



Special Meeting **AGENDA**

Register for the Virtual Ukiah City Council Special Meeting at:

<https://attendee.gotowebinar.com/rt/9199312935703156493>

After registering, you will receive a confirmation email containing information about joining the webinar. Alternatively, you may view the meeting (without participating) by clicking on the name of the meeting at www.cityofukiah.com/meetings.

March 3, 2021 - 4:00 PM

1. ROLL CALL AND PLEDGE OF ALLEGIANCE

2. AUDIENCE COMMENTS ON NON-AGENDA ITEMS

The City Council welcomes input from the audience. If there is a matter of business on the agenda that you are interested in, you may address the Council when this matter is considered. If you wish to speak on a matter that is not on this agenda, you may do so at this time. In order for everyone to be heard, please limit your comments to three (3) minutes per person and not more than ten (10) minutes per subject. The Brown Act regulations do not allow action to be taken on audience comments in which the subject is not listed on the agenda.

3. UNFINISHED BUSINESS

4. NEW BUSINESS

- 4.a. Review and Update, if Warranted, the Ukiah City Council Strategic Plan.

Recommended Action: Review the Ukiah City Council Strategic Plan and provide direction as may be warranted to update the document.

Attachments:

1. City Council Strategic Plan 2021-22 Draft 02-12-21

- 4.b. Mid-Year Departmental Budget and Objectives Progress Review for Fiscal Year 2020-21 and Review of Draft Objectives for Fiscal Year 2021-22.

Recommended Action: Council to receive, review, consider, and discuss updates on current stated objectives. In addition, the Council will review preliminary draft departmental objectives for the fiscal year 2021-22.

Attachments: None

5. 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.

Kristine Lawler, City Clerk
Dated: 2/26/2021



AGENDA SUMMARY REPORT

SUBJECT: Review and Update, if Warranted, the Ukiah City Council Strategic Plan.

DEPARTMENT: City Manager / Admin

PREPARED BY: Sage Sangiacomo, City Manager

PRESENTER: Sage Sangiacomo, City Manager

ATTACHMENTS:

1. City Council Strategic Plan 2021-22 Draft 02-12-21

Summary: Each year during the annual budget process, the Ukiah City Council reviews and updates the City's Strategic Plan.

Background: The Strategic Plan provides a framework that prioritizes focus on core functions and ensures City Departments are working together to meet the needs of our residents and businesses as directed by the City Council. The priorities identified in the Plan will guide decision-making to desired outcomes through strategies and specific actions.

The priorities, strategies and actions that make up the strategic plan evolve over time with the changing needs of the community and organization.

- **Priorities** are broad guiding statements that describe the hopes of the community for the future. A priority may never be completely attainable but it is used as a point towards which to strive.
- **Strategies** describe what is needed to move the City in the direction of completing each priority.
- **Actions** outline specific steps to be taken to achieve the strategy. Actions are further defined, detailed, and assigned as objectives within each departmental budget.

During the annual budget process, the City Council reviews and modifies the Plan as necessary and sets annual objectives for all departments that are in line with the City's priorities.

Discussion: The City Council will review and discuss the Strategic Plan (Attachment #1). Over the course of the next few months, the City Council will be engaging with Departments to review current midyear operations and proposed objectives for the upcoming Fiscal Year 21-22.

Note: Most recently, a fifth strategic priority titled Enhance Our Neighborhoods that focuses on quality of life related services, programs, and places was added by the City Council.

Recommended Action: Review the Ukiah City Council Strategic Plan and provide direction as may be warranted to update the document.

BUDGET AMENDMENT REQUIRED: N/A

CURRENT BUDGET AMOUNT: N/A

PROPOSED BUDGET AMOUNT: N/A

FINANCING SOURCE: N/A

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: City Council

Approved: 
Sage Sangiacomo, City Manager



The Strategic Plan provides a comprehensive framework that prioritizes focus on core functions and ensures City Departments are working together to meet the needs of our residents and businesses. The priorities identified in the Plan will guide decision-making to desired outcomes through strategies and specific actions.

The priorities, strategies and actions that make up the strategic plan evolve over time with the changing needs of the community and organization. During the annual budget process, the City Council reviews and modifies the Plan as necessary and sets annual objectives for all departments that are in line with the City's priorities. In addition, successful development and implementation of the Strategic Plan requires continued engagement, collaboration, and review with our commissions and citizens.

Outcomes

The primary outcomes for the Strategic Planning Process are threefold:

1. Create alignment among Councilmembers, City Staff, and the Community 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

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 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.

Components of the Plan

- **Priorities** are guiding statements that describe desired outcomes for our community and organization. A priority may not be completely attainable, but it is used as a point towards which to strive.
- **Strategies** describe what is needed to move the City in the direction of completing each priority.
- **Actions** outline specific steps to be taken to achieve the strategy. Actions are further defined, detailed, and assigned as objectives within each departmental budget.

Strategic Plan Priorities

Enhance Our Neighborhoods: Foster a sense of small-town life by embracing our diversity and supporting our residents with quality services and vibrant places (People, Places, & Services)

Develop Quality Infrastructure: Implement a prioritized plan for maintaining and improving public infrastructure and utilities

Plan for the Future: Utilize sound principles for valley-wide planning

Grow our Businesses: Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues

Value our Team: Ensure Council and staff work together to create a more responsive and effective workplace environment



Enhance Our Neighborhoods

Foster a sense of small-town life by embracing our diversity and supporting our residents with quality services and vibrant places
(People, Places, Services)

Recommended Strategy:

Build neighborhoods that provide access to a compatible balance of housing, employment, commercial, medical, education, and recreational resources.

Actionable Items:

- Implement a housing plan that works to support the development of all types of housing
- Engage with our neighborhoods to align services with their changing needs
- Seek funding opportunities and partnerships to update and add park and recreational facilities
- Work to preserve, conserve, and protect the natural resources/features of the Ukiah Valley and open space
- Develop a transportation network that provides safe and efficient access to all parts of the city and emphasizes infrastructure that makes it easy to walk and bike

Recommended Strategy:

Provide services that support a high quality of life for all residents

Actionable Items:

- Ensure the safety of our community through proactive and responsive policing and fire services
- Promote healthy neighborhoods with access to quality recreational opportunities
- Work with partnering agencies and stakeholders to address the needs of the community's most disadvantaged



Develop Quality Infrastructure

Implement a prioritized plan for maintaining and improving public infrastructure and utilities

Recommended Strategy:

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

Actionable Items:

- *Determine current conditions, needs and opportunities, and focus on specific capital improvement projects for the following areas:*
 - o Streets
 - o Sewer
 - o Storm drains
 - o Water
 - o Electric
 - o Landfill

Recommended Strategy:

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

Actionable Items:

- Conduct regular evaluation of utility rates to ensure sustainability of services
- Explore and seek grant funding
- Evaluate a potential trench cut fee to protect the community's investment



Plan for the Future

Utilize sound principles for valley-wide planning

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
- Implement the participation agreement with the Ukiah Valley Sanitation District
- Continue the development of a plan for the delivery of fire services for the Ukiah Valley



Grow Our Businesses

Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues

Recommended Strategy:

Identify and remove barriers to economic development while leveraging economic opportunities

Actionable Items:

- Leverage partnerships with other local agencies and stakeholders to provide economic development resources and services for the retention and recruitment of businesses
- Identify and support the development of public infrastructure needed to support growth

Recommended Strategy:

Develop and preserve the downtown historic place as a regional center of civic and economic activity.

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
- Evaluate and implement Downtown Streetscape Improvement Plan
- Support public infrastructure development at the Perkins Street Depot site in support of the courthouse development and buildout of the property
- Develop and implement an improved downtown parking plan



Value our Team

Ensure 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:

- Redefine organizational practices to embed core values (Professionalism, Service, Teamwork, Innovation, and Safety)

Recommended Strategy:

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

Actionable Items:

- Develop and expand a public education and outreach plan
- Continue to redesign City Council workflow calendaring and ad-hoc/committee files



AGENDA SUMMARY REPORT

SUBJECT: Mid-Year Departmental Budget and Objectives Progress Review for Fiscal Year 2020-21 and Review of Draft Objectives for Fiscal Year 2021-22.

DEPARTMENT: Finance

PREPARED BY: Finance Staff

PRESENTER: Dan Buffalo, Finance Director

ATTACHMENTS:

None

Summary: Council will continue to receive and consider a mid-year budget review and planning agenda on select departments.

Note: Review of the Council's Strategic Plan will be presented as separate, but corresponding item at this meeting.

Background: As part of the mid-year review of the current budget year and development of the budget for next year, each City department scheduled for presentation will present their individual budget information through December 31, 2020, progress on stated budget objectives for the current year, and plans for the next fiscal year and beyond. Every department has been scheduled and will present over the course of February, March and April.

Discussion: Departments presenting at this meeting are Electric Utility, Community Development Department, and Human Resources/Risk Management.

**Note: Chrome is the required browser to view the Mid-Year Review 2020-21 stories in Open.Gov, as Explorer is not compatible.*

Midyear Review of 2020-21 Department Objectives and Accomplishments and Review of Draft 2020-21 Department Objectives (Note- This is an active draft document and departments will continue to make minor revisions):

<https://stories.opengov.com/ukiahca/published/0SMJZpxWT>

Recommended Action: Council to receive, review, consider, and discuss updates on current stated objectives. In addition, the Council will review preliminary draft departmental objectives for the fiscal year 2021-22.

BUDGET AMENDMENT REQUIRED: N/A

CURRENT BUDGET AMOUNT: N/A

PROPOSED BUDGET AMOUNT: N/A

FINANCING SOURCE: N/A

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: City Manager's Office

Approved: 
Sage Sangiacomo, City Manager