



## Equity & Diversity Committee

Special Meeting Agenda

*Equity and Diversity*

*Wed, Dec 1, 2021 6:00 PM - 7:30 PM (PST)*

*Please join the meeting from your computer, tablet or smartphone.*

<https://global.gotomeeting.com/join/879163573>

*You can also dial in using your phone.*

*United States: [+1 \(786\) 535-3211](tel:+17865353211)*

**Access Code: 879-163-573**

**December 1, 2021 - 6:00 PM**

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### **1 ROLL CALL**

### **2 INTENTIONS**

Inspirational, spiritual, encouraging words, short reading, or prayer that sets the tone for our work: to inspire, acknowledge our collective purpose, and focus our energies as many working as one.

### **3 INTRODUCTIONS/PRESENTATIONS**

### **4 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.

### **5 APPROVAL OF MINUTES**

5.a. Approval of the Minutes for the October 27th, 2021, Regular Meeting.

***Recommended Action: Approve the minutes for the October 27, 2021, regular meeting.***

Attachments:

1. 10.27.21 EDC Mintues DRAFT

### **6 UNFINISHED BUSINESS**

### **7 COMMITTEE REPORTS**

### **8 NEW BUSINESS**

8.a. Approval of the Equity Action Plan for the City of Ukiah.

***Recommended Action: Approve the Equity Action Plan for the City of Ukiah.***

Attachments:

1. DEI Draft Plan 11.19.21
2. Plan Worksheet

## **9 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 Equity & Diversity Committee 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.



**City Council  
Regular Meeting  
AGENDA**

*Equity and Diversity*  
**Wed, Dec 1, 2021 6:00 PM - 7:30 PM (PST)**

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**Access Code: 879-163-573**

**December 1, 2021 - 6:00 PM**

**Agenda Item No: 5.a.**  
**MEETING DATE/TIME: 12/1/2021**  
**ITEM NO: 2021-1179**



**AGENDA SUMMARY REPORT**

**SUBJECT:** Approval of the Minutes for the October 27th, 2021, Regular Meeting.

**DEPARTMENT:** City Manager /  
Admin

**PREPARED BY:** Traci Boyl, Management Analyst

**PRESENTER:** \_\_\_\_\_

**ATTACHMENTS:**  
1. 10.27.21 EDC Mintues DRAFT

**Summary:**

**Background:**

**Discussion:**

**Recommended Action:** Approve the minutes for the October 27, 2021, regular meeting.

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**Equity & Diversity Committee**  
(Virtual Meeting)  
**Regular Meeting**  
**MINUTES**

**October 27, 2021 - 6:00 PM**

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**1. ROLL CALL**

**2. INTENTIONS**

**3. INTRODUCTIONS/PRESENTATIONS**

**4. AUDIENCE COMMENTS ON NON-AGENDA ITEMS**

None

**5. APPROVAL OF MINUTES**

**a. Approval of the Minutes for the August 28, 2021, Regular Meeting.**

**Motion/Second:** Martinez/Jackson to approve the minutes of the August 28, 2021 Equity and Diversity Committee regular meeting as submitted. Motion carried by the following roll call votes: AYES: Gorny, Jackson, Stern, Martinez, Jones, Orozco, Duenas. NOES: None ABSENT: Duenes, Upadhyay, ABSTAIN: Marston, Tognoli, Sheppard

**b. Approval of the Minutes for the September 18, 2021, Regular Meeting.**

**Motion/Second:** Marston/Sheppard to approve the minutes of the September 18, 2021 Equity and Diversity Committee regular meeting as submitted. Motion carried by the following roll call votes: AYES: Gorny, Jackson, Marston, Stern, Martinez, Sheppard, Jones, NOES: None. ABSENT: Duenes, Upadhyay, ABSTAIN: Tognoli, Orozco, Jones

**6. UNFINISHED BUSINESS**

**a. Receive Report Regarding September 18<sup>th</sup> Training and Workshop and Appoint Ad Hoc to Develop an Equity Action Plan**

**Motion/Second:** Sheppard/Marston to appoint Jones, Martinez, Marston, Sheppard, and Tognoli to an Ad Hoc to develop an Equity Action Plan. Motion carried by the following roll call votes: AYES: Gorny, Jackson, Marston, Stern, Martinez, Sheppard, Jones, Orozco, Duenas. NOES: None. ABSENT: Upadhyay. ABSTAIN: None.

**b. Approval of the Recommended Schedule of Proclamation for the City of Ukiah.**

After a brief discussion, there was consensus to approve the recommended schedule of proclamations for the City of Ukiah with the understanding that the Committee would continue to provide recommendations for Proclamations to the City of Ukiah.

**Motion/Second:** Sheppard/Marston to approve the Recommended Schedule of Proclamations by the following roll call votes: AYES: Jones, Gorny, Jackson, Marston, Stern, Orozco NOES: Sheppard. ABSENT: Upadhyay. ABSTAIN: None.

**Approval to Dissolve Ad Hoc Assigned to Develop a Recommended Schedule of Proclamations.**

**Motion/Second:** Jones/Tognoli to approve to dissolve the Ad Hoc assigned to develop a recommended schedule of proclamations for the City of Ukiah by the following roll call votes: AYES: Gorny, Jackson, Marston, Stern, Jones, Orozco, Duenas, ABSENT: Upadhyay, NOES: None. ABSTAIN: Martinez

**7. COMMITTEE REPORTS**

Receive Report from the Ad Hoc Assigned to Develop a Plan to Encourage voices and Support Input into the General Plan.  
Report Received.

**8. NEW BUSINESS**

**a. Discuss and Take Action to Change or Cancel the November and December Regular Meeting Days/Times.**

**Motion/Second:** Marston/Martinez to cancel the Regular Meeting in November and cancel the December Regular Meeting, and to schedule a special meeting on December 1st carried by the following roll call votes: AYES: Gorny, Jackson, Marston, Sheppard, Jones, Orozco, Duenas. NOES: None. ABSENT: Updhyay. ABSTAIN: Martinez, Stern.

**8. ADJOURNMENT**

*The meeting was adjourned at 8:20 pm.*

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Traci Boyl, Management Analyst to the City Manager's Office



**City Council  
Regular Meeting  
AGENDA**

*Equity and Diversity*  
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**Access Code: 879-163-573**

**December 1, 2021 - 6:00 PM**

**Agenda Item No: 8.a.**  
**MEETING DATE/TIME: 12/1/2021**  
**ITEM NO: 2021-1180**



**AGENDA SUMMARY REPORT**

**SUBJECT:** Approval of the Equity Action Plan for the City of Ukiah.

**DEPARTMENT:** City Manager /  
Admin

**PREPARED BY:** Traci Boyl, Management Analyst

**PRESENTER:** \_\_\_\_\_

- ATTACHMENTS:**
- 1. DEI Draft Plan 11.19.21
  - 2. Plan Worksheet

**Summary:**

**Background:**

**Discussion:**

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**Recommended Action:** Approve the Equity Action Plan for the City of Ukiah.

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 Equity & Diversity Committee 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.



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# City of Ukiah

EQUITY ACTION PLAN

January 2022

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## Executive Summary

At the City of Ukiah, we understand that we have a unique responsibility to all residents as local government and public servants. We know that it is not enough to prioritize diversity. We must also prioritize equity and inclusion to create a culture where every individual and group is welcomed, respected, and provided the opportunity to participate fully. As part of the City's ongoing effort to reflect the diversity of the community we serve, integrate equitable public service, and promote opportunity for all individuals and groups, we have developed this Equity Action Plan.

### MISSION/OBJECTIVE

With community engagement, develop an action plan to foster equity and diversity in the organization and our community. Review policies, practices, and procedures to promote and enhance equal participation and access to services, resources, and life opportunities and ensure our organization accurately reflects our community's diversity.

### PLAN DEVELOPMENT

The City of Ukiah Equity Action Plan identifies and establishes equity objectives and goals, specific steps, and measurable indicators for each goal. In addition, the Equity Action Plan establishes accountability through an internal and external process and an annual accountability report to the Ukiah City Council to achieve a collective vision of diversity, equity, and inclusion within the organization and our community.

### ASPIRATIONAL GOALS AND EXPECTED OUTCOMES

- Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects the diverse community we serve.
- Identify internal and external barriers to diversity, equity, and inclusion within the systems of our organization.
- Recruit, retain, and advance a diverse community of staff, commission, board, and committee members.
- Instill diversity, equity, and inclusion as essential parts of policy-making, accountability, and delivery of City services.
- Identify and engage underrepresented communities in which to retain, expand, develop and implement programs
- Ensure accountability in the implementation of goals and assessment of progress toward outcomes

## <sup>1</sup>GOALS, STRATEGIES, AND SPECIFIC STEPS

### **Goal 1. Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects the diverse community we serve.**

STRATEGY: Consistently, clearly, and boldly communicate that diversity, equity, and inclusion (DEI) are critical to the City's values.

#### CRITICAL STEPS

- Create and adopt a Diversity, Equity, and Inclusion statement
- Integrate the Diversity, Equity, and Inclusion statement into City initiatives and communication materials
- Create a schedule of recommended proclamations to celebrate the diversity of our community and educate and raise awareness of diversity, equity, and inclusion-related issues
- Create an Equity webpage on the City's website
- Create a social media and website campaign that highlights the value of the diversity of the organization

### **Goal 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of our organization.**

STRATEGY A: Improve access to City communication, public meetings, and essential services to remove barriers to inclusivity.

#### CRITICAL STEPS

- Develop a plan to improve the accessibility of public meetings
- Identify, develop, and implement strategies to improve the accessibility to including but not limited to, the City's website, social media content, program applications, and requests for proposal
- Evaluate essential services to identify strengths and identify and remedy barriers
- Provide ongoing education and training on the plans and strategies identified

STRATEGY B: Improve the organization's recruitment, development, and retention practices to remove barriers within these processes.

#### CRITICAL STEPS

- Review recruitment, development, and retention practices to identify barriers to employment and create a plan to reduce those barriers, including but not limited

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<sup>1</sup> Identified Critical Steps are organized by order, not priority.

- to the development and implementation, of a recruitment plan designed to increase employment that accurately reflects the community we serve
- Develop and implement an oversight process to ensure diversity in hiring, evaluation, and promotion
  - Develop annual employee surveys that include diversity, equity, and inclusion topics and identify a review team to assess the survey, prepare a summary, and make recommendations to city leadership

**Goal 3. Recruit, retain, and advance a diverse community of staff that reflect the diversity of the community we serve.**

STRATEGY: Strengthen the City to advance diversity, equity, and inclusion efforts and to provide equitable and inclusive opportunities for advancement for all staff. Listen to staff, committee, commission, and Council Members and value and consider their opinions, perspectives, and actions.

CRITICAL STEPS

- Create a mentorship program to create mentoring opportunities throughout the organization
- Mandate diversity, equity, and inclusion training for all new hires during the orientation process
- Mandate biannual diversity, equity, and inclusion training for all current employees

**Goal 4. Identify and engage underrepresented communities in which to retain, expand, develop, and implement programs.**

STRATEGY: Leverage existing resources to conduct asset-mapping and develop a needs assessment with recommendations inclusive of input from underrepresented members of the community

CRITICAL STEPS

- Coordinate with existing groups representing the diversity of the community we serve to identify the best methods for connecting with those groups
- Conduct focus groups and listening sessions
- Conduct community-wide surveys
- Provide ongoing recommendations regarding the need assessment to City leadership

**Goal 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services.**

STRATEGY A: Increase the diversity of the City's Boards, Commissions, and Committees to accurately reflect the community we serve.

CRITICAL STEPS

- Add diversity/inclusivity questions to all board, commission, and committee applications to evaluate applicants' understanding of/and experience working within diverse groups
- Identify and implement methods of engaging and advertising employment and board/committee openings to reach a more diverse audience of potential applicants

STRATEGY B: Improve the quantity, quality, and accessibility of city programs to reflect the needs of the diverse community we serve.

CRITICAL STEPS

- Conduct a community-wide survey to assess program needs and/or interests in the community
- Complete an inventory and analysis of existing programs to identify gaps and create a plan to reduce the identified gaps

**Goal 6. Ensure accountability in the implementation of goals and assessment of progress toward outcomes**

STRATEGY: Develop internal and external processes to preserve and ensure accountability in the process and implementation of goals, strategies, and critical steps to evaluate the progress to achieve the outcomes and goals and to assist in the annual accountability report to the Ukiah City Council.

CRITICAL STEPS

- Celebrate achievements
- Make recommendations for corrective action through ongoing monitoring and evaluation by the Ad Hoc

<p><b>GOAL 1. Create and sustain an equitable, diverse, and inclusive workplace and workforce that reflects the diverse community we serve.</b></p> <p><i>STRATEGY: Consistently, clearly, and boldly communicate that diversity, equity, and inclusion (DEI) are critical to the City's values</i></p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>

Integrate the Diversity, Equity, and Inclusion statement into City initiatives and communication materials	Dec. 2022	CM Office/Diversity and Equity Committee	Statement will be integrated into City initiatives and communication materials
Create a schedule of recommended proclamations to celebrate the diversity of our community and educate and raise awareness of diversity, equity, and inclusion related issues	Jan. 2022	CM Office/Diversity and Equity Committee	Schedule of recommended Proclamations received by City Council
Create an Equity webpage on the City's website	Jan. 2022	CM Office	Webpage created
Create a social media and website campaign that highlights the value of the diversity of the organization	July 2022	CM Office	Social media and website campaign created and initial roll-out has begun
<p><b>GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization.</b></p> <p><i>STRATEGY A: Improve access to City communication, public meetings, and essential services to remove barriers to inclusivity.</i></p>			
<b>Outcomes and Actions</b>	<b>Target Date</b>	<b>Responsible Dept./Committee</b>	<b>Performance Measure</b>
Develop a plan to improve the accessibility of public meetings	December 2022	CM Office/City Clerk	A plan created and ready for implementation
Identify, develop, and implement strategies to improve the accessibility to including but not limited to, the City's website, social media content, program applications, and requests for proposal	December 2022	CM Office	Documented identified strategies implemented
Evaluate essential services to identify strengths and to identify and remedy barriers	December 2022	CM Office	Documented process for essential service evaluation, including strengths and barriers, and identified remedies. Documented summary of identified barriers and action taken to remedy.
Provide ongoing education and training on the plans and strategies identified	December 2023	CM Office/HR Dept.	Summary of education and training activities related to identified strategies

<p><b>GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization.</b></p> <p>STRATEGY B: Improve the organization's recruitment, development, and retention practices to remove barriers within these processes.</p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Review recruitment, development, and retention practices to identify barriers to employment and create a plan to reduce those barriers, including but not limited to the development and implementation, of a recruitment plan designed to increase employment that accurately reflects the community we serve	July 2023	CM Office/HR Dept.	Recruitment, development, retention practices plan complete and ready for implementation.
Develop and implement an oversight process to ensure diversity in hiring, evaluation, and promotion	December 2023	CM Office/HR Dept.	Oversight process developed and implemented.
Develop annual employee surveys that include diversity, equity, and inclusion topics and identify a review team to assess the survey, prepare a summary, and make recommendations to city leadership	Jan. 2023	CM Office/HR Dept.	Annual surveys developed. The review team identified.
<p><b>GOAL 3. Recruit, retain, and advance a diverse community of staff that reflect the diversity of the community we serve.</b></p> <p>STRATEGY: Strengthen the City to advance diversity, equity, and inclusion efforts and to provide equitable and inclusive opportunities for advancement for all staff. Listen value and consider the opinions, perspectives, and actions of City staff, committee, commission, and Council members.</p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Create a mentorship program to create mentoring opportunities throughout the organization	July 2022	CM Office	Program created and implemented

<p>Mandatory diversity, equity, and inclusion training for all new hires during the orientation process</p> <p>Mandatory biannual diversity, equity, and inclusion training for all current employees</p>	<p>July 2022</p>	<p>CM Office/HR Dept.</p>	<p>Diversity, Equity, and Inclusion training included in new employee orientation process and diversity, equity, and inclusion training scheduled for all employees</p>
<p><b>GOAL 4. Identify and engage underrepresented communities in which to retain, expand, develop, and implement programs</b></p> <p>STRATEGY: Leverage existing resources to conduct asset-mapping and develop a needs assessment with recommendations inclusive of input from underrepresented members of the community</p>			
<p><i>Outcomes and Actions</i></p>	<p><i>Target Date</i></p>	<p><i>Responsible Dept./Committee</i></p>	<p><i>Performance Measure</i></p>
<p>Coordinate with existing groups representing the diversity of the community we serve to identify the best methods for connecting with those groups</p>	<p>December 2022</p>	<p>CM Office/Diversity and Equity Committee</p>	<p>Detailed database of identified groups and their contact info. including best ways to connect developed</p>
<p>Conduct focus groups and listening sessions</p>	<p>December 2022</p>	<p>CM Office/Diversity and Equity Committee</p>	<p>Documented summary of focus group and listening sessions</p>
<p>Conduct community-wide surveys</p>	<p>December 2022</p>	<p>CM Office</p>	<p>Documented summary of surveys and results</p>
<p>Provide ongoing recommendations regarding the need assessment to City leadership</p>	<p>December 2022</p>	<p>CM Office/Diversity and Equity Committee</p>	<p>Quarterly recommendation reports from the Ad Hoc to City leadership</p>
<p><b>GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services.</b></p> <p>STRATEGY A: Increase the diversity of the City's Boards, Commissions, and Committees to accurately reflect the diversity of the community we serve.</p>			
<p><i>Outcomes and Actions</i></p>	<p><i>Target Date</i></p>	<p><i>Responsible Dept./Committee</i></p>	<p><i>Performance Measure</i></p>
<p>Add diversity/inclusivity questions to all board, commission, and committee applications to evaluate applicants' understanding of/and experience working with diverse groups</p>	<p>July 2022</p>	<p>CM Office/City Clerk</p>	<p>Diversity and inclusivity questions included on all board, commission, and committee applications</p>

Identify and implement methods of engaging and advertising employment and board/committee openings to reach a more diverse audience of potential applicants	July 2022	CM Office/HR Dept.	Identified summary of methods implemented to engage and advertise for employment and board/committee openings.
<p><b>GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services.</b></p> <p>STRATEGY B: Improve the quantity, quality, and accessibility of city programs to reflect the needs of the diverse community we serve.</p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Conduct a community-wide survey to assess program needs and/or interests in the community	December 2022	CM Office	Survey with results conducted.
Complete an inventory and analysis of existing programs to identify gaps and create a plan to reduce the identified gaps	December 2022	CM Office	Analysis complete, gaps identified, and a plan to reduce the gaps ready for implementation.
<p><b>GOAL 6. Ensure accountability in the implementation of goals and assessment of progress toward outcomes</b></p> <p>STRATEGY: Develop external processes to preserve and ensure accountability in the process and implementation of goals, strategies, and critical steps to evaluate the progress towards the outcomes and goals and to assist in the annual accountability report to the Ukiah City Council</p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Celebrate achievements and make recommendations for corrective action through ongoing monitoring and quarterly evaluations by the Ad Hoc	April 2022 (ongoing)	CM Office/Diversity and Equity Committee	Quarterly progress reports and press release summarizing recommendations and achievements

<b>GOAL 1. Create and sustain an equitable, diverse, and inclusive workplace and workforce that reflects the community we serve.</b> STRATEGY: Consistently, clearly, and boldly communicate that diversity, equity, and inclusion (DEI) are critical to the City's values			2022												2023											
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Create a schedule of recommended proclamations to celebrate the diversity of our community and educate and raise awareness of diversity, equity, and inclusion related issues	CM Office/Diversity and Equity Committee	Schedule of recommended Proclamations received by City Council																								
Create an Equity webpage on the City's website	CM Office	webpage created																								
Create a social media and website campaign that highlights the value of the diversity of the organization	CM Office	Social media and website campaign created and initial roll-out has begun																								
<b>GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization.</b> STRATEGY A: Improve access to City communication, public meetings, and essential services to remove barriers to inclusivity.			2022												2023											
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Evaluate essential services to identify strengths and to identify and remedy barriers	CM Office	Documented process for essential service evaluation, including strengths and barriers, and identified remedies. Documented summary of identified barriers and action taken to remedy.																								
Provide ongoing education and training on the plans and strategies identified	CM Office/HR Dept.	Summary of education and training activities related to identified strategies																								
<b>GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization.</b> STRATEGY B: Improve the organization's recruitment, development, and retention practices to remove barriers within these processes.			2022												2023											
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Review recruitment, development, and retention practices to identify barriers to employment and create a plan to reduce those barriers, including but not limited to the development and implementation, of a recruitment plan designed to increase employment that accurately reflects the community we serve	CM Office/HR Dept.	Recruitment, development, retention practices plan complete and ready for implementation.																								
Develop and implement an oversight process to ensure diversity in hiring, evaluation, and promotion	CM Office/HR Dept.	Oversight process developed and implemented.																								
Develop annual employee surveys that include diversity, equity, and inclusion topics and identify a review team to assess the survey, prepare a summary, and make recommendations to city leadership	CM Office/HR Dept.	Annual surveys developed. The review team identified.																								
<b>GOAL 3. Recruit, retain, and advance a diverse community of staff that reflect the diversity of the community we serve.</b> STRATEGY: Strengthen the City to advance diversity, equity, and inclusion efforts and to provide equitable and inclusive opportunities for advancement for all staff. Listen to City staff, committee, commission, and Council members, and value and consider their opinions, perspectives, and actions.			2022												2023											
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Create a mentorship program to create mentoring opportunities throughout the organization	CM Office	Program created and implemented																								
Mandate diversity, equity, and inclusion training for all new hires during the orientation process	CM Office/HR Dept.	Diversity, Equity, and Inclusion training included in new employee orientation process and diversity, equity, and inclusion training scheduled for all employees																								



<b>GOAL 4. Identify and engage underrepresented communities in which to retain, expand, develop, and implement programs</b>  STRATEGY: Leverage existing resources to conduct asset-mapping and develop a needs assessment with recommendations inclusive of input from underrepresented members of the community			2022												2023											
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Coordinate with existing groups representing the diversity of the community we serve to identify the best methods for connecting with those groups	CM Office/Diversity and Equity Committee	Detailed database of identified groups and their contact info. including best ways to connect developed																								
Conduct focus groups and listening sessions	CM Office/Diversity and Equity Committee	Documented summary of focus group and listening sessions																								
Conduct community-wide surveys	CM Office	Documented summary of surveys and results																								
Provide ongoing recommendations regarding the need assessment to City leadership	CM Office/Diversity and Equity Committee	Quarterly recommendation reports from the Ad Hoc to City leadership																								
<b>GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services.</b>  STRATEGY A: Increase the diversity of the City's Boards, Commissions, and Committees to accurately reflect the diversity of the community we serve.			2022												2023											
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Add diversity/inclusivity questions to all board, commission, and committee applications to evaluate applicants' understanding of/and experience working with diverse groups	CM Office/City Clerk	Diversity and inclusivity questions included on all board, commission, and committee applications																								
Identify and implement methods of engaging and advertising employment and board/committee openings to reach a more diverse audience of potential applicants	CM Office/HR Dept.	Identified summary of methods implemented to engage and advertise for employment and board/committee openings.																								
<b>GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services.</b>  STRATEGY B: Improve the quantity, quality, and accessibility of city programs to reflect the needs of the diverse community we serve.			2022												2023											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<i>Outcomes and Actions</i>	<i>Responsible Dept./ Committee</i>	<i>Performance Measure</i>																								
Conduct a community-wide survey to assess program needs and/or interests in the community	CM Office	Survey with results conducted.																								
Complete an inventory and analysis of existing programs to identify gaps and create a plan to reduce the identified gaps	CM Office	Analysis complete, gaps identified, and a plan to reduce the gaps ready for implementation.																								
<b>GOAL 6. Ensure accountability in the implementation of goals and assessment of progress toward outcomes</b>  STRATEGY: Develop external processes to preserve and ensure accountability in the process and implementation of goals, strategies, and critical steps to evaluate the progress towards the outcomes and goals and to assist in the annual accountability report to the Ukiah City Council			2022												2023											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<i>Outcomes and Actions</i>	<i>Responsible Dept./ Committee</i>	<i>Performance Measure</i>																								
Celebrate achievements and make recommendations for corrective action through ongoing monitoring and quarterly evaluations by the Ad Hoc	CM Office/Diversity and Equity Committee	Quarterly progress reports and press release summarizing recommendations and achievements																								