

**CITY OF UKIAH
CITY COUNCIL AGENDA
Special Meeting
Ukiah Valley Conference Center
200 S. School Street
Ukiah, CA 95482**

**October 22, 2015
5:30 p.m.**

WORKSHOP

- 1. ROLL CALL**
- 2. WORK STUDY SESSION**
 - a. Review and Consider the City Council's Strategic Plan and Process.
- 3. PUBLIC COMMENT**
- 4. ADJOURNMENT**

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request.

Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection at the front counter at the Ukiah Civic Center, 300 Seminary Avenue, Ukiah, CA 95482, during normal business hours, Monday through Friday, 8:00 am to 5:00 pm

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the bulletin board at the main entrance of the City of Ukiah City Hall, located at 300 Seminary Avenue, Ukiah, California, not less than 24 hours prior to the meeting set forth on this agenda.

Dated this 15th day of October, 2015
Kristine Lawler, City Clerk



ITEM NO.: 2a

MEETING DATE: October 22, 2015

AGENDA SUMMARY REPORT

SUBJECT: REVIEW AND CONSIDER THE CITY COUNCIL'S STRATEGIC PLAN AND PROCESS.

Summary: On July 29, 2015, the City Council held a work study session to discuss and consider strategic planning including a review of the existing plan along with the process for ongoing development and review. The Strategic Planning Process was never meant to be finite, but rather an ongoing process that evolves with changes in the organization and community. The Council will continue to refine the plan at this and future work study sessions.

Background: Beginning in 2007, the City Council worked to develop a strategic planning process and plan. Steve Zuieback of *Synectics: Creative Management Strategies* facilitated the process which included extensive work study sessions with the Council, staff and the public.

The primary outcomes for this process were threefold:

1. Create alignment among the Councilmembers about the top strategic priorities for the City of Ukiah.
2. Develop a set of operational principles that will guide the practices and decisions of the Council in focusing the strategic priorities.
3. Identify specific mechanisms for tracking these strategic priorities over time that will allow the Council and City staff to make the necessary adjustments to achieve the desired results.

Through the process, the following four strategic planning areas were developed:

- Maintain downtown historic place as a regional center of civic and economic activity.
- Planning Valley-Wide takes place based on sound planning principles.
- Develop a prioritized plan for maintaining and improving public infrastructure.
- Council and staff work together to create a more responsive and effective workplace environment.

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RECOMMENDED ACTION(S):

1. Review and consider the City Council's strategic plan and process.
2. Discuss and develop an agenda for future work study sessions.

ALTERNATIVES: N/A

Citizens advised: N/A
Requested by: Mayor Crane and Councilmember Doble (Strategic Planning Ad-hoc)
Prepared by: Sage Sangiacomo, City Manager
Coordinated with: Mayor Crane and Councilmember Doble (Strategic Planning Ad-hoc)
Presenters: Mayor Crane, Councilmember Doble, and Manager Sangiacomo
Attachments: 2007-2010 Strategic Planning Notes/Presentations can be referenced at <https://cityofukiah.box.com/2007-10strategicplan>
1. Consolidated Strategic Plan Notes

COUNCIL ACTION DATE: _____: ☐ Approved ☐ Continued to _____ ☐ Other _____

RECORDS APPROVED: ☐ Agreement: _____ ☐ Resolution: _____ ☐ Ordinance: _____

Note: Please write Agreement No. in upper right corner of agreement when drafted.

Approved: _____

Sage Sangiacomo, City Manager

A detailed history of the process and work product are outlined in the notes and presentations available at <https://cityofukiah.box.com/2007-10strategicplan>.

Discussion: At the July 29, 2015, work study session, the City Council reaffirmed the continued relevance of the four strategic planning areas previously developed. Subsequently, the Strategic Planning Ad-hoc Committee (Crane/Doble) met and is recommending the Council begin with the review of the general principals followed by the systematic review of the goals for each planning area, starting with Public Infrastructure. Consolidated notes are attached for review and discussion of the general principles and Public Infrastructure strategy (Attachment #1).

The following points provide some context and guidance for this part of the plan development process:

- **General Principles:** A set of accepted guidelines formed to capture values and priorities that transcend broadly to the strategic plan.
- **Goals/Priorities/Initiatives:** To set goals that convert the strategic objectives into specific performance targets. Effective goals clearly state what, when, how, and who and are specifically measurable. What are the 1 to 3-year goals we are trying to achieve to get to our strategic objectives?

At the conclusion of the meeting, the Council will consider future steps/topics and meeting dates.

FISCAL IMPACT:				
Budgeted Amount in 15-16 FY	New Appropriation Source of Funds (Title & No.)	Account Number	Budget Amendment Required	Previous Contract or Purchase Order No.
N/A	N/A	N/A	Yes ☐ No ☒	



The primary outcomes for the Strategic Planning Process are threefold:

1. Create alignment among the council members about the top strategic priorities for the City of Ukiah.
2. Develop a set of operational principles that will guide the practices and decisions of the council in focusing the strategic priorities.
3. Identify specific mechanisms for tracking these strategic priorities over time that will allow the council and city staff to make the necessary adjustments to achieve the strategic priorities.

General Principles (developed in the previous process)

- We continually adjust rates and fees to reflect changes in economy.
- Whenever possible we adjust fees in a way that is proportional to usage. Those who use the service pay a greater proportion of the fee.
- Whenever possible we look to partner with our communities so that they take greater ownership and involvement in their services.
- We look for strategies that increase efficiencies while enhancing customer service.
- Our strategies and approaches to financial sustainability maintain or enhance the unique positive characteristics of our community.
- Our strategies and approaches to strategic planning enhance and fast-track our efforts towards annexation.

Four Strategic Planning Areas (reaffirmed on July 29, 2015)

- Maintain downtown historic place as a regional center of civic and economic activity.
- Planning Valley-Wide takes place based on sound planning principles.
- Develop a prioritize plan for maintaining and improving public infrastructure.
- Council and staff work together to create a more responsive and effective workplace environment.

Strategic Planning Areas in Detail

Strategy: Develop a prioritize plan for maintaining and improving public infrastructure.

Potential Goals (developed in the previous process)

- Identify specific priorities and funding allocations for public infrastructure projects
- Delineate all the choices and list the possible options
- Identify those things that we will not fund in the future
- Identify strategies to develop funding for essential and vital services for the long-term. In order to do this we will explore the following issues and possibilities:
 - o Charter Cities
 - o Sales Tax
 - o Developer impact fees
 - o Broader tax base
 - o What can we do to displace general fund fees? Flexibility
 - o MCOG - street impacts
 - o Tax sharing agreement
 - o Annexation
 - o Develop institutional knowledge so that the organization can be efficient and effective. People will know what to do and how to do it.
- Our plan would reflect community input, priorities and what they are willing to pay for in the future
- Identification of the most cost effective way of providing services - e.g. contracting