of Capital Nursery Center
- New regional economic development agency (Greater Sacramento Region Development Council)
- Stable property values
- 5555 Mariposa new development is beginning
- Revision of the SACOG Blueprint Master Transportation Plan
- Sanitation District, PG&E, water districts, etc. are doing major upgrades in Citrus Heights
- El Niño—end of drought
- We have younger people interested in running for City Council
- New Chamber leadership

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

Brainstormed List of Perceptions

- Terrorism
- Homeless
- Continued drought
- Prop 47 (decriminalization of theft and drug crimes)
- Internet sales
- Shoplifting
- In third phase of bull stock market
- Several major retailers not meeting their sales goals
- Higher volume of cut-through traffic
- Identity theft
- Fraud
- Domestic violence
- Presidential election
- Flooding
- Prisoner release
- State and Federal policy decisions
- Potential ballot measure to decriminalize marijuana
- Increase of STA transportation funding
- Ongoing vacancies in the Sunrise Marketplace Board
- Ongoing national discussion about police-community relations
- Lack of public transportation
- Aging City Staff
- Threatened retirements
- Lack of community engagement with our disenfranchised populations
- Irresponsible comments by politicians about certain religions and immigrant populations
- American paranoia and fear

### **NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
November 18, 2015	City Manager	Distribute the updated Strategic Plan to meeting invitees.
Within 48 hours	All recipients	Read the strategic planning retreat record.
November 18, 2015	HR/CI Director	Place the Strengths and Accomplishments on the city's website.
By November 30, 2015	City Manager & Department Heads	Present and review the draft updated Strategic Plan with staff.
Beginning December 1, 2015 and ongoing thereafter	HR/City Information Officer	More press invitations and releases will be sent out regarding events of interest to our community.
December 2, 2015	City Manager & Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the December 10, 2015 City Council meeting	City Council & City Manager	Present the updated Strategic Plan to the public.
Monthly	City Council & Executive Team	Monitor progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Distribute the written, updated Objectives Monitoring Matrix to the City Council and Department Heads for sharing with staff.
At the January 28, 2016 City Council meeting	Community Economic Development Director & HR/City Info Director	Provide to the City Council an update on what HART is doing, including how the \$10,000 given for Navigator is being spent, and update on winter sheltering.
By March 1, 2016	CEDD (lead), City Manager & Councilmember Turner	Share suggestions for increasing diversity among employees.
May 9, 2016 8:30/9:00 am to 2:30 pm	City Council City Manager City Attorney Executive Team	Strategic Planning Retreat to: - assess progress on the Strategic Plan Goals and Objectives - develop new Six-Month Strategic Objectives for each Three-Year Goal



# **STRATEGIC PLAN ELEMENTS**

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## **“SWOT” ANALYSIS**

Assess the organization's:

- Internal **S**trengths      - Internal **W**eaknesses
- External **O**pportunities      - External **T**hreats

## **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