

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

**November 12, 2015
5:30 p.m.**

WORKSHOP – STRATEGIC PLANNING

- 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 6th day of November, 2015
Kristine Lawler, City Clerk



ITEM NO.: 2a

MEETING DATE: November 12, 2015

AGENDA SUMMARY REPORT

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

Summary: The City Council will consider draft strategies and actionable items for the following Strategic Planning Areas:

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

The Strategic Planning Process will evolve with changes in the organization and community and 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.

Continued on Page 2

RECOMMENDED ACTION(S):

1. Continue to 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: City Council
Prepared by: Sage Sangiacomo, City Manager
Coordinated with: Mayor Crane and Councilmember Doble (Strategic Planning Ad-hoc)
Presenters: Sage Sangiacomo, City Manager; Charley Stump, Director of Community Development and Planning; and Shannon Riley, Senior Management Analyst
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

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

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

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

At the work study session on July 29, 2015, the City Council reaffirmed the continued relevance of the four strategic planning areas previously developed.

At the work study session on October 22, 2015, the City Council completed the following:

- Redrafted the General Principles;
- Agreed upon a structure that includes identifying strategies and actionable items for the four strategic planning areas;
- Drafted the strategies and actionable items for the Strategic Planning Area: Develop a prioritized plan for maintaining and improving public infrastructure.

Discussion: Utilizing the agreed upon structure, the Council will review and consider strategies and actionable items for the following 3 of 4 Strategic Planning Areas:

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

In review of past strategic planning workshops and current budgetary goals/objectives, staff has assembled a consolidated set of draft strategies and actionable items for each strategic planning area for Council's review and consideration (Attachment #1). Council will also review the work product from the October 22nd meeting including the redrafted General Principals which are also included in the attachment.

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 ☒	N/A



Strategic Planning Process

November 12, 2015

Outcomes

The primary outcomes for the Strategic Planning Process are 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 strategic priorities.

General Principles (Revision #1, from 10/22/15 mtg)

A set of accepted guidelines formed to capture values and priorities that transcend broadly to the strategic plan.

- Our strategies and approaches maintain or enhance the unique positive characteristics of our community.
- Our decisions reflect fiscal responsibility, reliability, sustainability, and affordability with an understanding and consideration of impacts to the entire organization.
- We look to partner with our community members to promote greater ownership and involvement in their services.
- We look for strategies that increase efficiencies while enhancing customer service.
- Where applicable, we adjust rates and fees to reflect changes in the economy and cost of services.

Four Strategic Planning Areas (reaffirmed at July 29, 2015 mtg)

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

Strategic Planning Areas in Detail

Strategic Planning Area:

Develop a prioritized plan for maintaining and improving public infrastructure.

Recommended Strategy:

Continue the development and maintenance of a comprehensive Capital Improvement Plan.

Actionable Items:

- *Participate in workshops for the following areas to determine current conditions, needs and opportunities, and focus on specific capital improvement projects:*

Streets

Water

Sewer

Storm drains

Electric

Recommended Strategy:

Identify and/or develop funding for essential and vital infrastructure for the long-term.

Actionable Items:

- *Conduct an evaluation of rates*
- *Explore and seek Prop 84 funding*
 - *Council approved the submittal of a funding application for the recycled water system (November 4, 2015 CC mtg)*
- *Evaluate potential street funding*

Strategic Planning Area:

Planning Valley-Wide takes place based on sound planning principles.

Recommended Strategy:

Review and revise land use planning documents to be reflective of the long-term vision for the community

Actionable Items:

- *Update the Ukiah General Plan*
- *Update the City of Ukiah's sphere of influence (SOI)*
- *Prepare and adopt annexation policies*
- *Evaluate and amend the city zoning code to improve efficiencies/public service and protect natural resources*

Recommended Strategy:

Analyze and consider opportunities for regional partnerships that support or improve the delivery of municipal services

Actionable Items:

- *Develop Tax Sharing Agreement with the County of Mendocino*
- *Redefine participation agreement with the Ukiah Valley Sanitation District*
- *Develop a plan for the delivery of Fire Services*

Strategic Planning Area:

Maintain downtown historic place as a regional center of civic and economic activity.

Recommended Strategy:

Identify and remove barriers to economic development while leveraging economic opportunities

Actionable Items:

- Develop a plan to identify and attract anchor tenants to the downtown core
- Continue efforts to affect positive change with the Palace Hotel
- Coordinate with the County and State for a reuse plan for the Courthouse

Recommended Strategy:

Develop infrastructure and policy that promotes private investment in the downtown.

Actionable Items:

- Evaluate and implement Downtown Streetscape Improvement Plan
- Plan and coordinate public infrastructure at the Perkins Street Depot site
- Develop and implement an improved downtown parking plan

Strategic Planning Area:

Council and staff work together to create a more responsive and effective workplace environment.

Recommended Strategy:

Promote core values that are embedded in the operational culture of the organization

Actionable Items:

- Develop and articulate core values with team members
- Redefine organizational practices to embed core values

Recommended Strategy:

Develop open communication and workflow practices that cultivate invested team members and community awareness/involvement

Actionable Items:

- Develop a public education and outreach plan
- Redesign City Council workflow calendaring and ad-hoc/committee files