

**CITY OF UKIAH
CITY COUNCIL AGENDA
SPECIAL MEETING
Ukiah Valley Conference Center
200 S. School Street
Ukiah, CA 95482
April 16 and 17, 2018
9:00 a.m.**

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. FISCAL YEAR 2017 – 2018 BUDGET

a. Discussion and Consideration of the Fiscal Year 2018-19 Budget, 2017-18 Mid-Year Review, and Third Quarter Report.

1. Public Works
2. Water Resources
3. Electric
4. Community Services
5. Police
6. Fire
7. Airport
8. Community Development
9. Finance
10. Human Resources
11. City Manager

Link to view Draft Budget: <https://cityofukiah.box.com/s/xho50y1nv7zmpot51pbt6st6rm49iuo9>

Link to view Third Quarter Report: <https://cityofukiah.box.com/s/r90ct1gwcp30q2kgnsphdw6pt1fe4jtp>

4. ADJOURNMENT

Please be advised that the City needs to be notified 24 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 a.m. to 5:00 p.m.

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, and the Ukiah Valley Conference Center, located at 200 S. School Street, Ukiah, California, not less than 24 hours prior to the meeting set forth on this agenda.

Dated this 13th day of April, 2018.
Kristine Lawler, City Clerk

Budget Development Schedule

Fiscal Year: 2018-19

Activity	Tasks	Start Date	Completion Date
Budget ad hoc committee	Discussion of Capital Improvement Plan - budget format and key elements	September	May
Department initiation - UVFD - UVSD	- Schedule budget meetings with Departments - Distribute budget instructions memo - Distribute budget workbooks - Begin budget planning	February	February 28
Budget training – Munis Central Budget	Computer Lab – Set up in Conference Room 3 for budget entry training/ refresher	February 13	February 13
City Council budget priority/goal setting workshop	- Receive council/community communication - Discuss priorities for the fiscal year - Discuss capital and special projects - Discuss goals and objectives	March 12	March 12
Preliminary Budget Meetings - UVFD - UVSD	First-round budget meetings with Departments and CM/Finance	March 12	March 30
City Manager review of budget requests	- Review appropriation requests - Meet with Finance for discussion/analysis - Finance to conduct preliminary revenue forecasts for all major funds	March 12	April 6
Reconciled Budget Meetings with City Manager - UVFD - UVSD	Second-round budget meetings with Departments and CM/Finance Discussion of appropriation requests - Finalize initial appropriation requests	April 2	April 13
City Council budget priority/goal setting workshop	- Receive council/community communication - Discuss priorities for the fiscal year - Discuss capital and special projects - Discuss goals and objectives	April 16	April 17
Receipt of supplemental appropriation requests	Last opportunity for DH to make appropriation request changes prior to Council hearings	May	May 31
Finalize Draft Budget Document	- Finalize revenue estimates - Complete special revenue funds and trust/agency funds - Circulate for review/edits	May	May 31
Budget Training w/ Council	- CIP Budget 101 - Discussion of format - Review of Cost Allocation Plan	May 16	
First Budget Hearing with Council (special meeting/workshop)	- Presentation of budget proposal - Discussion of changes from prior year - Take questions and requests from Council	June 6	
Second Budget Hearing with Council	- Discussion - Q&A - Take requests and revisions	June 13	
Public Hearing w/ Council – Adoption of either final or tentative	- Final Q&A - Final revisions - Adoption – tentative or final	June 27	
Final Budget workshop and hearing, if necessary	- Final Q&A - Final revisions - Adoption/continuation of 17/18 budget	June 28 (If necessary)	

City of Ukiah

Council - Department Budget Workshop

April 16 - 17, 2018

Department Summaries through March 31, 2018
and
Future Objectives

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

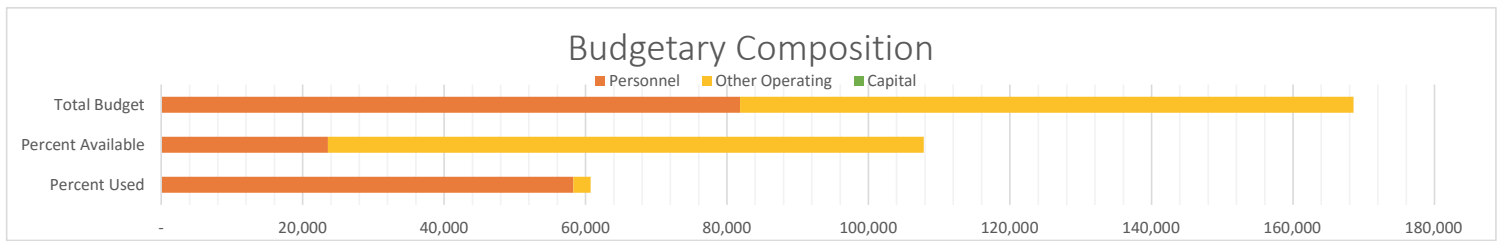
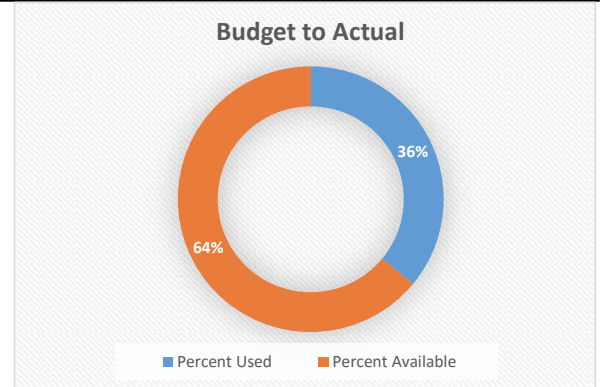
	Name	Number	Number of FTEs (department-wide)
Department	CITY COUNCIL	10	5.50
Division	CITY COUNCIL	100	
Section	CITY COUNCIL	1000	

Description

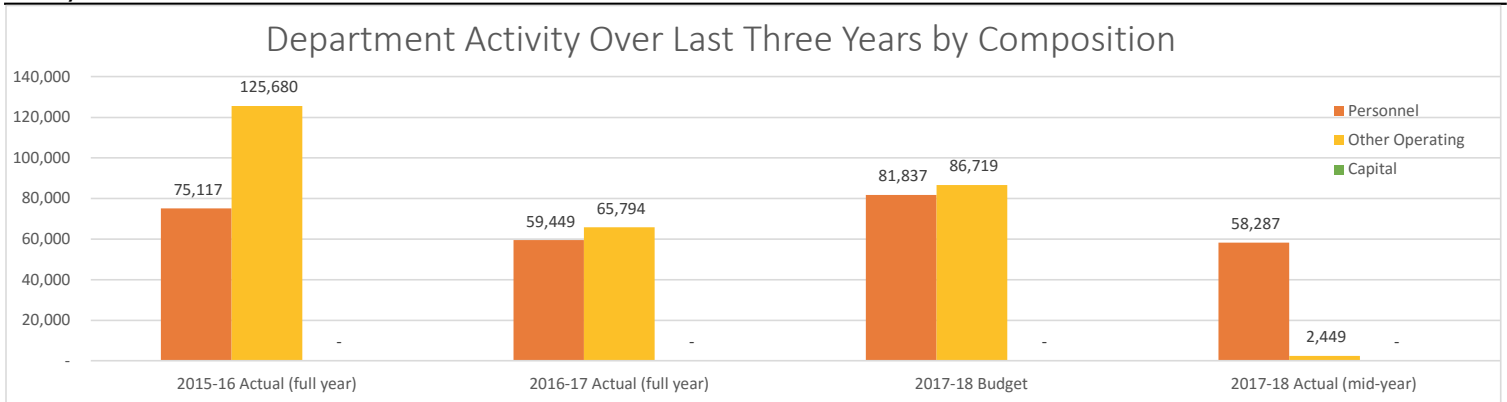
The legislative body for the City of Ukiah is the City Council. The same body acts as the governing authority for the Successor Agency to the City of Ukiah Redevelopment Agency. The City Council is advised by the following standing commissions and committees:

- * Airport Commission
- * Planning Commission
- * Design Review Board
- * Traffic Engineering Committee
- * Paths, Open Space, and Creeks Commission
- * Demolition Permit Review Committee
- * Parks, Recreations, and Golf Commission
- * Investment Oversight Committee

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Develop Tax Sharing Agreement with the County of Mendocino.	In progress	Discussions between the County CEO and City Manager have started back up.
2	Consider the development of trench cut fees.		Policy discussion will start in FY 18/19.
3	Develop a plan to engage and direct activities/priorities of the City's commissions.		Improved engagement with cross departmental support is in progress. Full plan development will need to be part of a Strategic Planning Activity for FY 18/19.
4	Update the Ukiah General Plan.		Project will start in the later part of FY 18/19.
5	Implement Downtown Streetscape Improvement Plan.		Project will start in FY 18/19.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Develop Tax Sharing Agreement with the County of Mendocino.		
	2	Consider the development of trench cut fees.		
	3	Develop a plan to engage and direct activities/priorities of the City's commissions.		
	4	Update the Ukiah General Plan.		
	5	Implement Downtown Streetscape Improvement Plan.		

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Coordinate with the County and State for a reuse plan for the Courthouse.		
	2	Evaluate and amend the City zoning code to improve efficiencies/public service and protect natural resources.		
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1			
	2			
	3			
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary

Fiscal Year 2017-18

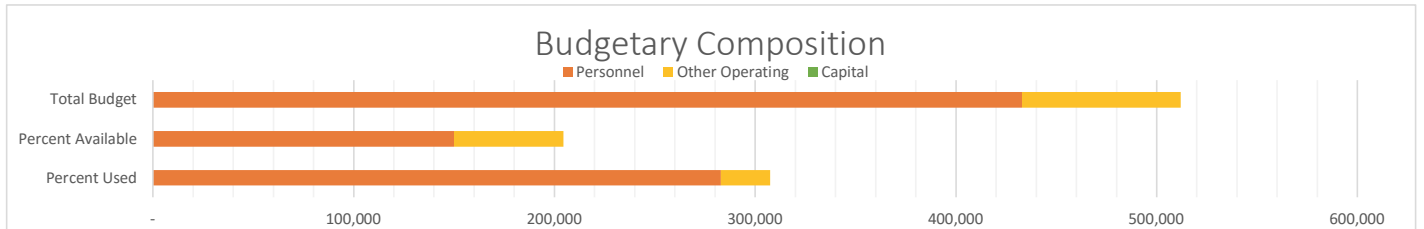
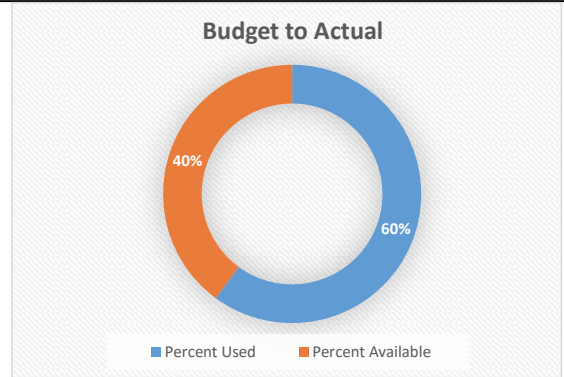


	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	2.00
Division	CITY MANAGER	121	
Section	CITY MANAGER	1210	

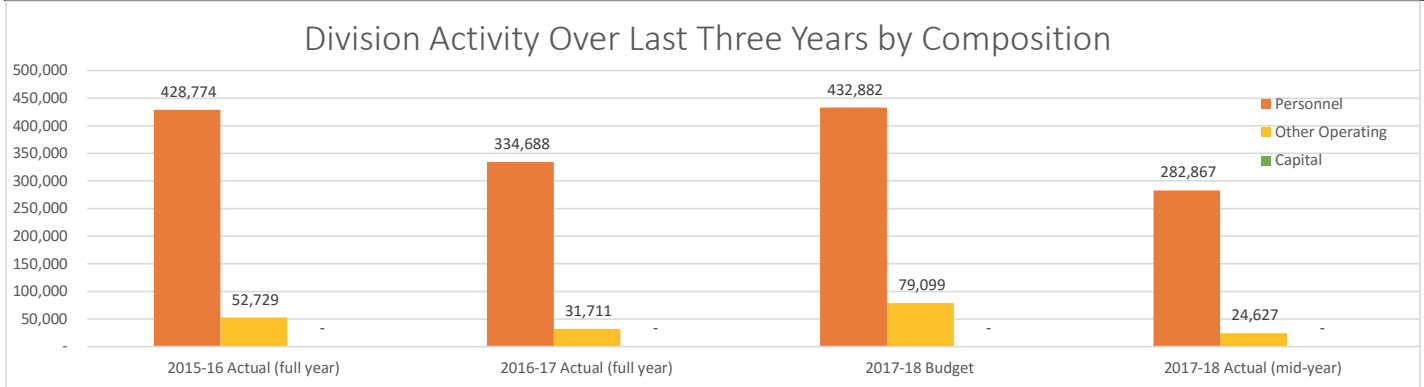
Description

The daily business of City operations is the responsibility of the City Manager, the Chief Executive Officer, appointed by the City Council. The City Manager prepares recommendations and implements the policy direction approved by the Council. The City Manager is responsible for the administration of the City services by exercising effective leadership and management of the City. City personnel report to the City Manager.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Develop strategies and faster discussions to end the Ukiah Valley Sanitation District's litigation against the City.	In progress	Efforts to end the litigation against the City are ongoing.
2	Improve coverage of duties and back-up in the absence of the City Manager.	Completed	With appointment of Deputy City Manager, improved coverage of duties and back-up has been achieved.
3	Develop a plan for improved community relations and communication along with the capacity to maintain focused and sustained engagement.	In progress	A comprehensive community engagement plan remains an important goal. Some focused engagement in two neighborhoods will occur through a partnership with NCO.
4	Facilitate the implementation of core value improvement strategies.	In progress	A "Core Values Workplan" tracks the implementation of various goals; progress has been made in many areas and new goals continue to be developed by the leadership team. Completed the first Ukiah Leadership Academy, designed to facilitate the development skills and experience within prospective future leaders.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Complete the second Ukiah Leadership Academy.	Priority 4	This program provides training and mentoring to prospective leaders within the organization.
	2	Continue to facilitate the sustainability and full integration of fire and emergency medical services.	Priority 3	With the merger completed, the transition of staffing, financial and administrative responsibilities, and facilities is ongoing.
	3	Engage with County representatives to negotiate tax sharing agreement between agencies.	Priority 2	
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		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Plan and facilitate cooperation with the County and special districts for integrated and/or coordinated municipal level service delivery and infrastructure development.	Priority 3	Currently, there is a piecemeal approach and/or a lack of long-term planning to provide municipal services and infrastructure development within the unincorporated Ukiah Valley which leads to inadequate
	2	Ensure adequate succession planning and retention of institutional knowledge is occurring for executive leadership positions.	Priority 3	Near-term leadership development strategies are underway, but intermediate-term specific plans by department need to be developed and implemented.
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1			
	2			
	3			
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

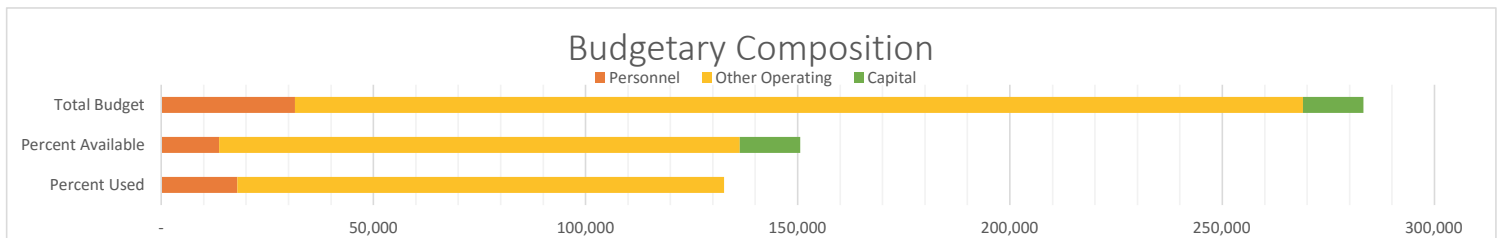
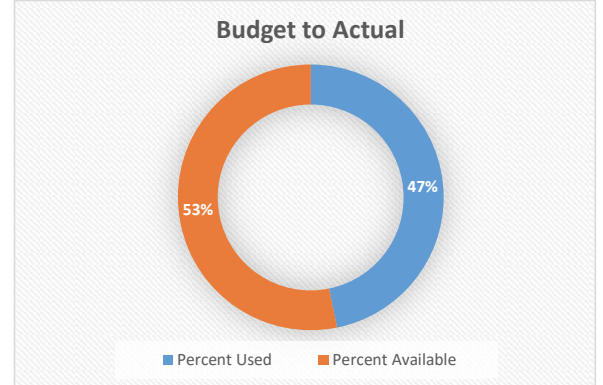
	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	
Division	CITY-WIDE ADMIN SERVICES	122	
Section	UNDEFINED		

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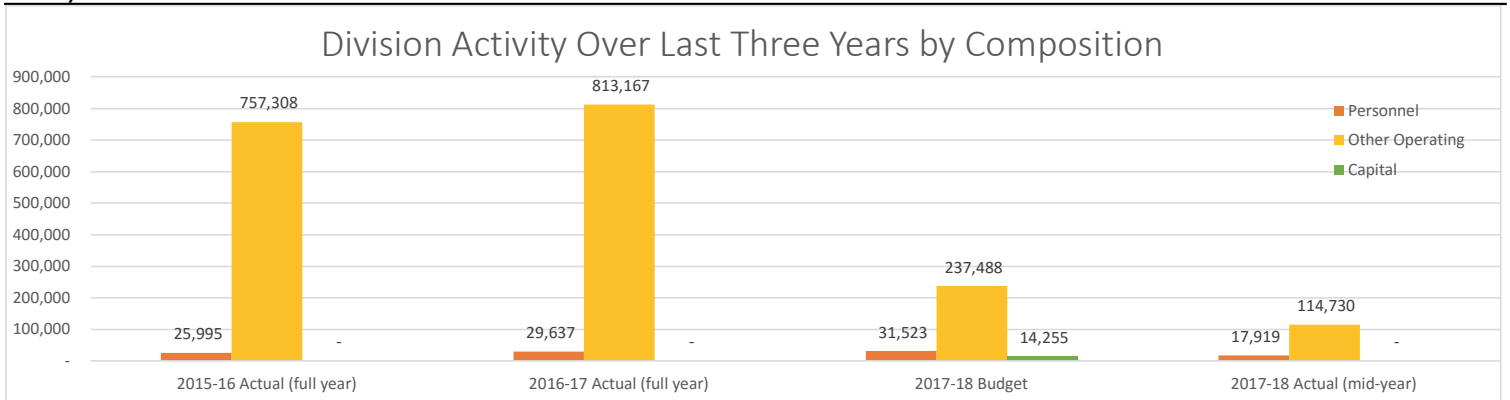
Description

This division includes the general administrative support expenses for the operation of the City including administrative support, professional association memberships, rental of conference rooms for City-wide meetings, copy machines, mail room equipment, and office supplies.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1			
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



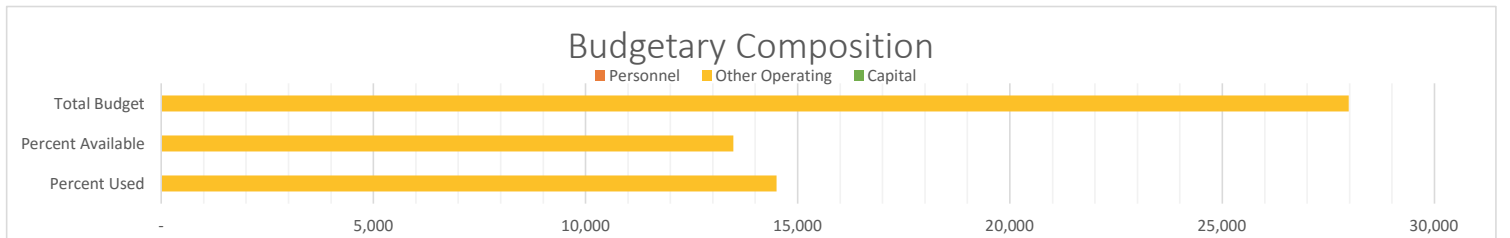
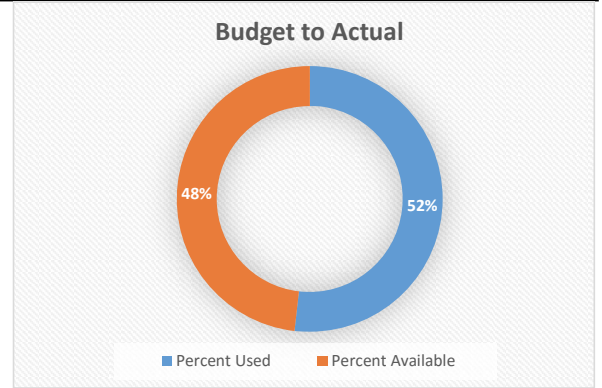
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	0.00
Division	COMMUNITY OUTREACH/PUBLIC INFO	123	
Section	COMMUNITY OUTREACH/PUBLIC INFO	1230	

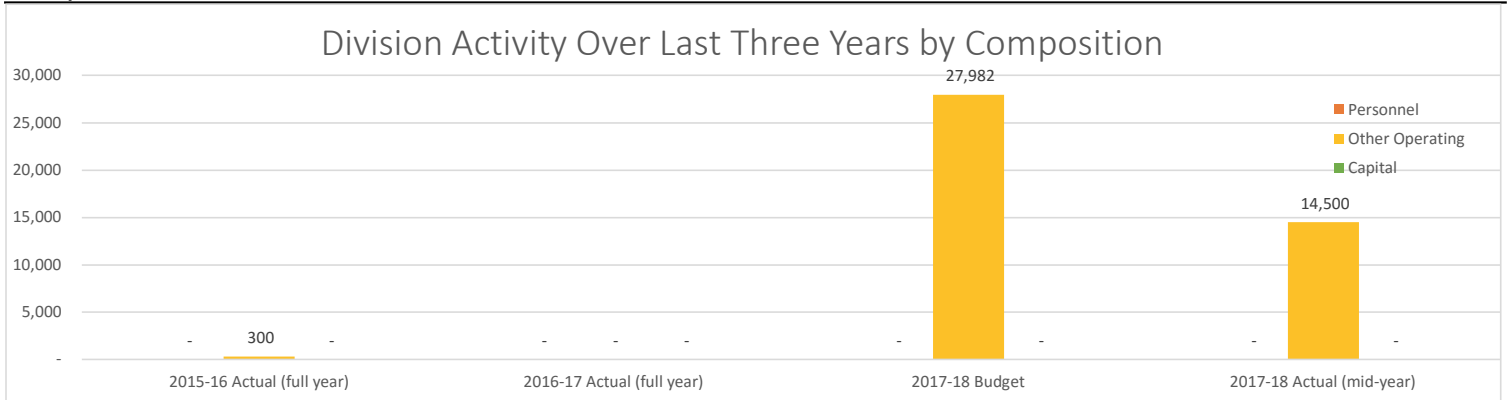
Description

This division provides outreach and public information activities for the City including printing, noticing, webpage maintenance, social media outreach, cable/internet broadcasting, youth scholarship program, and support for City sponsored community events.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1			
2			
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary

Fiscal Year 2017-18

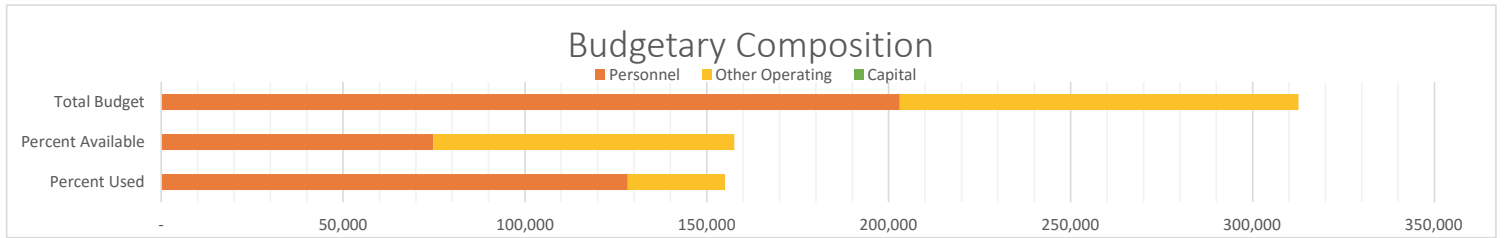
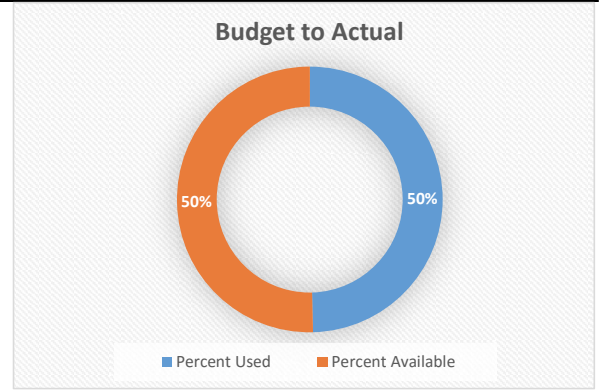


	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	2.00
Division	CITY CLERK	125	
Section	CITY CLERK	1250	

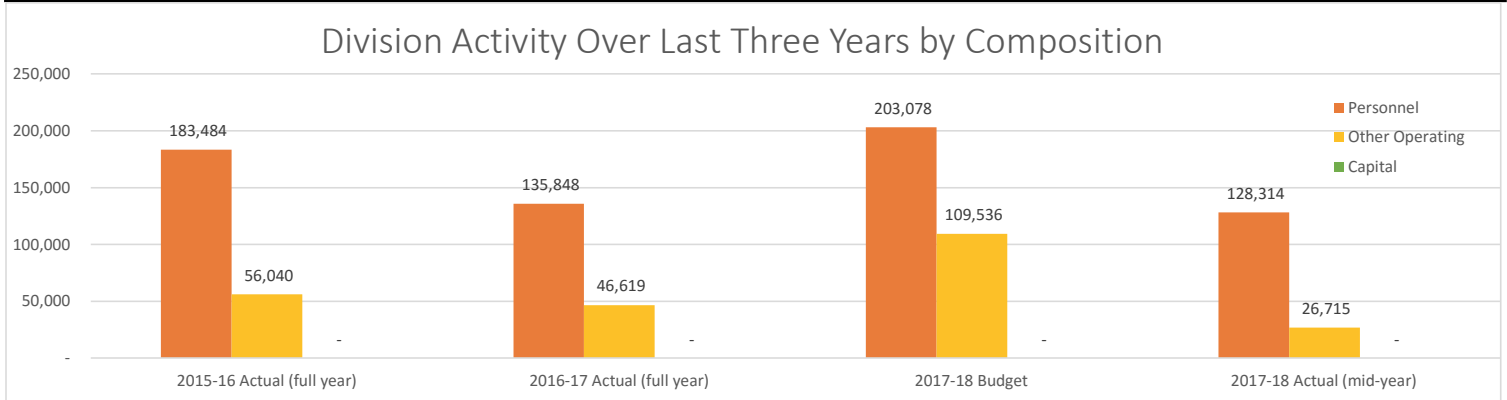
Description

The City Clerk's office serves the City Council, and is a resource for the public and City staff, as well as functioning as administrative support for the City Manager's office. The City Clerk conducts municipal elections, and is also charged with keeping and maintaining complete and accurate records for the City and other related proceedings; maintaining the Municipal Code; assisting in the filing of Campaign Statements and Statements of Economic Interests; publishing all ordinances adopted by Council; posting notices of hearings, bid openings, Board and Commission vacancies, and other legal notices; receiving claims and court documents; processing Public Record Act requests; administering the Records Management Program; Recruiting and Maintaining the Qualified Contractors List; and maintaining a comprehensive historical collection of documents.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Set up, initiate, and train staff with new agenda flow program.	Completed	Peak Agenda was set up, and staff writers of agenda items were trained in how to use the program, which is now being implemented for most City Council agendas.

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

2	Meet with Directors and make comprehensive list of records retained within the department towards the goal of having a comprehensive Central Filing System.	In Progress	A presentation was given to Directors regarding the new Central Filing System, and the steps that will be taken to implement the system. The City Clerk's office has met with staff in the Community Development department, and is now working with staff in the Finance department to establish an accurate list of records. This is a substantial project and it is anticipated that this objective will be on-going to the next fiscal year.
3	Enter the balance of Leases, Grant of Easements, and Deeds into the electronic repositories.	In Progress	Staff is currently entering these files into the electronic repositories.
4	Overseeing the relocation of the record retentions storage boxes, and organizing for easy retrieval.	In Progress	Staff has researched and followed up on various options, and anticipates making a recommendation to Council in late February or March. If approved, staff is hoping to move boxes as soon as possible.
5	Perform a Sidewalk analysis.	In Progress	Staff is working with the IT department to come up with a meeting calendar solution.
6	Annual records retention purge.		Staff has distributed the destruction lists to the various departments; however, this objective is on hold until the storage boxes have been moved to a permanent location.

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

	Objectives		Relation to Strategic Priorities	Comments
NEAR-TERM	1	Maintain a high standard of services to the City Council, City Manager, and staff for routine duties, tasks, requests, and research.	Priority 4	Routine duties make up the bulk of work and staff time in the City Clerk's office, including: preparing and publishing agendas; writing minutes; processing legislative documents; research for council, staff, and public; responding to emails, phone calls, mail, and front desk inquiries; in addition to many miscellaneous projects.
	2	Complete the Records Retention Storage Relocation Project.	Priority 4	Relocating the records retention boxes has become an imperative. Numerous options have been explored; the current preference will take Council action and a number of components to complete the project successfully.
	3	Enter remaining folders in Vault into the electronic repositories.	Priority 4	Steady progress has been made in bringing old file folders and records up to date with the digital age. There are some remaining categories in the vault that still need to be entered into the electronic repositories.
	4	Complete interviews and list of accurate records for Finance, Public Works, Electric Utility, and Community Services for the Central File System.	Priority 4	The current records retention schedule is based off a State document from 2001, and does not accurately reflect the records that staff processes and maintains. This project is to interview each staff member and update the record indexes, which are being renumbered to synch with the Central File System and electronic repositories.
	5	Facilitate the November 2018 Election Process; including updating online election page and resources.	Priority 4	Three councilmember seats will be expiring in 2018. The Clerk's office will update the Candidate Packets and election resources online, facilitate the election process, and be a liaison for possible candidates.
	6	Annual Records Purge.	Priority 4	Once the records retention facility is established and boxes are moved, it will be necessary to purge old out-dated records to make room for incoming boxes.

	Objectives		Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Update and Refine Records Retention Guidelines to accurately reflect the records within departments.	Priority 4	This is an on-going task that the City Clerk's department will be reviewing every three years. By State mandate, every agency must establish a Record Retention Schedule which is the legal authority to dispose of official public records.
	2	Collect and upload available electronic documents into the Central Filing System. Then scan remaining documents by department into the Central Filing System.	Priority 4	By entering previously non-electronized documents into the digital repository, these documents will ultimately be accessible by the Council, staff, and public with a high-powered search mechanism. Additionally, collecting the data into one location will make for easy research and retrieval.
	3	Complete processing and entering hard copy records from vault into Laserfiche and FileTrail.	Priority 4	By organizing and entering hard copy documents into the digital repository, these documents will ultimately be accessible by the Council, staff, and public with a high-powered search mechanism. Additionally, the hard copy files will be easy to locate and retrieve.
	4	Innovate elections processes.	Priority 4	Elections are complex and each election is unique; however, certain basic steps are common. The City Clerk's office would like to expand on the processes in place to provide more information online, and to help establish clearer steps to navigate staff through the election process.
	5	Establish transparency of City Records by way of highly searchable database available online.	Priority 4	Government transparency promotes trust within our community. Additionally, having the documents online saves the City Clerk's office and other departmental staff from long searches to produce records for Public Record Act requests.

	Objectives		Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Complete and Maintain a Comprehensive Electronic Central Filing System, inclusive of all departmental records.	Priority 4	Having a high-powered search engine with all City records available will be a valuable tool for staff and public. Documents will be easily located within the City's system.
	2	Bring record keeping up-to-date with standard practices that possibly include: going paperless; fine-tuning the email policy; training of staff, and a permanent, efficient storage facility.	Priority 4	Good organization of records is essential to a smooth running agency. Equally important is keeping up with standard practices used statewide as our technological world evolves.
	3	Have all aspects of City Clerk functions streamlined to a high level of proficiency.	Priority 4	The City Clerk's office is highly impacted by a high volume and large variety of tasks. Streamlining as many functions as possible will help to ensure that the work flow is as effortless and efficient as possible, will allow clerks to accomplish more duties in less time, and will help clerks to have clear direction within the office, and for Council, staff, and public in respect to inquiries.
	4	Innovate City Clerk office aid to departments in helping to establish best practices for records management and document flow.	Priority 4	Working with departments to establish some basic uniform practices in records management will assist in inter-office file sharing, communication, organization, and file retention.
	5	Complete technical upgrade in Chambers. (Collaboration with IT)	Priority 4	A technological upgrade is badly needed in the Council Chamber. The City Clerk's office is working with Information Technology (IT) to bring up-to-date video and sound for public meetings. This project may fit into the intermediate-term category; however, it is a big project that may take time and coordinating with other contractors.

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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary

Fiscal Year 2017-18

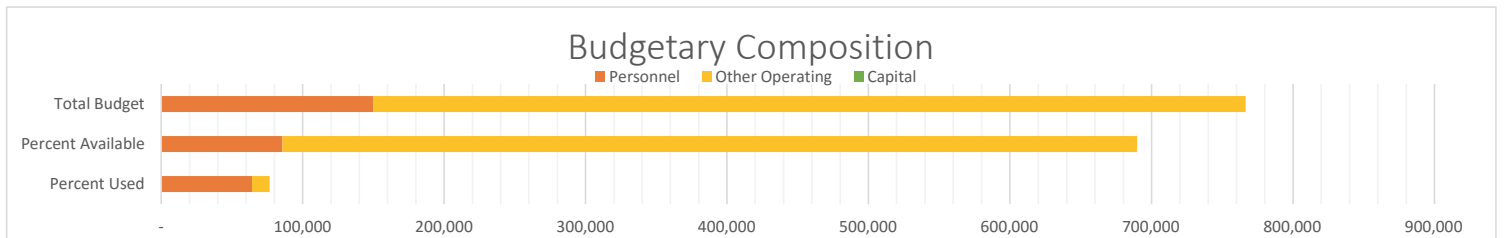
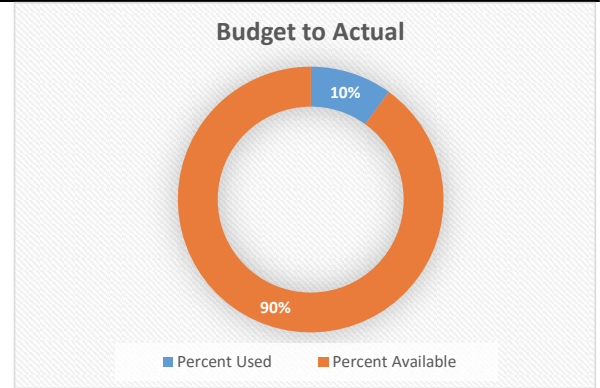


	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	1.13
Division	ECONOMIC DEVELOPMENT	126	
Section	ECONOMIC DEVELOPMENT	1260	

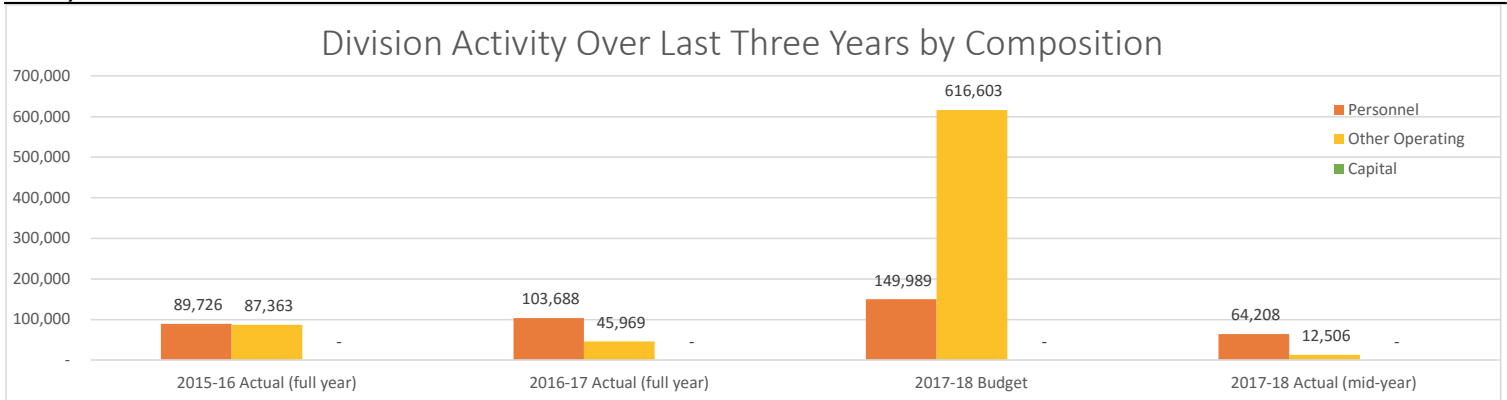
Description

The Economic Development team has continued to significantly improve the level of support for business activity, resulting in the creation and retention of businesses and jobs. By leveraging multiple cross-department disciplines on an as-needed basis, the team maximizes staff expertise while efficiently addressing business and economic development needs.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Implement an improved parking plan for the downtown area by evaluating the recommendations of the existing parking study to determine relevancy with the changed downtown business climate.	In Progress	Ad hoc committee has prepared recommendation for Council and hosted three public workshops. Implementation is proposed to be coordinated with streetscape project.
2	Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	In Progress	Actively working with developers on multiple housing projects, both affordable and market-rate.
3	Continue to facilitate the development of the Costco, courthouse, PEP Senior Housing, and Downtown Streetscape Projects.	In Progress	PEP Senior Housing project completed, courthouse site improvements in progress (building on hold), Costco under construction, Downtown Streetscape project postponed.

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

4	Work to keep Staff informed about current projects and continue improving interdepartmental coordination.	In Progress	Implemented rotating department meeting schedule in 2018; continuing Development Team meetings.
5	Continue to facilitate private investment in the areas of housing and commercial, and industrial development.	In Progress	Actively working with developers on multiple housing projects; facilitating commercial and industrial development projects.
6	Continue to develop business and economic resources and make available on the City Website.		Updating and adding new resources to the City Website.
7	Facilitate the discussion with stakeholders related to the possible reuse of the existing Courthouse site.	Deferred	Construction of new courthouse has been delayed by the State for at least two more years.
8	Engage with property owners in the downtown when persistent vacancies exist.	In Progress	Actively connecting existing and prospective business owners with vacant spaces.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	Priority 2	Work with Community Development Department to facilitate housing development.
	2 Facilitate business development and retention.	Priority 3	Connect businesses with available sites and resources.
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INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Facilitate the development of an anchor business or development in the downtown.	Priority 3	
	2 Facilitate the build-out of Airport Business Park and other commercial areas.	Priority 3	
	3 Continue to facilitate private investment in the areas of housing and commercial, and industrial development.	Priority 3	
	4		
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LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Engage with educational partners to improve academic standing and performance.	Priority 3	
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City of Ukiah
Activity Summary



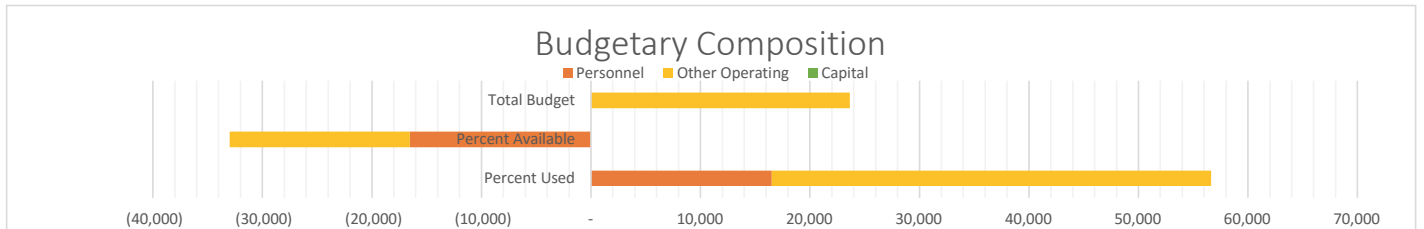
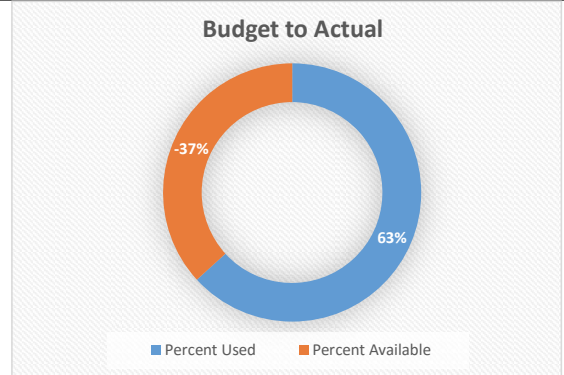
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	CITY MANAGER'S OFFICE	12	0.00
Division	VISIT UKIAH	127	
Section	VISIT UKIAH	1270	

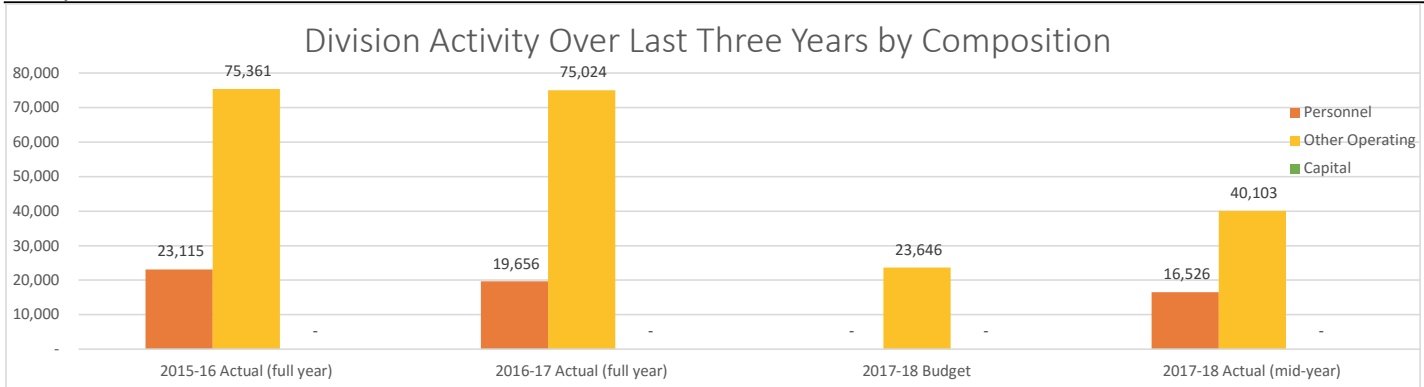
Description

The mission of Ukiah's Transient Occupancy Tax Program (TOT) is to responsibly administer a continuously improving promotional program for the Greater Ukiah Area utilizing Measure X funds. The program will leverage partnerships with key groups and organizations, foster community pride, and increase tourism.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Continue to evolve the Visit Ukiah brand to ensure relevancy and effectiveness.	In progress	Evaluating design concepts for rebranding.
2	Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases, and word of mouth.	In progress	Continuing marketing program with magazines, travel guides, expanded social media presence, and digital newsletters.
3	Continue to increase awareness of Ukiah as a destination wedding location.	In progress	Promoting wedding venues and providing support to wedding vendors.
4	Continue to capitalize on partnerships with Mendocino County Tourism Commission (MCTC) and other Destination Marketing Operations (DMOs).	In progress	Working closely with MCTC on inland participation in County-wide events and marketing; shared social media contracts with MCTC.
5	Complete gateway signage project.	In progress	Working with Caltrans to determine parameters for project; will implement when new branding is in place.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Continue to evolve the Visit Ukiah brand to ensure relevancy and effectiveness.	Department-specific	
	2	Continue to increase awareness of Visit Ukiah brand, both locally and in target markets through marketing, press releases.	Priority 3	
	3	Continue to capitalize on partnerships with Mendocino County Tourism Commission (MCTC) and other Destination Marketing Operations (DMOs).	Department-specific	
	4	Increase awareness of the Ukiah area as a destination for outdoor recreation.	Priority 3	
	5			
INTERMEDIATE-TERM (2-5 YEARS)	1	Continue to facilitate the development of additional lodging resources in Ukiah.	Department-specific	
	2			
	3			
	4			
	5			
LONG-TERM (6+ YEARS)	1			
	2			
	3			
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



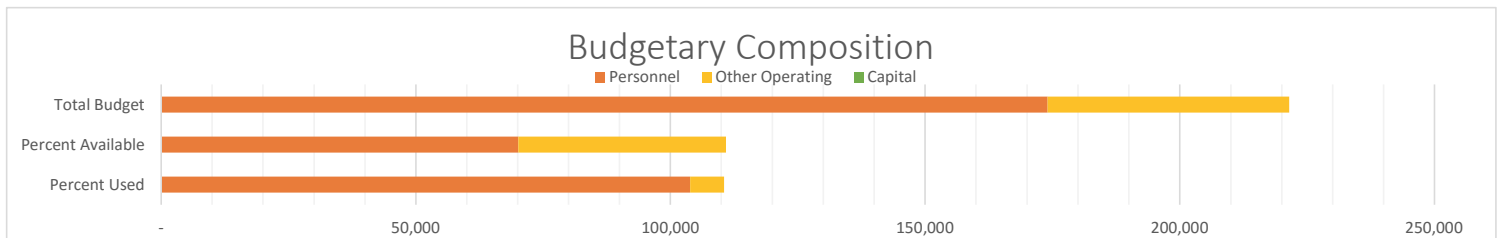
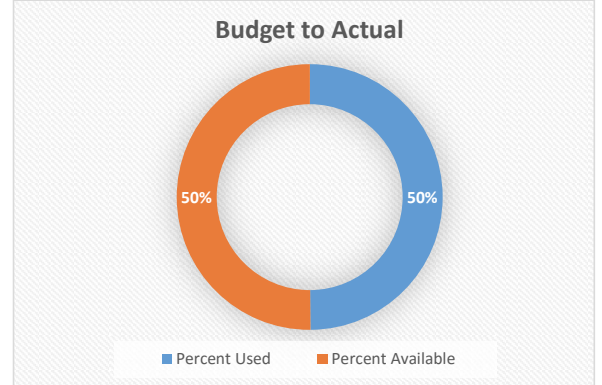
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	1.75
Division	BUDGET DEVELOPMENT AND MANAGEMENT	132	
Section	BUDGETING	1320	

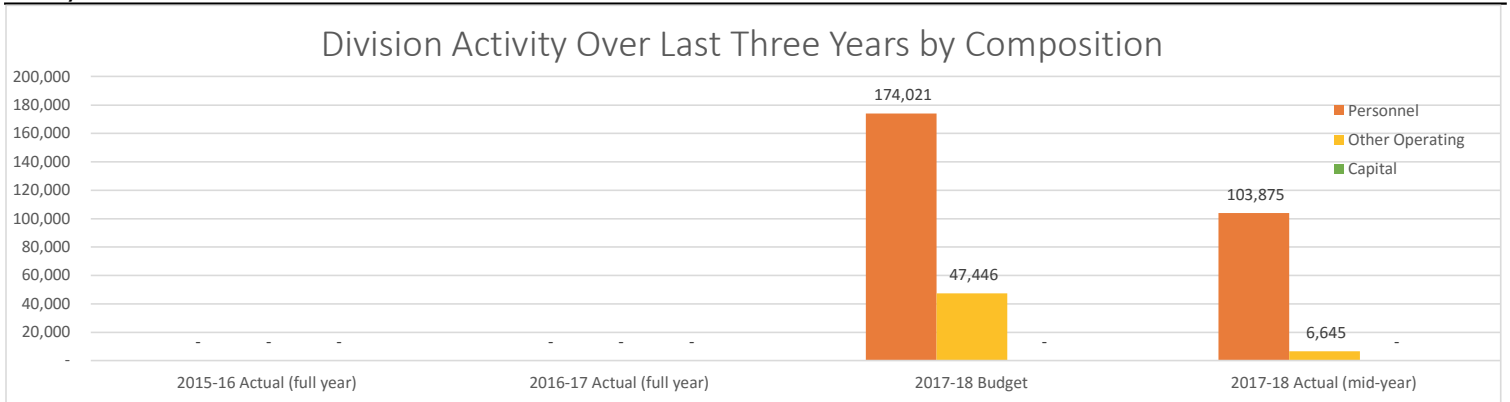
Description

The Budget Management Division is responsible for the development, revision, and monitoring of the City's budget.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Develop 5-year CIP Budget.	In progress	Working with Ad Hoc to develop CIP budget for FY 2018/19.
2	Complete Budget Story.	Completed	Presented to Council in December 2017, launched publication on ISSUU, and uploaded to the City of Ukiah Website.
3	Review and build on Cost Allocation Plan.	In progress	Continuing to review.
4	Review and build on budget document.	In progress	Also in process.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: FINANCE
 Division: BUDGETING

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Launch OpenGov Performance Measures and Stories on the City Website.	Priority 3	Staff will work with the Website designer to update the City's Website to include the OpenGov link for CIP Project Tracking.
	2	Create procedures and train departments how to update CIP narrative in the OpenGov environment.	Department-specific	Staff will work on creating procedures on how to update project narrative on a regular basis and set a schedule to ensure timely updates.
	3	Continue building OpenGov to enhance communication both internally and externally.	Department-specific	Performance Measures and Stories is the foundation to build on additional dashboards for internal and external use for both financial reporting and project tracking.
	4	Complete Budget Story.	Department-specific	
	5			

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Set regular meetings with departments to review expenditures and revenues.	Department-specific	Regular meetings will keep communication open and help departments become proactive in the day-to-day operations.
	2	Maximize OpenGov Platforms.	Department-specific	This will be an ongoing process to review the OpenGov Platforms to ensure continued communication and transparency.
	3			
	4			
	5			

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1			
	2			
	3			
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

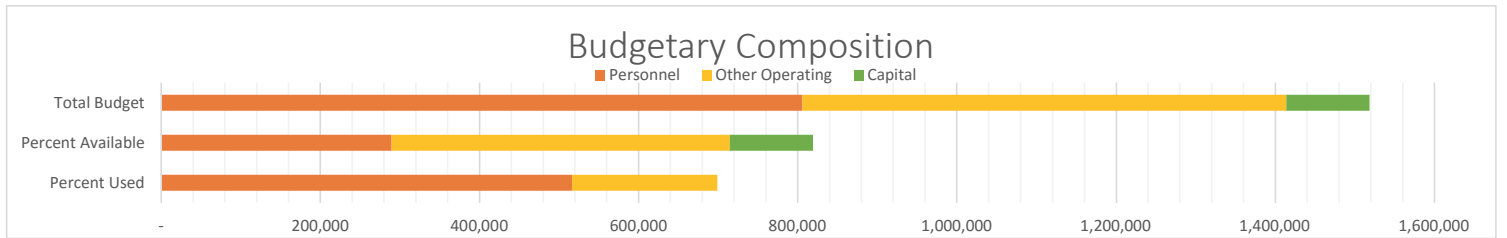
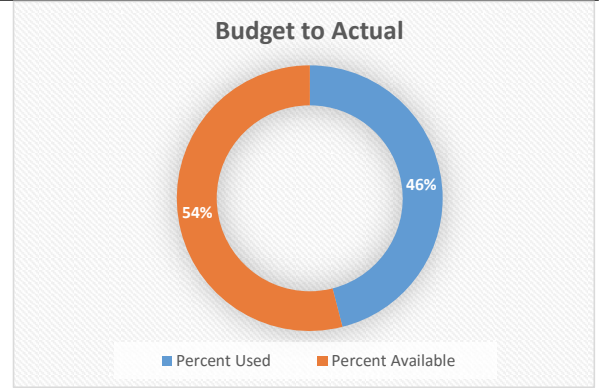
	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	10.51
Division	BILLING AND CUSTOMER SERVICE	133	
Section	UTILITY BILLING	1330	

Description

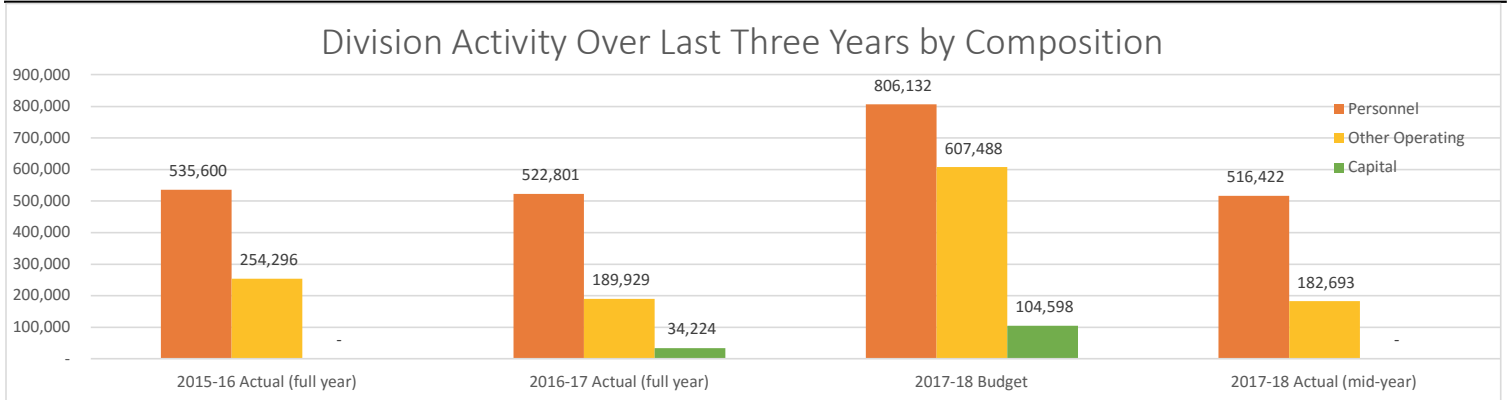
The Utility Billing Division is responsible for all utility billings, including electric, water, sewer and garbage as well as monthly Ukiah Valley Sanitation District (UVSD) billing. This includes collecting and processing all payments as a result of these billings. The Division also processes the monthly Business License billing and collection of all payments pertaining to a Business License and provides the monthly billing for all miscellaneous charges.

The Division is dedicated to making sure the residents, as well as our internal customers, are treated with respect. All team members take their role seriously and are dedicated to performing at the highest level. They interact with each other with dignity and respect. They enjoy their jobs as well as their fellow team members. We like to laugh and have a good time, but make sure work is completed in a timely manner. This is a great group of individuals forming a strong, cohesive team.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Software Implementation.	In progress	
2	Mobile/Web base access for all customers.	In progress	These applications will be installed as a new cloud based system when implemented.
3	Over the counter credit card payments.		Implement over the counter credit card payments for customers through Paymentus.
4	Inter-department training.		

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: FINANCE
 Division: UTILITY BILLING

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

	Objectives	Relation to Strategic Priorities		Comments
NEAR-TERM	1 Coordinate with the Procurement Department to purchase a new Utility Billing System.	Priority 1		Work with consultant to find a cloud based CIS system that meets all our departmental needs. This project should take approximately 2 to 3 years to complete.
	2 Implement a mobile/web base portal for customers.	Priority 2		Introduce a web based portal for customers to access utility bills, view a graph of monthly usage, and know where and why the power has gone out.
	3 Outsource monthly print and UVSD mailing.	Priority 3		
	4 Inter-department training.	Priority 4		Continue to cross-train all CSR's and Meter Readers in all aspects that pertain to the Utility Billing Department and the meter reading process.
	5 Work with a temp agency to hire temporary staff.	Department-specific		Temporary staff is needed to cover a team member while on maternity leave.

	Objectives	Relation to Strategic Priorities		Comments
INTERMEDIATE-TERM (2-5 YEARS)	1 Install over the counter credit card machines.	Department-specific		Implement over the counter credit card payments for customers through Paymentus.
	2 Continue implementation of new Utility Billing System.	Priority 1		Implementation of a new Utility Billing System will be a 2 to 3 year project.
	3			
	4			

	Objectives	Relation to Strategic Priorities		Comments
LONG-TERM (6+ YEARS)	1 Continue staff development and training.	Department-specific		
	2			
	3			
	4			
	5			

City of Ukiah
Activity Summary



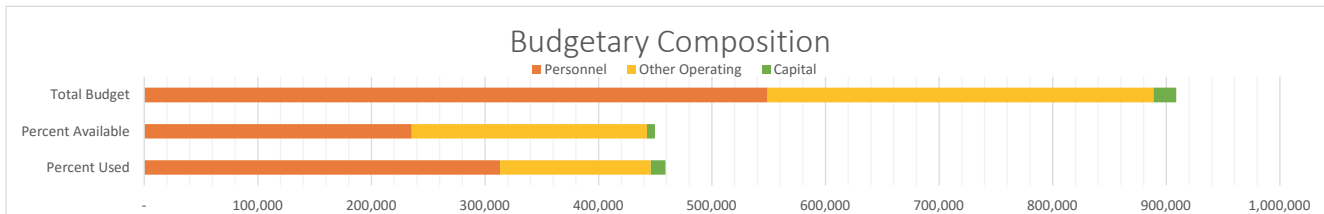
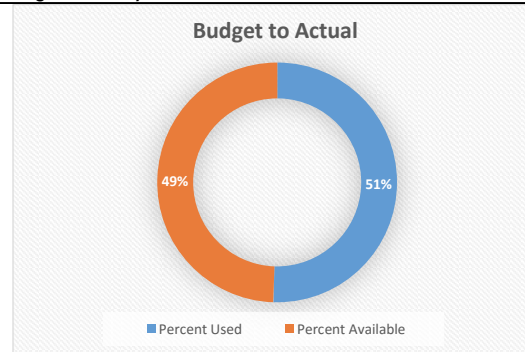
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	
Division	ACCOUNTING & REPORTING	134	
Section	ACCOUNTING	1340	5.25

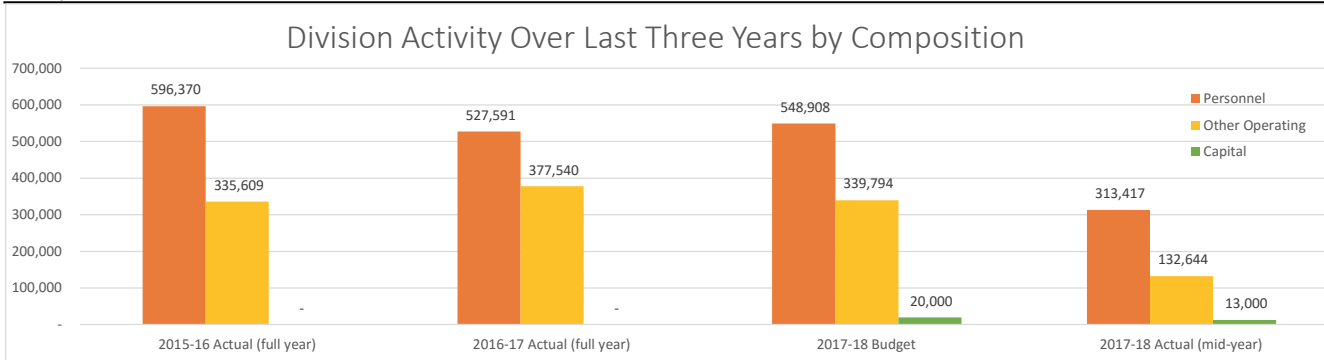
Description

The Accounting Division is responsible for the fiscal health of the City accurately recording receipt of all money and expenditure of funds in accordance with all applicable laws and regulations. This includes managing the processes and recording for day-to-day transactions, providing accurate reporting to the City Council, City Manager and other departments as well as performing high level, broad fiscal analysis of current activities, and evaluating economic trends affecting the local economy.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Ensure a smooth transition with the retirement of the Payroll Officer.	In progress	Initial plan to succeed the retired Payroll Officer revealed a number of unforeseen obstacles. The Department has revised its approach and devoted additional resources to the endeavor. We have also taken the opportunity to implement greater efficiencies into the payroll process and better allocate ongoing resources to it.
2	Chart of Accounts restructuring for reporting efficiencies.	In progress	Significant improvements have been made to the books to enhance reporting and budget maintenance. This is an ongoing endeavor.
3	Bring financial statement preparation in-house.	Completed	City's 2016-17 CAFR is in draft form and to the auditor for final review. Report was prepared in-house in its entirety. The Department will continue, however, building its competency and capacity to enhance its internal reporting capabilities.
4	Inventory all Fixed Assets	In progress	Expected to be complete by summer 2018.
5	Complete CAFR preparation on or before December 31st.	In progress	The City's 2016-17 CAFR is scheduled to be issued by April 30, 2018, five months past the Department's initial estimate. The 2017-18 CAFR will be issued no later than December 31, 2018.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: FINANCE
 Division: ACCOUNTING

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Continue cross training of team members.	Priority 4	This improves the functional capacity of the Department and allows for greater flexibility in resources allocation.
	2	Develop an internal audit function.	Priority 4	A component of the City Manager's Office core values development initiative, an internal audit function will focus on providing management, Council, and departments with review and recommendations to improve operations.
	3	Implement Munis asset module.	Priority 1	This will allow for a centralized store of capital asset information and improve upon the efficiency of tracking and reporting on assets.
	4	Issue CAFR by December 31, 2018.	Department-specific	This is a best practice in financial reporting by governmental agencies. It will be a continued standard for the Department.
	5	Complete TOT audit.	Department-specific	A best practice in revenue auditing to ensure collection of all bed taxes assessed in the City and assist hotelers with the process of collection and remittance of the tax.
	6	Begin regular quarterly financial reporting.	Priority 4	This is important for the community, Council, and management to have regular financial updates that are easy and succinct to read and understand, yet comprehensive.
	7	Implement Munis ESS Time and Attendance module (electronic time sheets)	Priority 4	This will improve operational efficiency for managers.

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Complete an accounting policies and procedures manual.	Priority 4	Part of a larger policy development project, this effort will result in a living document that will guide current and future Department team members on the function of accounting and reporting.
	2	Enhance use of OpenGov and other electronic reporting platforms.	Priority 1	The Department plans to deploy OpenGov for budgetary and CIP reporting. Its use, however, has far greater potential, which the Department is committed to exploring, developing, and implementing.
	3	Develop and execute a succession plan for professional and managerial-level positions within the Department.	Priority 4	This will allow the Department to better plan for and implement strategies for retention and recruitment of critical positions.
	4			
	5			

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Review/re-evaluate MUNIS as the ERP system.	Department-specific	A general review of the current system is a best practice to ensure it meets the current and future needs of the City.
	2			
	3			
	4			
	5			

City of Ukiah
Activity Summary



Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	3.25
Division	PURCHASING	135	
Section	PURCHASING	1350	

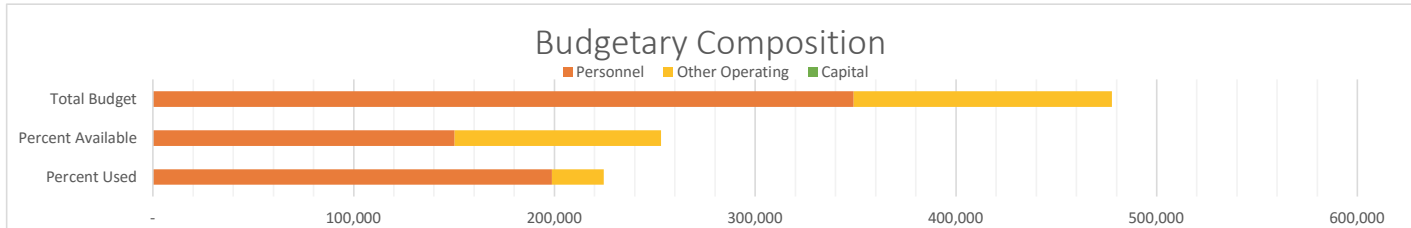
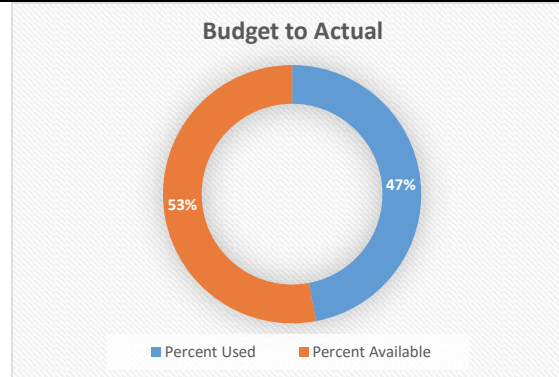
Description

The Purchasing Division of the Finance Department coordinates and executes the procurement of equipment, supplies, construction contracts, and contractual services for all City departments, which includes maintaining the warehouse inventory for the electric, water and wastewater utilities.

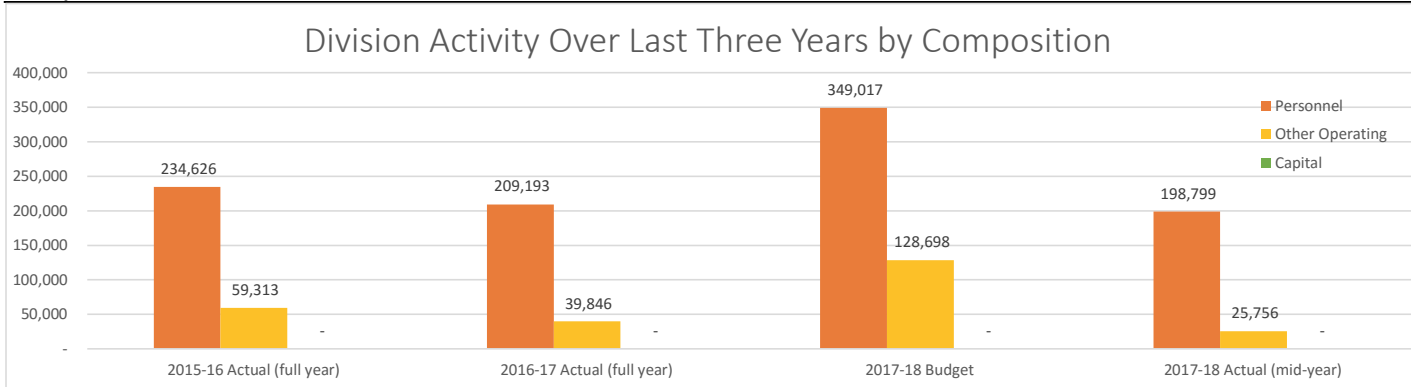
In addition, Purchasing facilitates the sale and/or disposal of surplus supplies and equipment. The primary goals are saving the City money, and providing overall value.

The Purchasing Division provides many different levels of services to all departments. We pride ourselves in going the extra mile, and assisting departments, whether it is product sourcing issues, contractual issues, or working through budget issues to complete a necessary purchase.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Move Electric Utility Department (EUD) inventory and organize new warehouse facility at Hastings property.	In Progress	Floor prep has been completed, shelving units are being installed.
2	Convert to Munis inventory module and implement barcode system.	Deferred	Due to anticipated readiness of Hastings property, this will most likely be deferred until next year.
3	Implement a Purchase Card Program.	In Progress	Implementation in progress.
4	Implement a Travel Expense and Reimbursement Program.	In Progress	Implementation in progress.
5	Review of procurement policies for efficiencies and compliance improvements.	Not Started	
6	Internal performance survey.	Completed	
7	Procurement staff development and training.	In Progress	Purchasing staff have attended multiple trainings.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: FINANCE
Division: PURCHASING

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

	Objectives		Relation to Strategic Priorities	Comments
NEAR-TERM	1	Move Electric Utility Department (EUD) inventory and organize new warehouse facility at Hastings property.	Department-specific	
	2	Convert to Munis inventory module and implement barcode system.	Department-specific	
	3	Review of procurement policies for efficiencies and compliance improvements.	Department-specific	
	4	Procurement staff development and training.	Department-specific	
	5	CIP Budget Development and Reporting.	Department-specific	
	6	Implement Requisition Module.	Department-specific	
	7	Implement On-Line Bidding.	Department-specific	
INTERMEDIATE-TERM (2-5 YEARS)	1	Continued review of procurement policies for efficiencies, cost savings, and compliance improvements.	Department-specific	
	2	Continued staff development and training.	Department-specific	
	3	Continued CIP Budget Development and Reporting.	Department-specific	
	4			
	5			
LONG-TERM (6+ YEARS)	1	Continued review of procurement policies for efficiencies, cost savings, and compliance improvements.	Department-specific	
	2	Continued staff development and training.	Department-specific	
	3	Continued CIP Budget Development and Reporting.	Priority 1	
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	FINANCE	13	4.80
Division	IT	139	
Section	IT	1390	

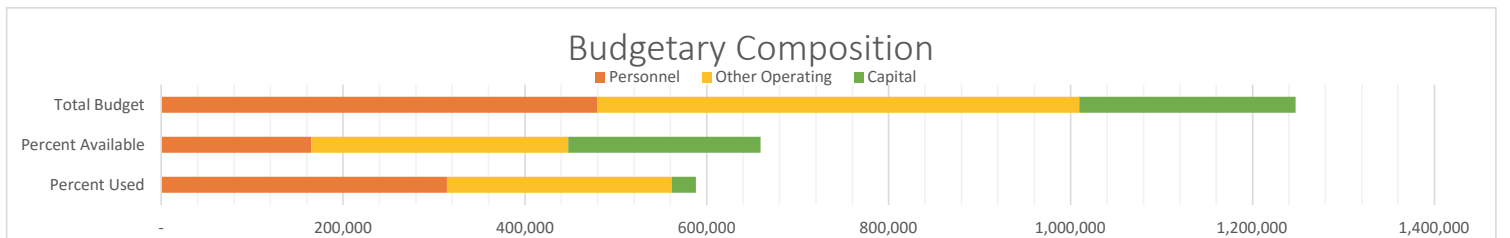
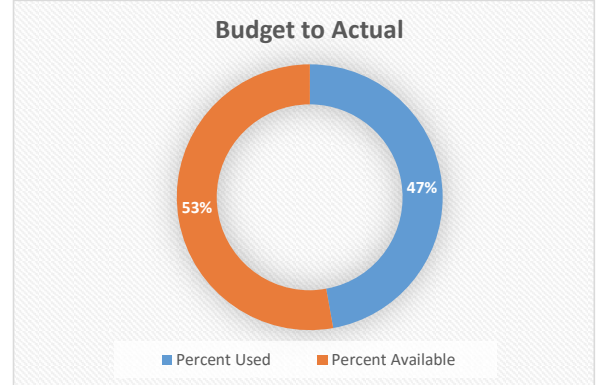
Description

The Information Technology Division provides management and technical services for the City's computer, network and telephone systems. These systems provide all of the City's computer services, including standardized desktop applications, business applications, databases, electronic mail, remote access, mapping and other services.

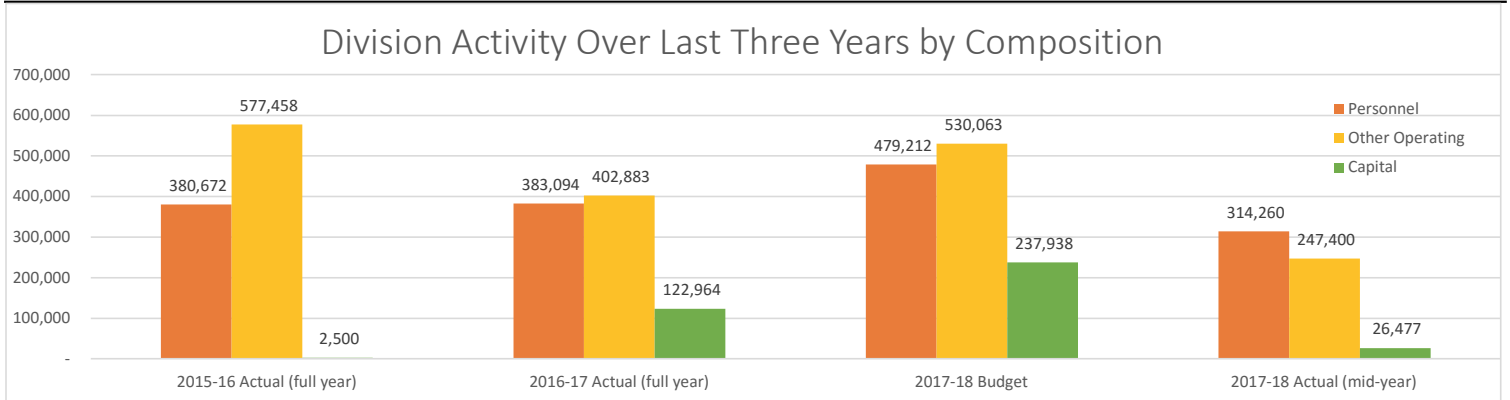
IT services include system planning, maintenance, network security, systems back-up, Internet access and oversight of user applications. The IT Department provides direct customer support to employees through desktop installation, configuration, maintenance, repair, and network access services. In addition, the IT Department coordinates with our Web Developer regarding enhancement, and maintenance of the City's Internet and Intranet sites.

The IT Department provides end user technology training to all departments either through in-house training and/or outside service providers.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Establish Offsite Disaster Recovery Plan - Microsoft Azure Cloud.	In progress	We are currently working with Microsoft on a contingency plan in conjunction with Office 365 Gov - conversion. When Microsoft finishes We can then proceed with our "Express Route" connection with Azure, which will facilitate creation of our Disaster Recovery Plan.
2	Training New IT Staff to offset contract service dependency. Utilize our high level contract cost vendors for IT Roadmap direction on current and future cost saving technologies.	In progress	IT is continually moving forward with Staff training to alleviate contract service cost. When compared to last year's cost, we have already diminished cost and reliance on contract service vendors.

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

3	Establish Equipment Infrastructure lifecycle replacements and IT Master Plan.	In progress	We are establishing equipment lifecycle replacement schedules that will allow planned purchases and diminish surprise end- of-life renewal costs. The IT Master Plan is underway, and in constant change.
4	Education and employee awareness of IT solutions.	In progress	IT has established Microsoft application training as part of our Enterprise agreement. This will allow users to progress at their own pace, while still maintaining cost savings. In addition, we are establishing User Education Program training sessions taught monthly by IT Staff , which will allow users to become more aware of the City's usable technologies.
5	Develop new automation scenarios.	In progress	We are stream-lining Windows and Application deployment to allow quicker deployment of computers. We are also adding additional notification monitoring for computer and server support warranties.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: FINANCE
 Division: INFORMATION TECHNOLOGY

		Strategic Priorities	Description	
		Priority 1	Develop a prioritized plan for public infrastructure	
		Priority 2	Employ sound planning principles to the City and greater valley	
		Priority 3	Promote and strengthen economic development	
		Priority 4	Improve the organizational workplace environment	
		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Contract Services displacement.	Priority 4	Displacement of Contract Services is a continual goal with considerable budget savings being realized. Continue to utilize internal staff talent to offset costs.
	2	North and South Fire Stations - MDF Network Cable Pulls for all computers/printers- Switch/Router - IT will need to plan both installations.	Priority 4	Upon Fiber approval from Council for our WAN network link replacement, IT will need to plan the network infrastructure maps. Telecom Services will then need to install MDF CAT6 pulls for all computers and network printers. A new router and network switch will also need to be purchased for each location.
	3	Work to increase security.	Priority 4	Perimeter Penetration Testing-Email Phishing - File-Folder Permission overhaul.
	4	Azure Infrastructure Cost Evaluation.	Priority 4	Continue to evaluate cost and savings as Azure Cloud services become more attractive. Displace on-premise hardware and maintenance support costs.
	5	Inet Intranet Sharepoint Migration.	Priority 4	Create a Sharepoint Site in Azure and migrate our data.
		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Implement technologies that are more cost effective.	Priority 4	By using more innovative ideas and technologies, the overall footprint and cost of operations will diminish. Employee services will increase.
	2	Increase dependence on automation.	Priority 4	Continue to develop automated processes to save service time.
	3	Begin moving hardware and service dependencies to Cloud services unless cost prohibitive.	Priority 4	By moving hardware footprints to cloud services, costs for equipment maintenance and support will decrease. Disaster recovery and redundant fall-back will be more available.
	4	Focus on IT Staff training and employee retention.	Priority 4	Keep as much expertise in house as possible, while utilizing Vendors in more of an IT Roadmap and directional model. Provide IT employees with more of a planned career path with the City.
		Implement Cardlock (Phase 2) Access Security for PD.		Will improve access security for all officers and staff within PD.
5	Cisco ASA Firewall.	Priority 4	End of Life Planning for Checkpoint Security Device.	
		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Diminish Onsite Hardware Reliance / Support Costs.	Priority 4	Cloud dependency to increase/Increase in employee services.
	2	IT Staff Training / Provide better service for new technologies.	Priority 4	Will allow IT Staff to offer better and more timely service.
	3	Utilize newer technologies objectively.	Priority 4	Stay updated on new technology as it applies to the City.
	4	Employee use of more effective technologies.	Priority 4	Keep employees up-to-date on newer technologies.
	5			

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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



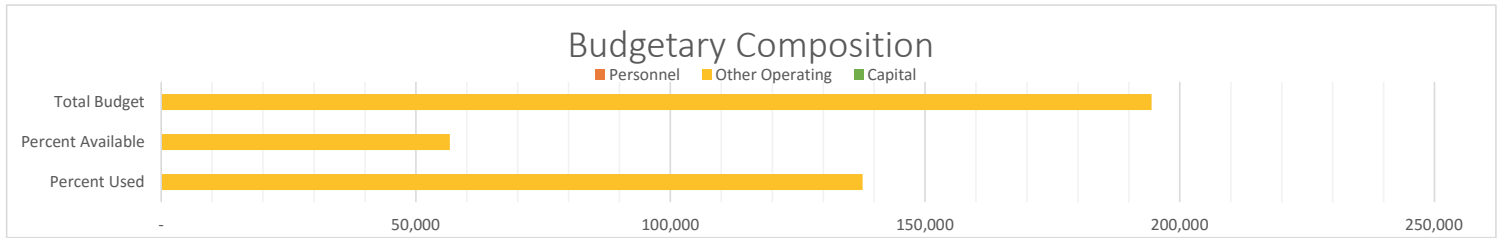
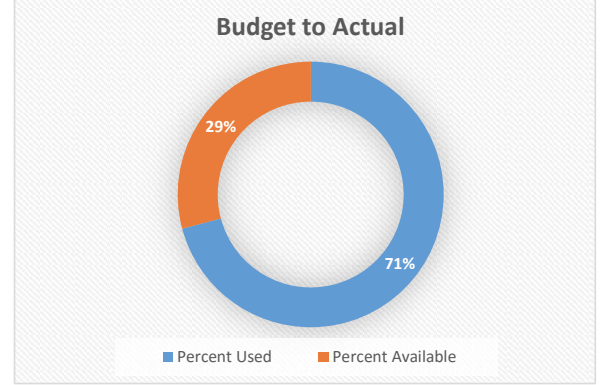
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	CITY ATTORNEY	14	0.00
Division	CITY ATTORNEY	140	
Section	CITY ATTORNEY	1400	

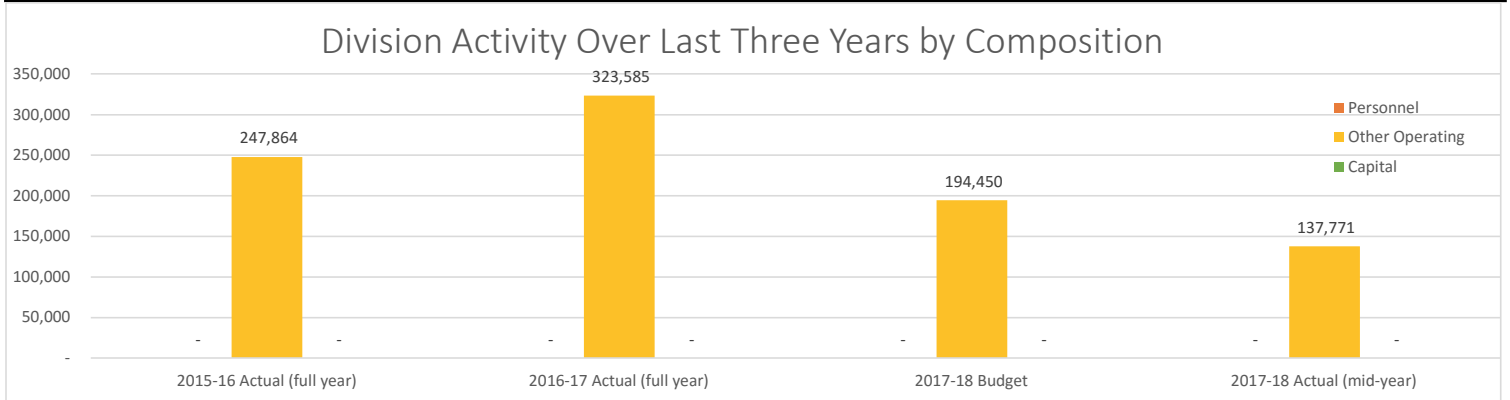
Description

The City of Ukiah contracts with David Rapport, City Attorney and Darcy Vaughn, Deputy City Attorney, for the provision of City Attorney services, to provide sound, timely, and cost effective legal advice and representation to the City Council, Commissions, Boards, City officers, and staff.

Budget Summary



Activity Trends



Notes

Accomplishments	Status	Department/Division Comments:
1		
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6		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



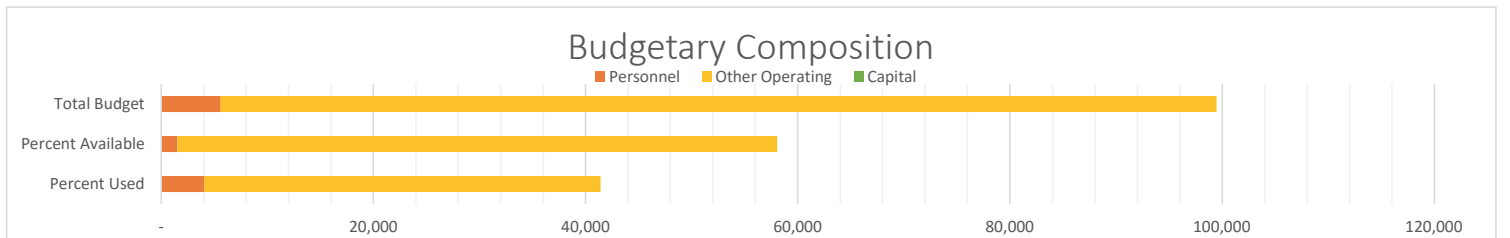
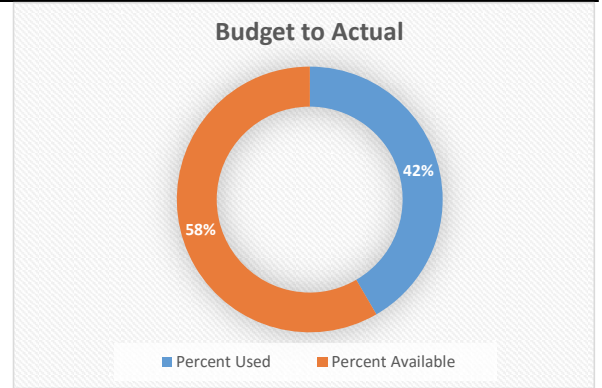
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	CITY TREASURER	15	0.10
Division	CITY TREASURER	151	
Section	CITY TREASURER	1510	

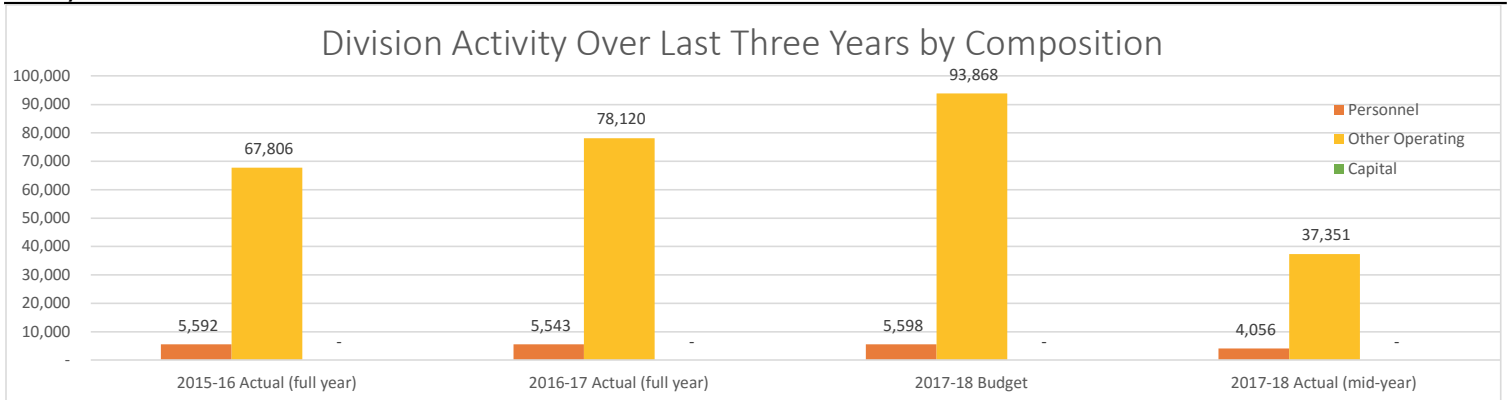
Description

The Elected City Treasurer performs an oversight role for the investing of all public funds for the City of Ukiah, in concert with the City's Financial Department and Director of Finance. The City of Ukiah's investments are professionally managed by Public Financial Management, Inc. (The PFM Group) in accordance with investment policies adopted by the Ukiah City Council. These investment policies conform to both Federal and State laws governing investments of public funds. The City Council appoints an investment committee consisting of the Treasurer and City staff, as well as public members, who advise the City Council with regard to investment policies and oversight.

Budget Summary



Activity Trends



Notes

Accomplishments	Status	Department/Division Comments:
1		
2		
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6		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



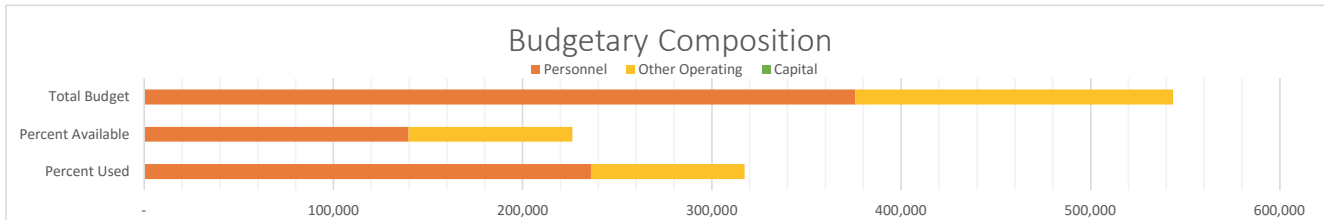
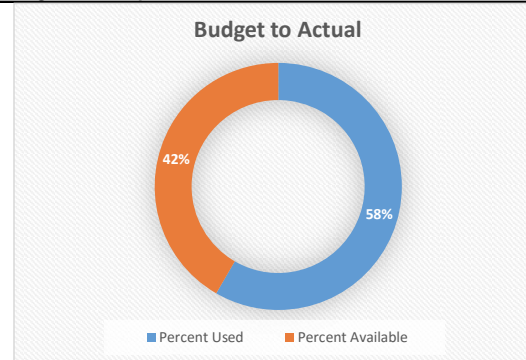
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	HUMAN RESOURCES/RISK MANAGEMENT	16	2.50
Division	HUMAN RESOURCES	161	
Section	HUMAN RESOURCES	1610	

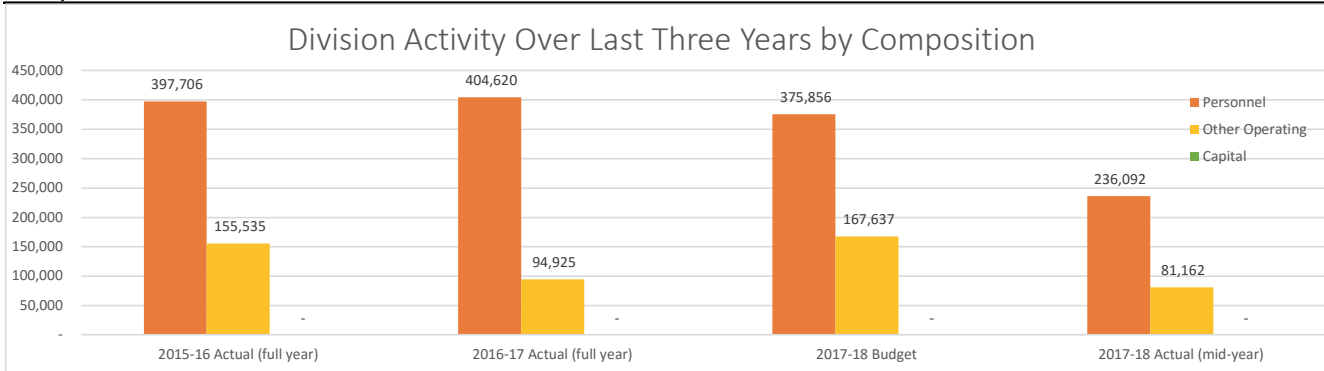
Description

The Human Resources Division provides a full range of services and support to departments within the City, including all aspects of recruitment and staffing, employee onboarding, records management, training, classification and compensation, policy development, performance management, and employee and labor relations. The Division also ensures compliance with federal, state, and local employment laws and manages the City's self-insured benefit programs.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Develop Human Resources/Risk Management Staff.	In Progress	
2	Continue implementation of Munis Electronic Timekeeping & Attendance Module.	Deferred	This project relies heavily on coordination with the Finance/Payroll Division. The long-term Payroll Officer retired in September 2017 causing the need to delay this project until new personnel are fully trained. This project is deferred until the Payroll Division is ready to move forward.
3	Expand the Citywide safety program to reduce workers compensation costs, enhance compliance with workplace safety, and improve overall health and wellness.	In Progress	
4	Analyze, review, and implement technologies to enhance workflow and service delivery, in particular, an Applicant Tracking System.	In Progress	Staff are currently reviewing two options for an online Applicant Tracking System. Staff will provide a final decision as we move into the 2018/19 budget year.
5	Review, update, and implement new employee performance evaluation forms, including routing and delivery procedures.	In Progress	Staff are currently developing a draft performance evaluation form and guide for supervisors. Staff will fully implement in the 2018/19 budget year.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Develop Human Resources/Risk Management Staff.	Department-	
	2	Continue implementation of Munis Electronic Timekeeping & Attendance Module.	Priority 4	
	3	Expand the Citywide safety program to reduce workers compensation costs, enhance compliance with workplace safety, and improve overall health and wellness.	Priority 4	
	4	Analyze, review, and implement technologies to enhance workflow and service delivery, in particular, an Applicant Tracking System.	Priority 4	
	5	Review, update, and implement new employee performance evaluation forms, including routing and delivery procedures.	Priority 4	

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1			
	2			
	3			
	4			
	5			

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1			
	2			
	3			
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



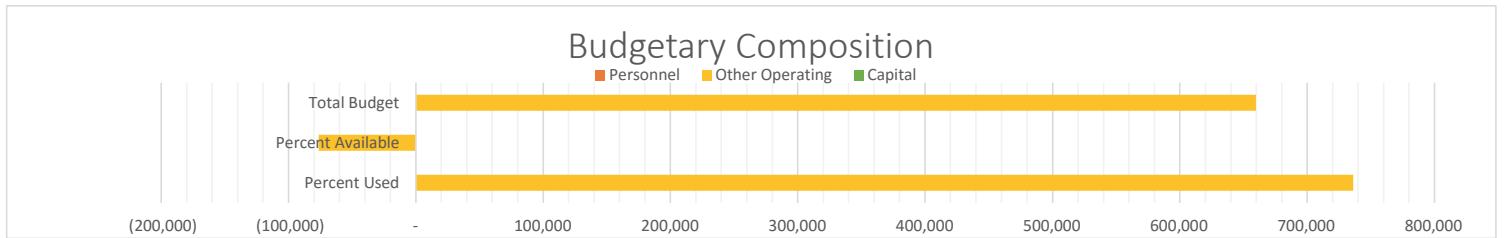
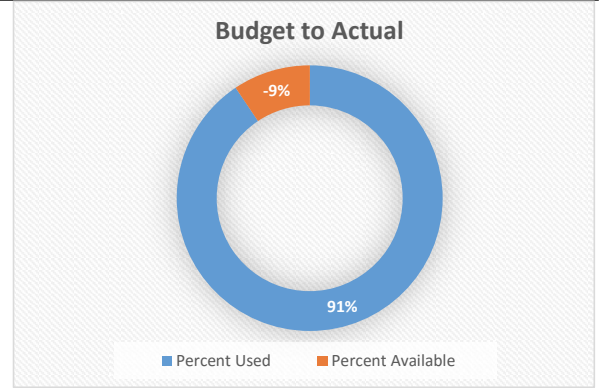
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	HUMAN RESOURCES/RISK MANAGEMENT	16	0.00
Division	RISK MANAGEMENT	162	
Section	RISK MANAGEMENT	1620	

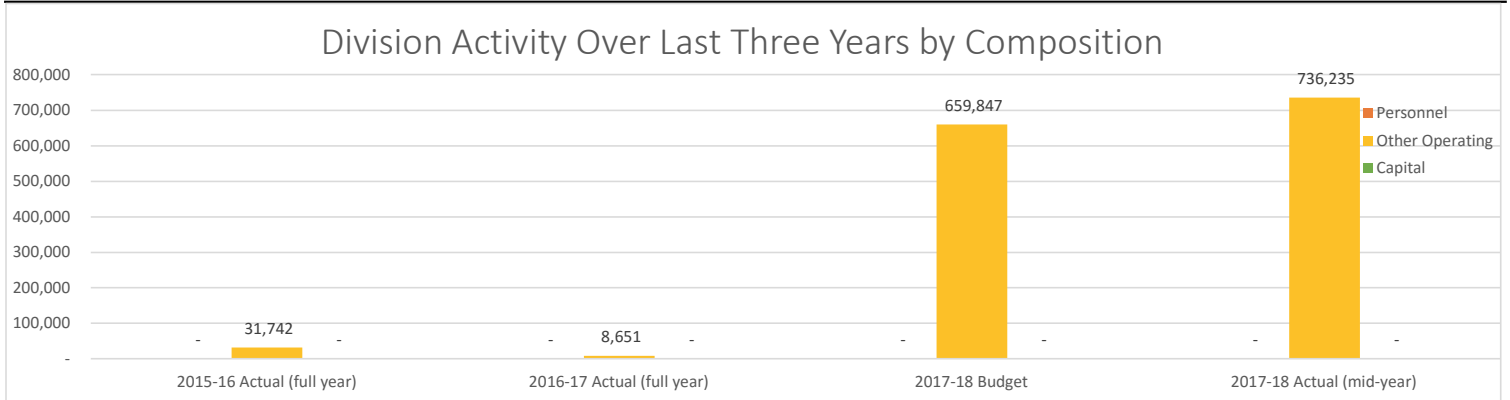
Description

The Risk Management Division works with various departments to review activities of the City's wide variety of services and develops and maintains programs to minimize the City's exposure to risk: This division contains loss through proper risk management and control; provides a safe and healthy work environment for City employees; and promotes safety in the services provided to City residents by employees. The division also administers the various insurance and risk control programs for employees such as employee safety, OSHA and worker's compensation, and as the City liability and property insurance programs.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1			
2			
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



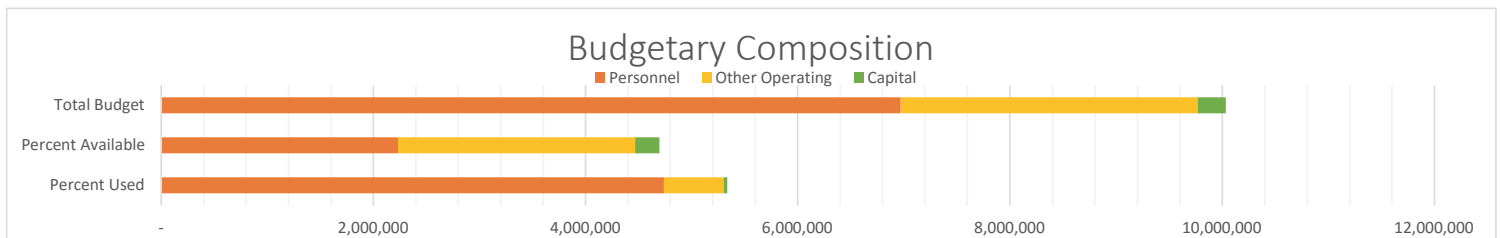
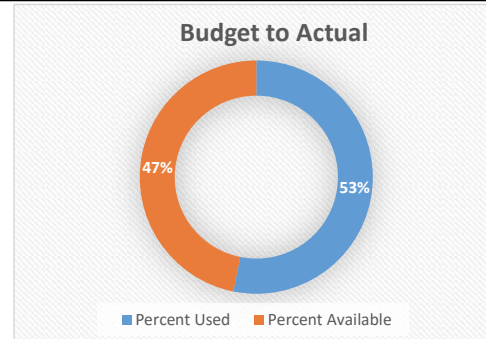
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	POLICE	20	52.66
Division	POLICE OPERATIONS	202	
Section	PATROL	2021	

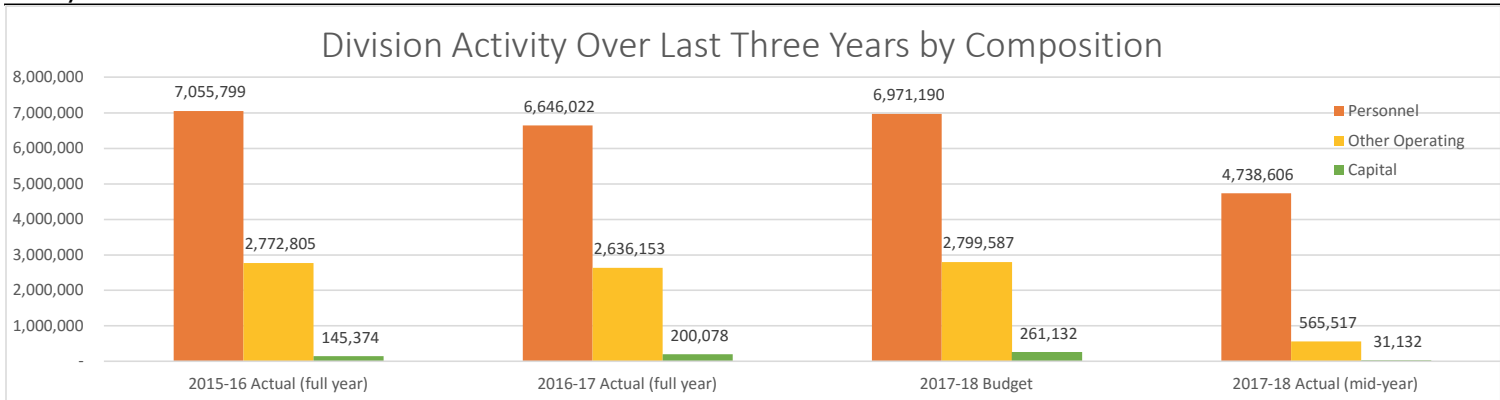
Description

Keeping Ukiah safe is our primary mission. Our officers work hard to reduce violent crimes and property crimes, and to improve the quality of life within our neighborhoods. With issues as broad and complex as community safety, we want to stay focused on the areas that will have the biggest impact, and to do that we developed a long-term strategic plan called Measuring What Matters Most. This plan clearly defines five goals for the effective delivery of police service, identifying the performance measures that affect both safety and quality of life in Ukiah.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Continue Police Department Strategic Plan (established in 2008) with the next Strategic Plan Performance Report for Calendar Year 2016 in May of 2017.	In Progress	

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

2	Specific Strategic Plan goals include: 1. Reducing Crime and the Fear of Crime. 2. Improving the Quality of Life in our Neighborhoods. 3. Enhancing Community and Police Partnerships. 4. Developing Department Personnel. 5. Continued Accountability of Department.	In Progress	Specific areas of focus include working to reducing homelessness activities and impacts, and improve traffic safety in the community. Within these areas the department's Special Enforcement Team, Crime Prevention Specialist, and City Crews have focused on removing debris from creekbeds, (16 tons) and working with locations throughout the city to eliminate encampments and reduce homeless impacts. Police patrol personnel continue to outreach the homeless community and Captain Wyatt is partnering with the County to assist with the latest homeless services study by Dr. Marbut. To help our limited staff to better direct their traffic enforcement activities, the Police Dept., recently purchased a traffic survey tool to monitor and capture data about locations and the time of day when violations occur.
3	Continue Replacement of Officer Body Cameras and Patrol Car Camera Systems	In Progress	
4	Replace Officer's Tasers	In Progress	
5	Continue research and deployment of public cameras to increase safety.	In Progress	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: POLICE
 Division: POLICE OPERATIONS

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Continue to recruit and retain police officer candidates.	Department-specific	Recruiting and training police officers is becoming increasingly difficult. In this last year (2017), the City received 50 applications for employment and only 4 officers were eventually hired; about 8% of the applications. So far in 2018 applications for police officer have continued to decrease.
	2	Continue homeless related activities and county-wide study (including shopping cart and dumpster revisions).	Department-specific	The department is partnering with the County's Health and Human Services Agency and other community groups to find ways to reduce and end homeless and transient impacts within the Ukiah community.
	3	Continue traffic enforcement efforts.	Department-specific	The department continues to place a high effort on traffic enforcement (as time allows) and traffic education within Ukiah. During 2017, traffic accidents were reduced by 14% from the previous year.
	4	Finish deployment of officer body cameras, replacement of officer tasers and continue public park and other areas camera project.	Department-specific	Over the last year, working with the City Procurement Manager, the City has developed and published a RFB for officer body cameras and Tasers. Following an extensive evaluation and testing phase, the department is recommending a purchase for Council approval in April of 2018. Public Park camera solutions are being researched and evaluated, and further work in this area will occur within the coming fiscal year.
	5	Start hiring process for additional officer authorized through the Community Re-Entry Facility Grant.	Department-specific	Within the coming budget, the Police Department is seeking authorization to hire an additional police officer with funding realized through the Community Re-Entry Facility Grant.

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Continue Police Department Strategic Plan (established in 2008) with the next Strategic Plan Performance Report for Calendar Year 2016, in May of 2017.	Department-specific	The department continues to progress within it's long-term strategic plan; which is now in it's tenth year. Despite increased Parole and Probation releases back to the community and a redefinition and relaxation of specific crimes, including drug use, theft, violent and property crimes, through the objectives of our Strategic Plan the community has realized a 9% reduction violent crime, a 20% reduction in property crimes and an overall reduction of 15% in crime. To help the department move forward with our long-term strategic plan in the future, staff has developed a "work plan" of achievements and goals for each year. The 2017 UPD Performance Plan, work plan's have been attached on the following pages.
	2	Consider new and emerging technologies for staff efficiency, including field tablets and cellphone utilization.	Department-specific	The department continues to search for opportunities to make staff as efficient as possible utilizing emerging technologies.
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Continue long-term strategic plan and evaluate as needed.		
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WORK PLAN REPORT: 2017 ACHIEVEMENTS



City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

PERFORMANCE REPORT | 2017
WORK PLAN-ACHIEVEMENTS & GOALS

WORK PLAN REPORT: 2018 GOALS



City of UKIAH, CALIFORNIA

POLICE DEPARTMENT

SAFETY
PROFESSIONALISM
COMMUNITY SERVICE

PERFORMANCE REPORT | 2017
WORK PLAN-ACHIEVEMENTS & GOALS

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**



Fiscal Year 2017-18

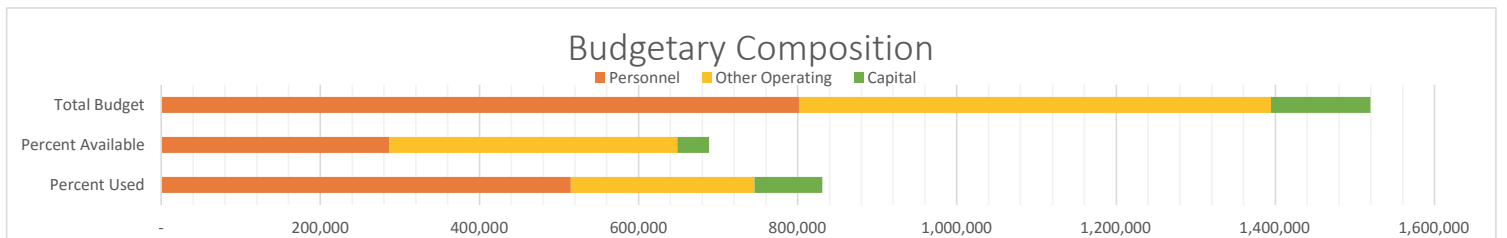
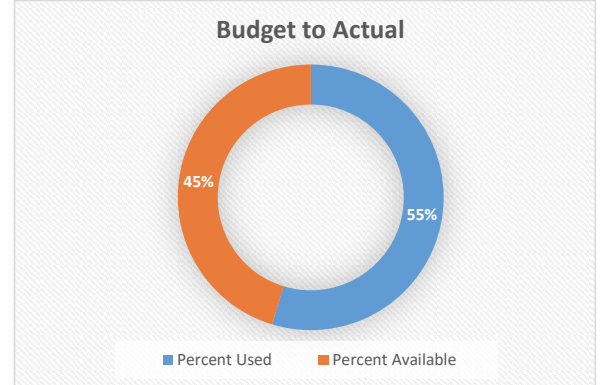
	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	
Division	PARKS	221	
Section	PARKS	2210	

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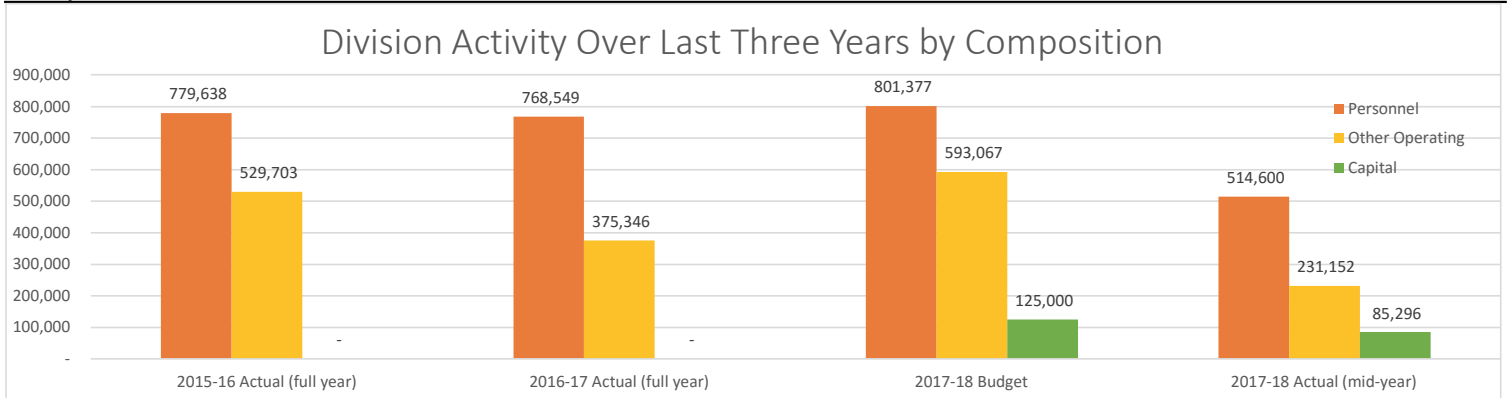
Description

The City of Ukiah Parks Department is responsible for the maintenance of 16 parks, Ukiah Municipal Swimming Pools, five sporting areas, five tennis courts, and also provides maintenance for nine parking lots, the city sub stations, Successor Agency properties, former Redevelopment housing properties, the Civic Center, Ukiah Railroad Depot property, Ukiah trail systems including the rail trail, and the School Street planters.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Repair and maintain properties.	In Progress	This is an ongoing process.
2	Upgrade turf maintenance equipment for C.A.R.B. regulations as well as efficiency.	Completed	Equipment has been received.
3	Replace broken fixtures at various park restrooms.	In Progress	This is an ongoing process.
4			
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		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Replace Vinewood Park basketball courts and walkways.	Priority 1	Received a grant to replace basketball court.
	2 Develop plans/design for Nokomis Tennis Courts.	Priority 1	Working with partners on this project for development and funding.
	3 Add two additional employees for parks department.	Priority 3	For continued work at parks and tree maintenance.
	4 Purchase a new bucket truck and utility truck.	Priority 1	With additional staff new equipment will be needed . An additional bucket is needed because of the addition of tree maintenance and the pole banner program.
	5 Remove debris from Riverside Park and provide planting.	Priority 1	Community Services received an Urban Rivers grant and will begin clean up of concrete and asphalt debris removal.

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Replace Anton Stadium irrigation system.	Priority 1	Reclaimed water system.
	2 Replace Todd Grove irrigation system.	Priority 1	Reclaimed water system.
	3 Remove two abandoned buildings from City properties.	Priority 1	One building located at Anton Stadium and one on Standley St.
	4 Replace Ukiah Sports Complex irrigation system.	Priority 1	Reclaimed water system.
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Refurbish BBQ area and walkways at Todd Grove Park.	Department-specific	
	2 Redesign irrigation system at Ukiah Sports Complex.	Department-specific	
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	4		
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



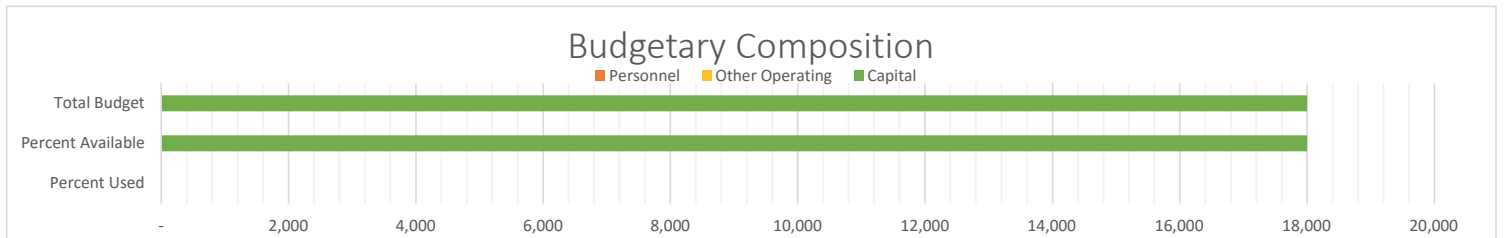
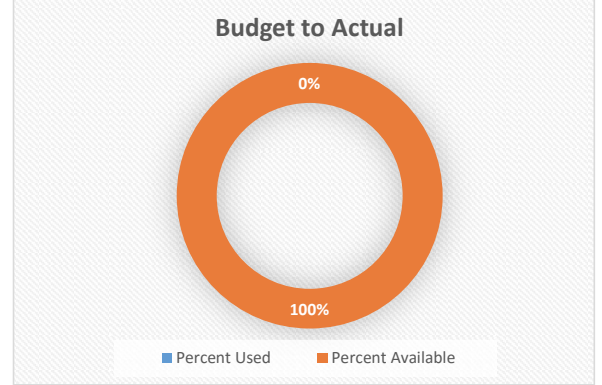
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	0.00
Division	PARK DEVELOPMENT	222	
Section	PARK DEVELOPMENT	2220	

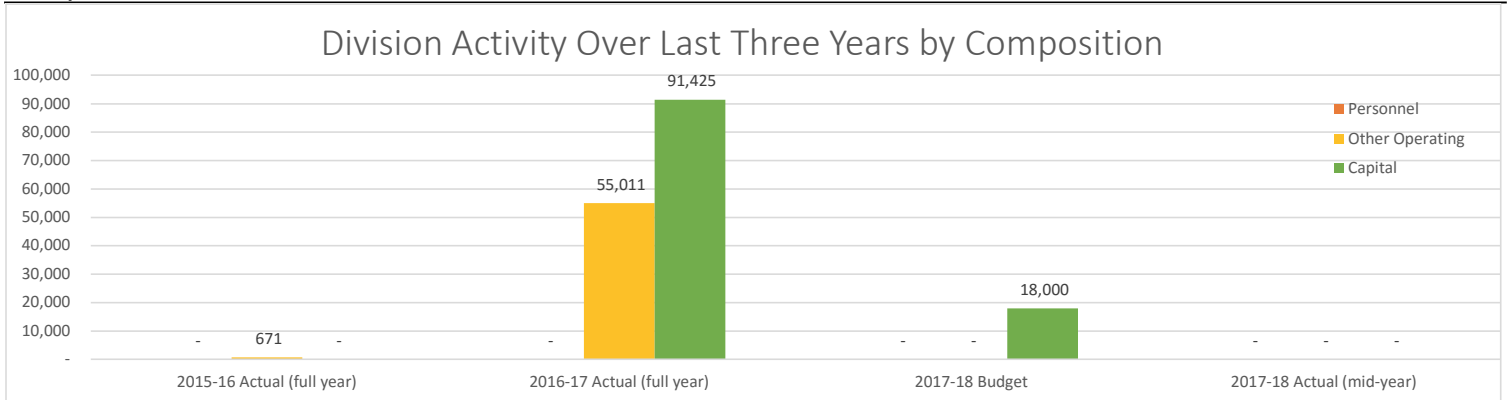
Description

The City of Ukiah's Community Services Division Park Development Fund was established for special grants and funds raised for projects like Anton Stadium.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Complete Anton Stadium Donor Wall	In Progress	The wall has been designed.
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Strategic Priorities		Description	
Priority 1		Develop a prioritized plan for public infrastructure	
Priority 2		Employ sound planning principles to the City and greater valley	
Priority 3		Promote and strengthen economic development	
Priority 4		Improve the organizational workplace environment	

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Improvements to Todd Grove Barbeque/Table area.	Priority 1	
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INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Install an inclusive play area at Oak Manor Park.	Priority 1	
	2 Install a restroom at Oak Manor Park.	Priority 1	
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LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Acquire new property for additional park activities.	Priority 1	
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City of Ukiah
Activity Summary



Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	3.24
Division	AQUATICS	223	
Section	AQUATICS	2230	

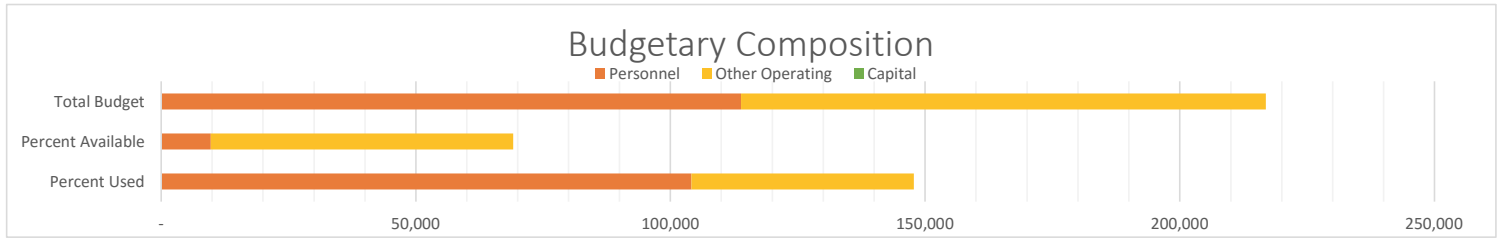
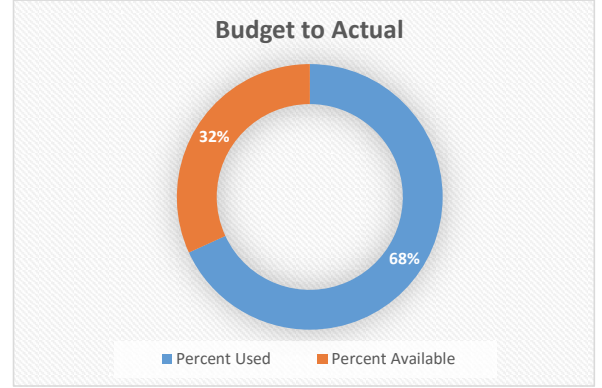
Description

The Recreation Division is responsible for the staffing, programming, and management of the Ukiah Municipal Swimming Pools for Aquatics programs and events. Every summer, the Municipal Pools host public swim, swim lessons, and aquatic fitness classes. Aquatics Staff also operates concessions from the pool facility, offering an array of healthy snacks and seasonally appropriate treats.

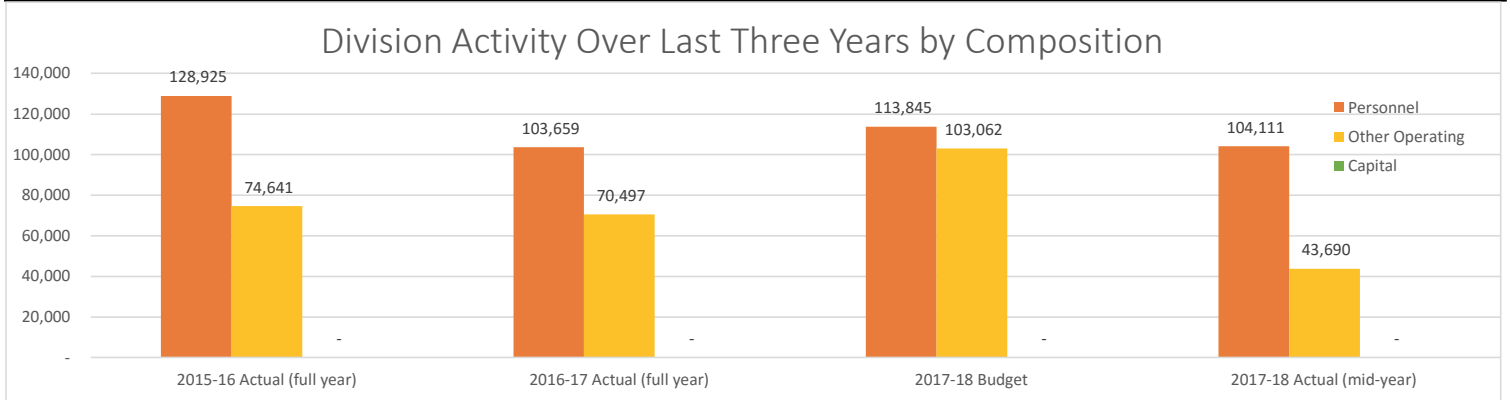
The division also offers Free Swim events during the annual 4th of July event, 'All-American Picnic in the Park', and 'Blast Off to Summer'.

Of particular importance is that this division provides employment opportunities and training for 25 members of the community's youth.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Complete evaluation of Pool Facility to plan for future renovations.	Completed	It was determined that a new splash pad would be the best fit to remedy the defunct kiddie pool area.
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			Strategic Priorities	Description
			Priority 1	Develop a prioritized plan for public infrastructure
			Priority 2	Employ sound planning principles to the City and greater valley
			Priority 3	Promote and strengthen economic development
			Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Reorganize Department Staff to improve services and cut costs.	Priority 4	Create new Seasonal Program Coordinator position by eliminating 5 part-time positions, thus saving total staffing costs.
	2 Develop new aquatics class offerings.	Department-specific	New class offerings will focus on health benefits and expansion of demographics.
	3 Move all trainings (CPR/ First Aid/ AED/ Lifeguard) to in-house trainer.	Priority 4	In-house training will cut costs and improve documentation, will possibly require purchase of equipment.
	4		
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Renovate facility to maximize space (Splash Pad).	Priority 1	A new Splash Pad as a replacement for the defunct kiddie pool area would allow full community usage of the facility.
	2 Evaluate facility for future expansion and operational restructuring.	Priority 1	Possible move of concessions operation.
	3 Explore improved pool heating options.	Department-specific	Improved pool heating would allow for an expanded season of use for the community.
	4 Expansion of pool programming to include swimming clubs and special events.	Department-specific	
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Replace pool lining.	Priority 1	Existing lining will not last forever.
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



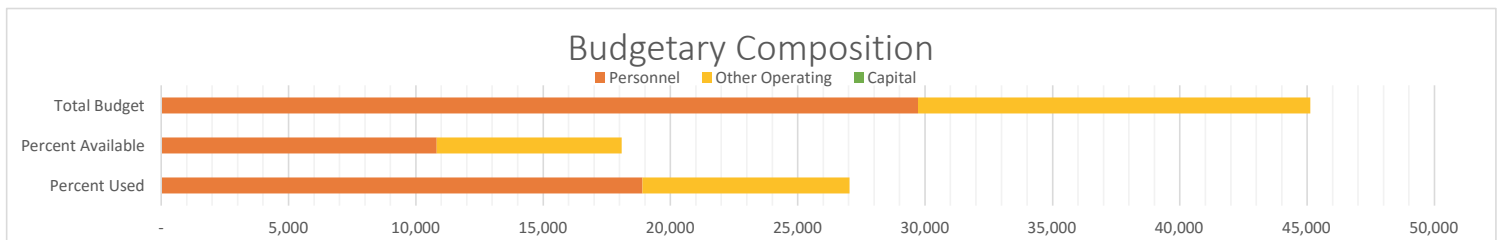
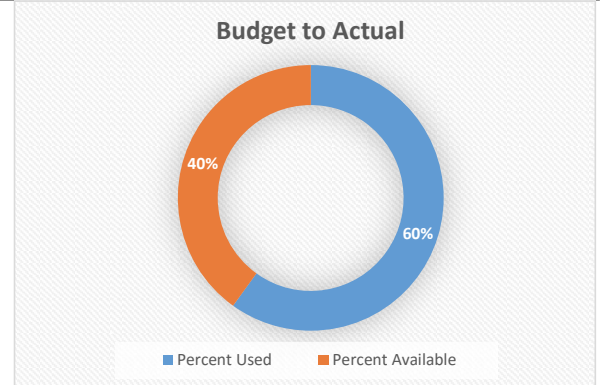
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	0.32
Division	GOLF	224	
Section	GOLF	2240	

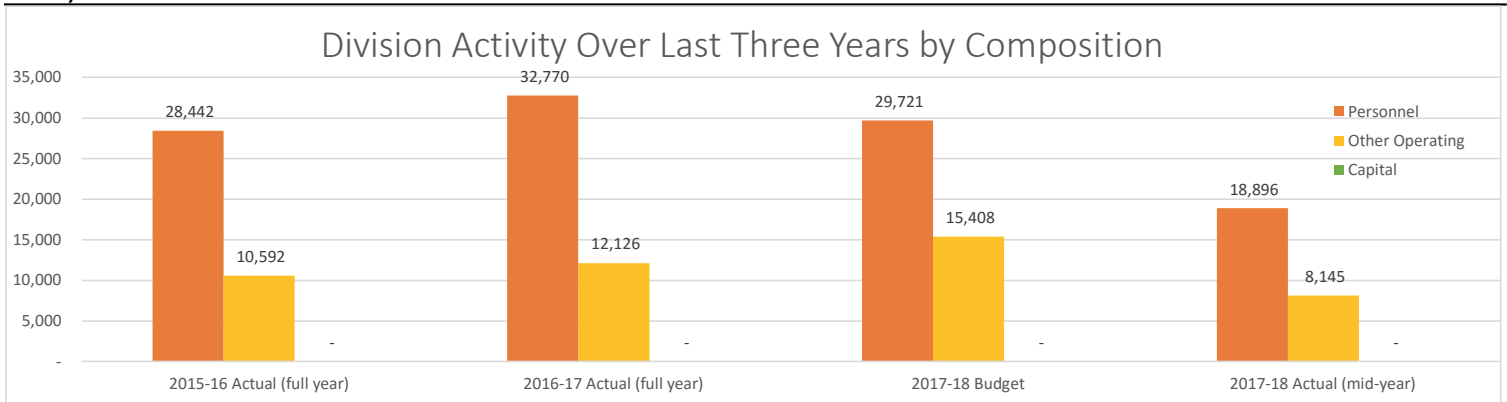
Description

The City of Ukiah contracts with Tayman Park, a private contractor specializing in golf course management, to manage the operations, maintenance, and improvements at the Ukiah Valley Golf Course. The facility is a Northern California Golf Association (NCGA) rated 18-hole, Par 70 course consisting of 5,850 yards of play on 89 acres. The City's budget for this operation is for administration and oversight of the management contract.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Work with Tayman Park to expand play and tournament activities, ongoing work performed by Tayman Park.	In Progress	Working with Tayman Golf Group to accomplish this objective.
2	Tayman Park will continue to expand food and beverage services and improve outdoor seating and improvements to the Todd Grove Clubhouse.	In Progress	Working with Tayman Golf Group to accomplish this objective.
3	Tayman Park will implement the 5th operation and capital improvement plan as well as submit the 6th year plan for review and approval. Projects and programs include irrigation water source development, tee reconstruction, fairway and collar resurfacing, irrigation component replacement, cart paths, patio renovation, and electrical trenching.	In Progress	Working with Tayman Golf Group to accomplish this objective.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Continue to work with Tayman Park on building improvements.	Priority 1	
	2 Continue to work with Tayman Park to provide additional food and beverages.	Priority 1	
	3 Continue to work with Tayman Park to increase revenue.	Department-specific	
	4		
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Continue to explore with Tayman Park the feasibility of a Driving Range; ongoing work performed by Tayman Park.	Department-specific	The highest priority at this point is completing the irrigation system renovation. Driving range would follow.
	2 Continue to work with Tayman Park and the Water Department to bring the purple pipe irrigation to the golf course.	Priority 1	
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Continue building and turf maintenance.	Department-specific	
	2		
	3		
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

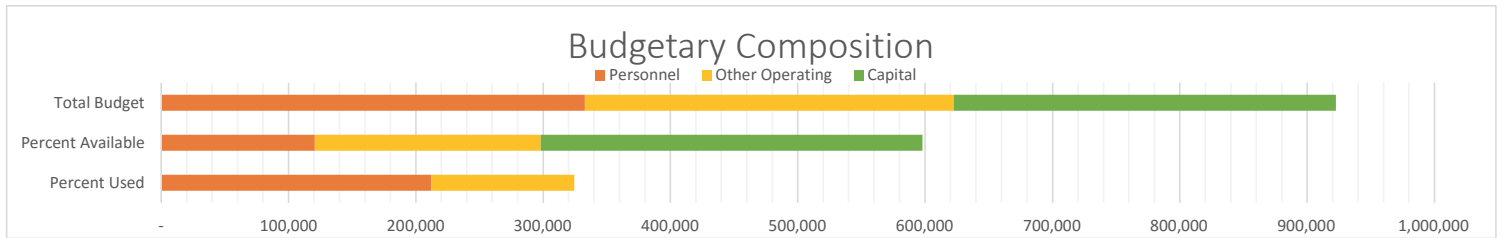
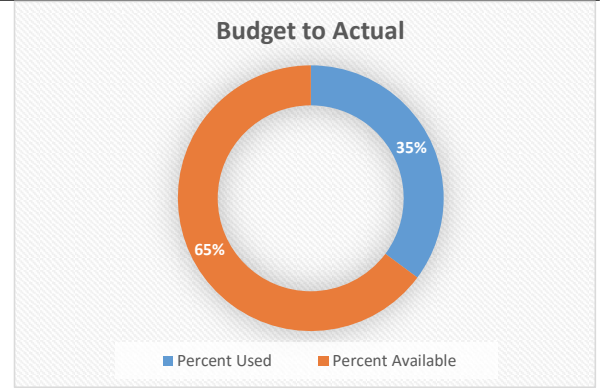
	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	4.42
Division	BUILDINGS & GROUNDS MAINTENANCE	225	
Section	BUILDING MAINTENANCE	2250	

Description

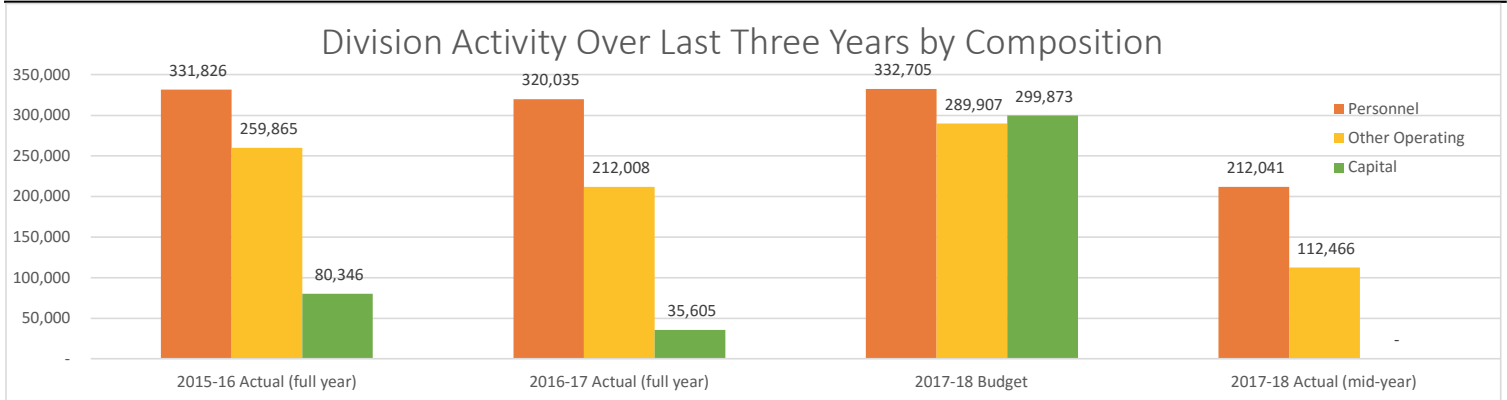
The Building Maintenance division provides operational maintenance for the Civic Center, Annex Facility, Train Depot, UVCC, Grace Hudson Museum, ARRC and Gym, and many other City owned and operated buildings.

It is also responsible for ongoing preventative and routine maintenance and emergency repairs. This division also participates in supporting and staffing events.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Provide building and facility maintenance.	In Progress	This is an ongoing process.
2	Coordinate and assist with Capital Improvement Projects as listed in the budget.	In Progress	This is an ongoing process.
3	Provide staffing for special events as needed.	In Progress	Staff assisted with Pumpkinfest, Holiday events and more.
4	Provide safe work environment for employees.	In Progress	On going process.
5	Develop schedule for routine maintenance procedures.	In Progress	On going process.
6	Evaluate HVAC systems and replace any failing units.		One unit has been replaced at the Civic Center UPD Offices.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS
Fiscal Year: 2018-19
Department: COMMUNITY SERVICES
Division: BUILDING MAINTENANCE

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Provide quality maintenance services.	Department-specific	This includes performing routine checks every three to six months to make sure everything is in working order.
	2 Improve communication to employees for facility needs.	Department-specific	Through the use of Facility Dude work orders.
	3 Carry out a facility condition assessment of the buildings.	Department-specific	Evaluate and document the level of deferred maintenance.
	4 Work on projects that will reduce environmental impact by reducing energy or water usage.	Department-specific	
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Evaluate HVAC systems and replace any failing units.	Department-specific	
	2 Re-evaluate planned maintenance schedules to continue to provide reliable service.	Department-specific	Online Facility Maintenance Portal.
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LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Provide building and facility maintenance.	Department-specific	
	2 Continue to modernize and upgrade our maintenance portal/system.	Department-specific	
	3		
	4		
	5		

City of Ukiah
Activity Summary

Fiscal Year 2017-18



	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	3.02
Division	CONFERENCE CENTER	226	
Section	CONFERENCE CENTER	2260	

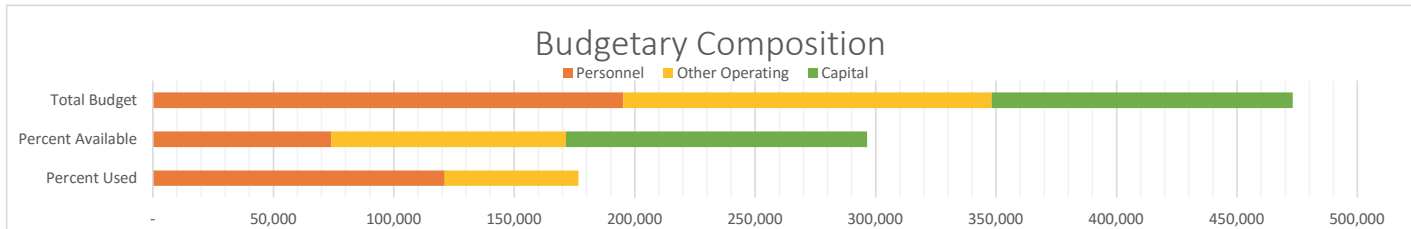
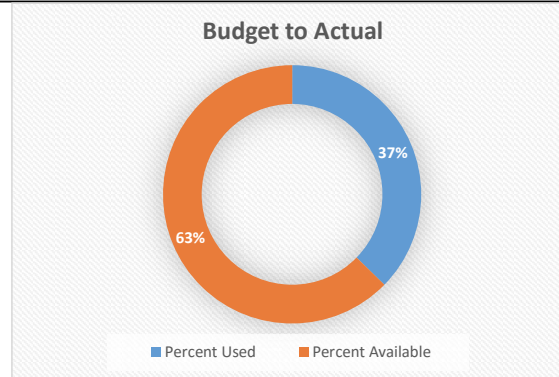
Description

The Ukiah Valley Conference Center (UVCC) is a multi-use facility that operates as a meeting focused event center for small or large events, as well as providing tenant spaces for retail and offices.

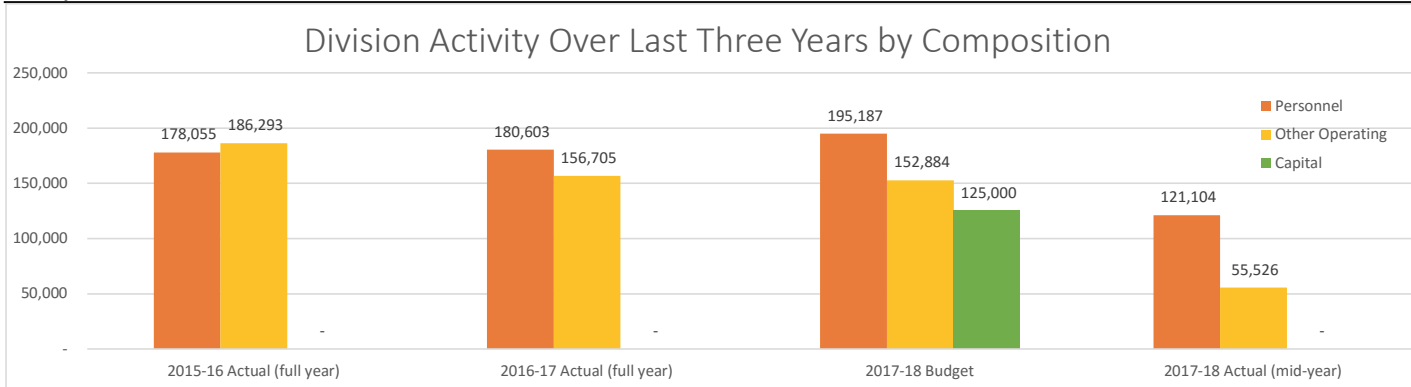
UVCC is an important asset to the City of Ukiah that serves as a hub of commerce and connection that brings people from all over the state to downtown Ukiah.

The Conference Center also coordinates tenant activities at other City properties.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Maintaining an active Facebook account with growing user base and continuing to increase visibility through social media, specifically targeting small conferences, conventions and rentals with a social media plan.	In Progress	On going objective.
2	Participate in meeting professional organizations in California to increase exposure, including the North Bay Wedding Fair & the Meeting Professionals International (MPI) Annual Expo & Conference.	In Progress	On going objective. This year we were able to provide rental space for HBO because of establishing these connections.
3	Continue a comprehensive inventory and inspection evaluation of banquet furniture to repair and/or replace.	In Progress	On going objective. New chairs have been identified and in the process of being ordered.
4	Replace worn video screens to keep the facility in full operating functionality.	In Progress	On going process.
5	Strive to incorporate our Core Values into all areas of our operations.	In Progress	On going process.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS
Fiscal Year: 2018-19
Department: COMMUNITY SERVICES
Division: CONFERENCE CENTER

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Modernize and replace HVAC system.	Department-specific	Funding secured. Currently working with Purchasing and Vendors to complete.
	2 Purchase new chairs.	Department-specific	Funding secured. Currently working with Purchasing and Vendors to complete.
	3 Replace carpet in Red Rooms.	Department-specific	Funding secured. Currently working with Purchasing and Vendors to complete.
	4 Increase online exposure.	Department-specific	An increased online presence would attract more potential customers.
	5 Modernized/Increase Signage for Rear of Building.	Department-specific	Clients often have trouble locating rear entrance. Increased signage would not only be more inviting but helpful to clients and customers.

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Replace boardroom tables in smaller rooms.	Department-specific	Current tables are being worn down and need modernization and replacement.
	2 Increased Conference Center Staff Training.	Department-specific	To provide a higher standard of customer service and be able to offer more in house services to increase revenue.
	3 Increased and modernized technology in office and for clients.	Department-specific	New office technology would allow staff to service clients more efficiently while new technology (speaker phone, projector, etc) would allow more revenue streams.
	4 Update lobby space.	Department-specific	Secure funding to furnish lobby space and hallways.
	5 Update smaller meeting rooms.	Department-specific	Secure funding for paint, carpet etc.

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Seek long-term clients.	Priority 3	Long-term clients would provide a reliable stream of revenue.
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



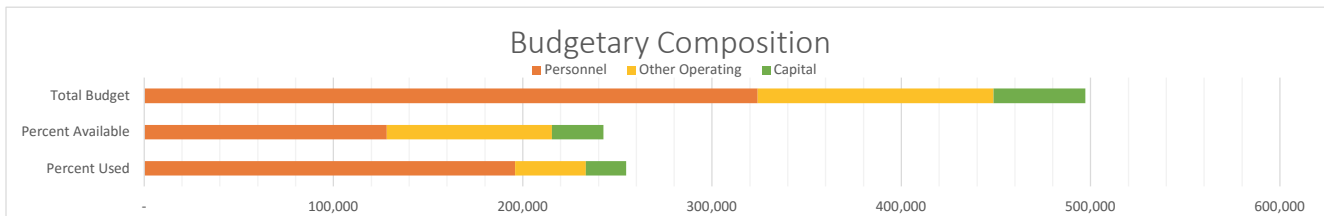
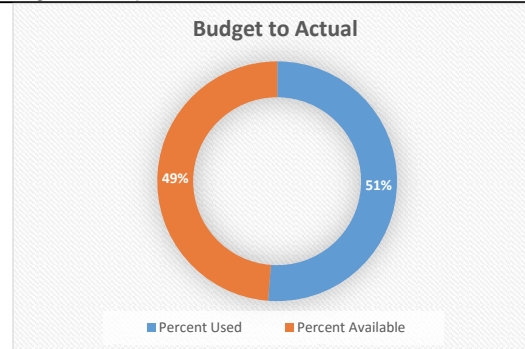
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	3.99
Division	MUSEUM	227	
Section	MUSEUM	2270	

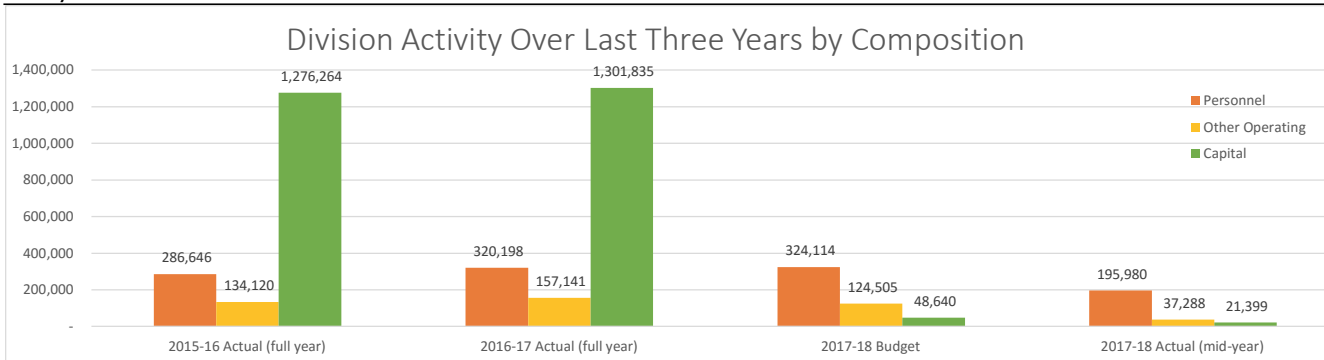
Description

The Grace Hudson Museum and The Sun House preserve, document, research and interpret the Carpenter-Hudson collections for public benefit, with emphasis on the lifework of artist Grace Carpenter Hudson (1865-1937) and her husband, ethnologist Dr. John W. Hudson (1857-1936). The Hudson-Carpenter family's contributions enrich the understanding and development of the artistic, historical and cultural heritage of California's North Coast during the late 19th and early 20th century guide and inform the Museum's activities. A living cultural resource for the entire community, the Museum continues the Hudson-Carpenter family legacy by producing related programs, publications and exhibitions that provide quality educational experiences in the arts and humanities for all visitors. (Adopted by the Ukiah City Council in 1988)

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Present four major exhibitions: •Tom Killion's woodcut prints of the California Coast. •Mendocino County glass artists. •California native wildflowers and how climate change is impacting them. •Early California artists and Grace Hudson contemporaries Grafton Tyler Brown and Edward Espey.	In progress	Killian and glass artists exhibitions completed and were very popular with visitors as were accompanying public programs. California wildflower show opens Feb 10 with a strong slate of public programs scheduled in partnership with the local chapter of the California Native Plant Society. Wildflower show to be followed in June by Native American photography exhibition organized by the C.N. Gorman Museum at UC Davis. The Hudson-Brown-Espey exhibition is progressing nicely with opening now scheduled for early October.
2	Work with a graphic designer to develop and produce a variety of promotional materials to launch and engage the public in visiting The Wild Gardens.	In progress	Efforts around the Wild Gardens have largely been redirected towards completion of interpretive components. Development of promotional materials will follow.
3	Engage in long-term planning for the Museum and its operations and produce a written strategic plan. (This process will involve the new Museum Director and other City of Ukiah staff, Sun House Guild Board, Grace Hudson Museum Endowment Board, and representatives from other key Museum supporter and user groups.)	In progress	The new Director has discussed the importance of strategic planning with all major stakeholder groups and is currently in the process of identifying a prospective facilitator.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS
Fiscal Year: 2018-19
Department: COMMUNITY SERVICES
Division: MUSEUM

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Work with Sun House Guild Board to restore and revitalize historic landscaping around the Sun House, including restoration of a functional irrigation system.	Priority 3	Funds were raised at the museum's 2017 gala to accomplish this work as well as wood protection treatment for exterior of Sun House. Wood treatment has been accomplished leaving \$17,000 for irrigation, landscape design, and planting. It appears, however, that costs for restoration of irrigation and historic landscaping will exceed that amount. Additional funding of roughly \$10,000 will need to be secured for completion of the project.
	2	Create policies and fee structure for rental of the museum's public room and other possible museum spaces.	Priority 3	This will need to occur before promotion and marketing of rentable spaces can begin.
	3	Fully plot out exhibition calendar through 2020.	Priority 2	Currently, exhibitions need to be identified for summer 2019 and winter/spring 2020.
	4	Create 2-3 year operations plan based on adopted strategic priorities.	Priority 2	Strategic priorities will be a key outcome of upcoming strategic planning.
	5			

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Implement a 2-3 year operations plan to advance strategic priorities.	Priority 3	Strategic priorities will likely focus on financial sustainability; strong and relevant programming; full activation of the Wild Gardens (including interpretive elements and school-appropriate curriculum); marketing & promotion; care for collections, buildings, and infrastructure.
	2	Create and initiate a comprehensive fundraising campaign that both grows the endowment and provides support for operations and programming.	Priority 3	This assumes a comprehensive campaign is identified as tactic for securing financial sustainability.
	3	Ensure the museum plays an active role in promoting and growing tourism in the Ukiah Valley and Mendocino County.	Priority 3	This will be done through vital programming; marketing; and partnerships with local/regional organizations, businesses, and academic institutions.
	4			
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1			
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City of Ukiah
Activity Summary



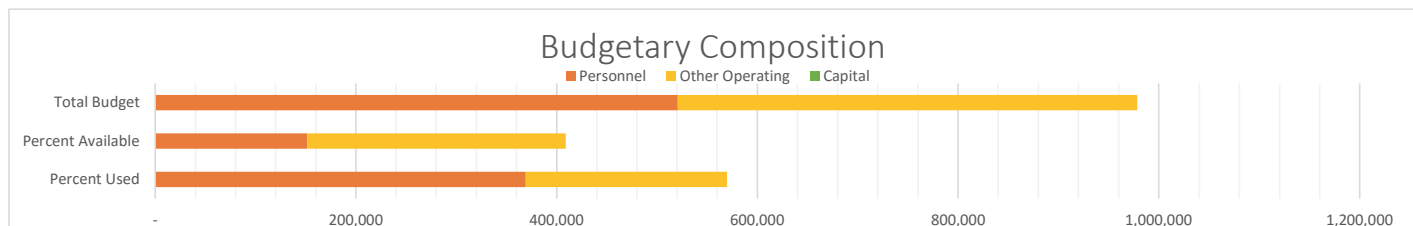
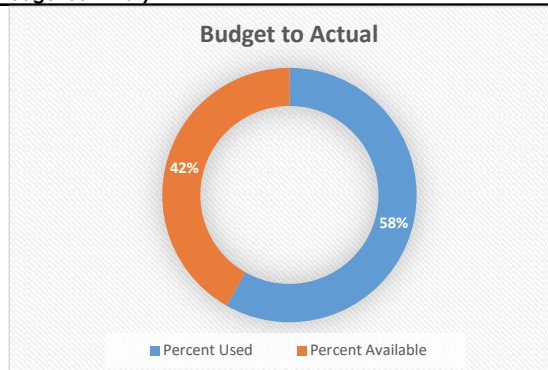
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY SERVICES	22	9.30
Division	RECREATION	228	
Section	RECREATION	2280	

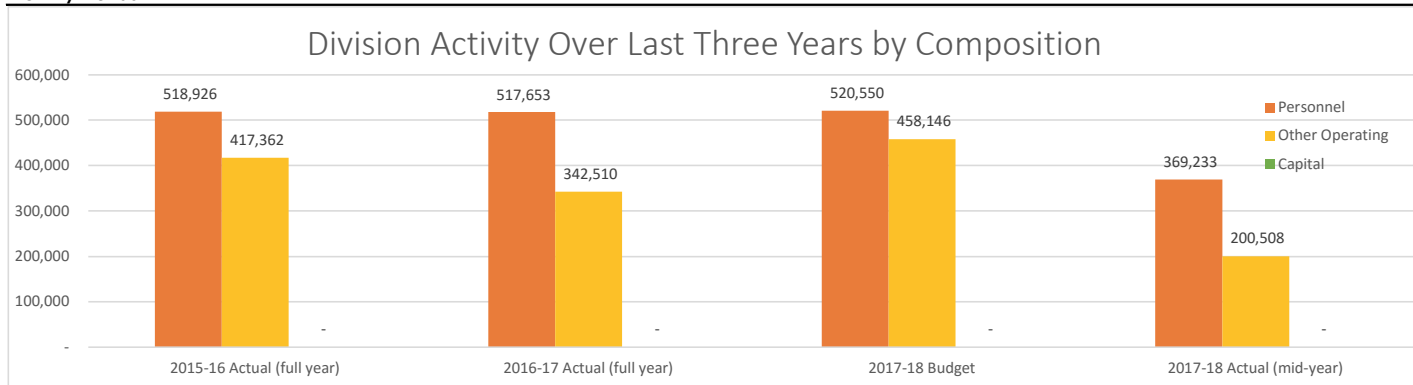
Description

The Recreation Division facilitates a wide array of youth and adult recreational programs including classes, sports leagues, camps, clinics and tournaments. Recreation Staff is responsible for operating seasonal programs such as Summer Safari Day Camp, Aquatics and Ukiah on Ice. Three times per year, the Recreation Division proudly produces the Recreation Guide, now done in-house. The Division is the lead agency in executing City-sponsored community events. All programs and events lead by the Recreation Division rely on well-coordinated sponsor recruitment, marketing, community volunteers, employment of local youth and facility management.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Streamline recruitment and hiring process for part-time staff who work out of various GL accounts and in various capacities.	Completed	Part-time employee hiring now flows through a generic "Recreation Assistant" template enabling employees to work under multiple GL accounts without extra paperwork.
2	Install new control system for scoreboards at Sports Complex which will post live scores online through the web based application.	Deferred	Deferred to next year based on available funding.
3	Remove and replace degraded mural at Municipal Pools.	In Progress	Will be complete this spring.
4	Create Children's Triathlon Event utilizing City facilities including Municipal Pools, Todd Grove Park and adjacent parks (Giorno and Lions Field).	Completed	The first annual Kids Triathlon was a huge success with over 120 participants.
5	Develop "Friends of Observatory Park" group to sustain fiscal viability and volunteer program support.	In Progress	Strategic plan is being developed by staff and volunteers. Will continue meeting in the third quarter with planning consultant.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS
Fiscal Year: 2018-19
Department: COMMUNITY SERVICES
Division: RECREATION

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Develop Teen Program as addition to Summer programming.	Department-specific	Children ages 13-15 are in need of summer activities and programs in our community.
	2	Reorganize Department Staff to improve services and cut costs.	Priority 4	Create new Seasonal Program Coordinator position by eliminating 5 part-time positions, thus saving total staffing costs.
	3	Continue to implement fundraisers for Youth Sports programs to fund new equipment.	Department-specific	Youth Softball and Basketball need new equipment and better facilities which cannot be funded through fee increases.
	4	Restructuring of Free Summer Events to better serve the needs of the community.	Department-specific	Expand and improve the event offerings to include educational and healthy lifestyle elements.
	5	Outfit Department Van with graphic wrap and equipment for special events.	Department-specific	Improve Department profile and branding.

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Develop plan for Softball Complex parking lot.	Priority 1	Parking lot needs lighting and paving/ striping for safety and ADA accessibility.
	2	Fund new Movie screen through sponsorship.	Department-specific	Movies in the Plaza is in need of an updated screen and equipment.
	3	Install new lighting at Todd Grove stage area.	Priority 1	Existing lighting is outdated and barely functions.
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Incorporate expanded senior activities into Recreation offerings.	Department-specific	Department has very few offerings for Senior Citizens.
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CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

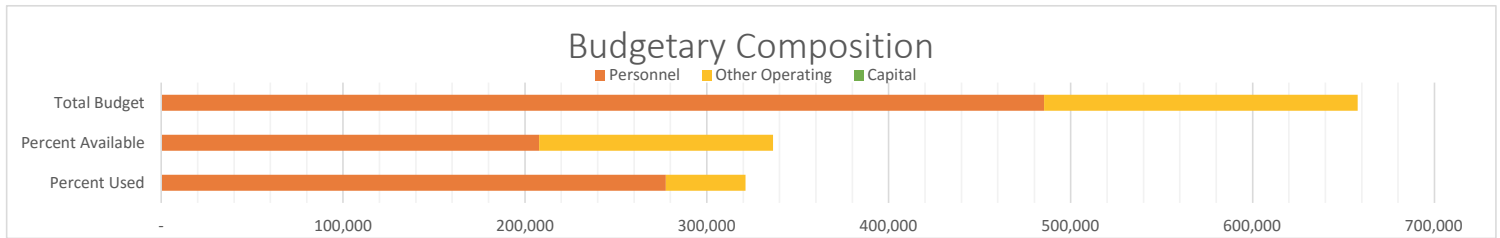
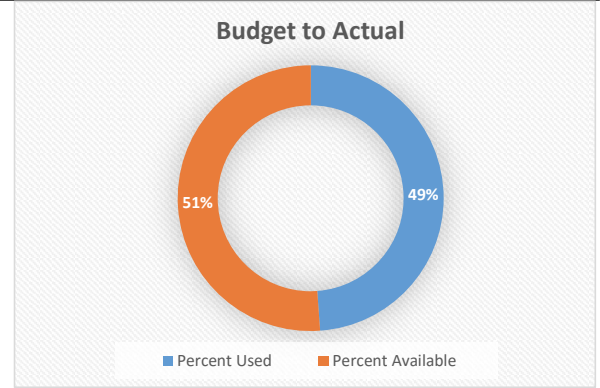
	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY DEVELOPMENT	23	3.44
Division	COMMUNITY PLANNING	231	
Section	COMMUNITY PLANNING	2310	

Description

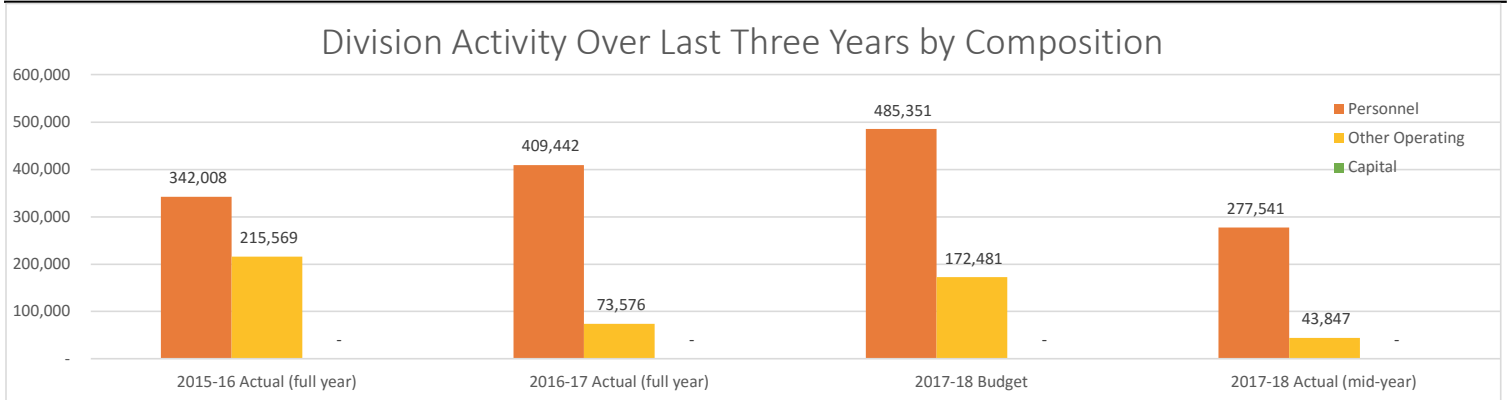
Planning Services is a division of the Community Development Department. Planning Services assists property owners, developers, and the public in matters related to the use and development of private property. This includes: providing information on the regulations and guidelines that apply to property and projects; reviewing and processing of building permits; providing assistance on project design and development; processing land use entitlements for private and public development proposals; and performing environmental review associated with development proposals.

Long Range Planning focuses on the development and implementation of the City of Ukiah General Plan. The General Plan consists of seven State of California mandated Elements and a State-certified Housing Element. Long Range Planning also develops, implements, and/or assists in the creation of special programs and projects such as the Airport Industrial Park Planned Development and creek master plans and the maintenance of the Zoning ordinance. Such efforts reflect current State law and modern planning principles.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Continue permit streamlining efforts.	In Progress	Permit streamlining act compliance was achieved on planning projects.
2	Implement and continue to work on marijuana dispensaries ordinance.	In Progress	The cultivation and cannabis-related business ordinances were completed by the ad hoc and posted on the division's web page. Still to be developed is the adult-use ordinance.
3	Complete site identification study for the Wagoner Neighborhood Park.	In Progress	The draft study was completed and presented to the Wagoner Neighborhood Association for comment. The study will be circulated to City advisory bodies for comment before being finalized.

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

4	Convert noticing to post card style notices.	Deferred	The Department is evaluating whether or not this will increase efficiency.
5	Amend Zoning Ordinance to comply with AB 2299 Second Unit Law.	Completed	Division staff developed the accessory dwelling unit ordinance and secured adoption from City Council.
6	Initiate the General Plan update process.		The General Plan update will be initiated once the department is fully staffed.
7	Continue professional support to the City Council, Planning Commission, Design Review Board, and Paths Open Space and Creeks Commission.	In Progress	The Paths Open Space and Creeks Commission has not had cause to meet. POSC will be re-engaged in the review of the Wagenseller Park Feasibility Analysis.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Consolidate number of forms, complete form updates and post on division web pages.	Priority 2	
	2	Recruit and hire Associate Planner- Housing and Planning Manager.	Priority 4	
	3	Start the General Plan update process.	Priority 2	This process typically takes 2-3 years.
	4	Organize and digitize planning records.	Priority 4	Improve service to public and speed up planning process; support city clerk central files process.
	5	Develop and deploy customer satisfaction survey.	Priority 4	
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	7			

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Complete the update of the General Plan.	Priority 2	
	2	Complete the EIR for the General Plan.	Priority 2	
	3	Start discussions about updating the Zoning Ordinance.	Priority 2	Typically, a Zoning Ordinance update follows a General Plan update.
	4	Develop standardization procedure for annual reporting on GP implementation.	Priority 2	
	5	Start discussions with Mendocino County about updating Ukiah Valley Area Plan (UVAP).	Priority 2	

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Implement the General Plan.	Priority 2	
	2	Complete update of the Zoning Ordinance.	Priority 2	Typically, a Zoning Ordinance update follows a General Plan update.
	3	Achieve a reputation for providing the highest level of planning services and outstanding customer service.	Priority 3	
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City of Ukiah
Activity Summary



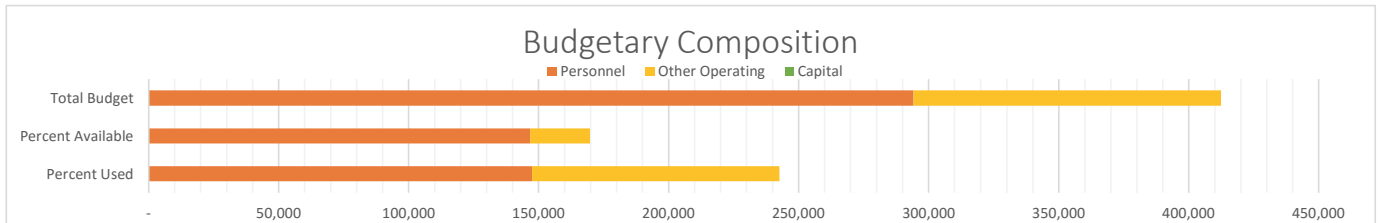
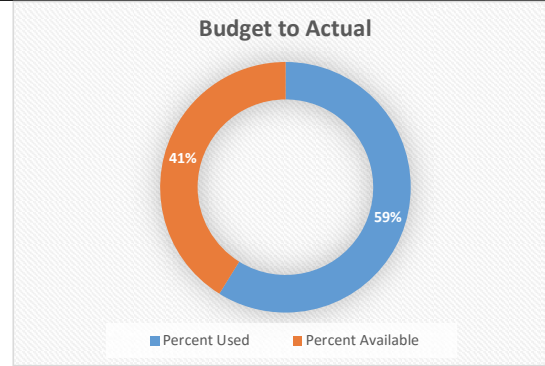
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY DEVELOPMENT	23	1.91
Division	BUILDING INSPECTION	233	
Section	BUILDING INSPECTION	2330	

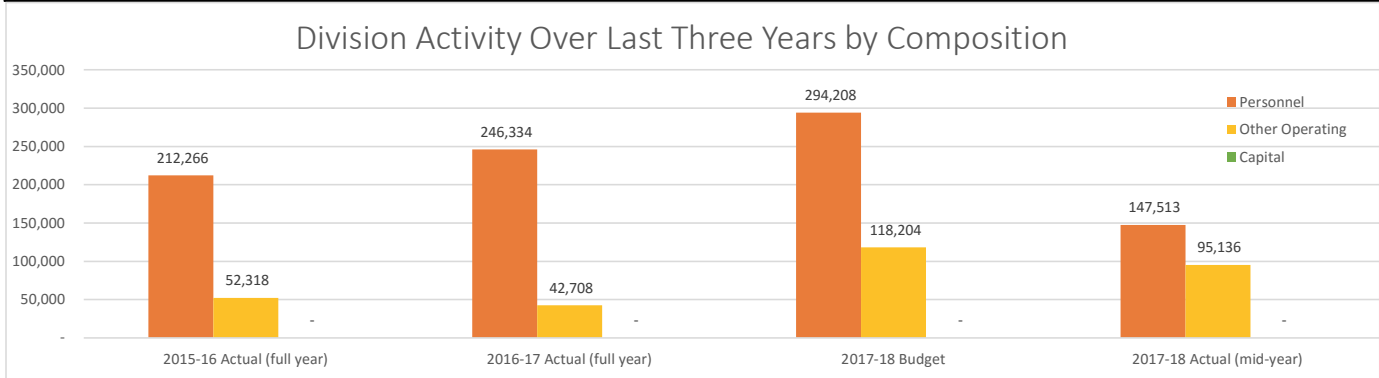
Description

Building Services is a division of the Community Development Department. Building Services is responsible for maintaining, thorough plan review and building inspection, the minimum requirements to safeguard the public health, safety, and general welfare of the community.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Continue cross training (building/planning) efforts.	In Progress	
2	Implement on-line Customer Self Service building permit application/issuance and building inspection scheduling.	Not Started	Additional training is needed by all division staff in the Munis permitting module. This will be accomplished in the next 6 months.
3	Palace Hotel building code violation enforcement: work with the receiver and building professionals to get started.	Completed	
4	Install front-counter computer for customer access to building permits, scheduling, and other information.	Deferred	The front counter computer is installed but is not yet ready for customer interaction. This will be deferred until after the office remodeling project is complete.
5	Provide local training on new codes to the community and advertise classes at the North Coast Builders Exchange and classes hosted by the local ICC Chapter, Redwood Empire Association of Code Officials.	In Progress	Building division staff are working with Planning division staff to update forms, including new educational resources for the public. Once these are completed, the division will provide training to the community.

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Recruit, hire, and train building inspector.	Priority 4	The new inspector will provide department consistency in the office and field.
	2 Continue cross-training efforts with other department team members.	Department-specific	Allows more seamless customer service experience and promotes division integration.
	3 Provide local training to the community, contractors, and code officials.	Priority 3	
	4 Expedite plan review and improve customer service at the front counter.	Priority 3	
	5 Restart rapid review.	Priority 3	

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Palace Hotel building code violation enforcement: conclude the violation process by completion of seismic retrofitting, weatherproofing, and reuse of the structure.	Priority 3	Complete or partial occupancy and restoration of the structure.
	2 Continue to provide local training to the community, contractors, and code officials.	Priority 3	An ongoing goal.
	3 Create a method for tracking review times and increase on-time first review for building permits beyond 90%.	Priority 3	
	4 Complete the organization and digitization of building files.	Department-specific	
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Continue cross training (building/ planning) efforts.	Priority 4	Helps when covering for others and provides a better service.
	2 Continue to provide local training to the community, contractors, and code officials.	Priority 4	An ongoing goal.
	3 Continue tracking and improving on-time first review for building permits beyond 90%.	Department-specific	
	4 Provide the most competent, efficient, and service oriented Community Development Department possible.	Department-specific	
	5 Achieve a reputation for providing the highest level of building services and outstanding customer service.	Priority 3	

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



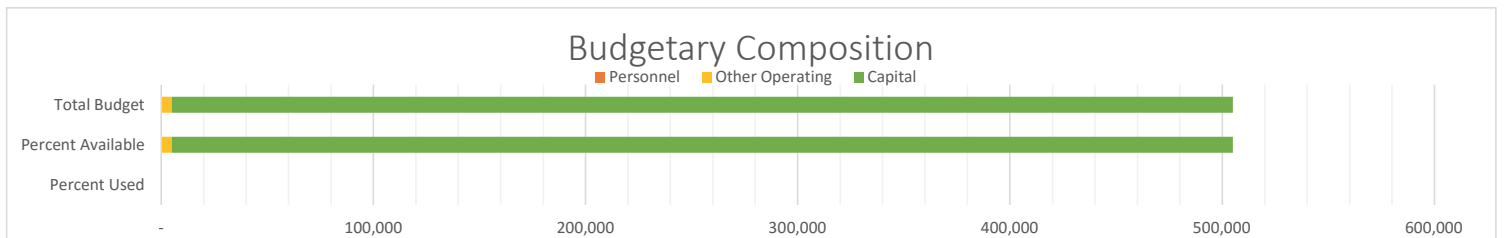
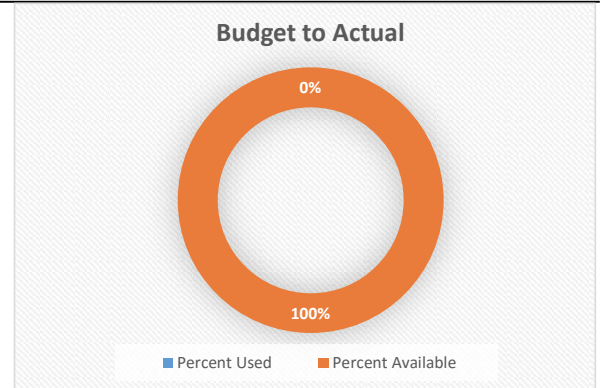
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	COMMUNITY DEVELOPMENT	23	0.00
Division	HOUSING	234	
Section	UNDEFINED		

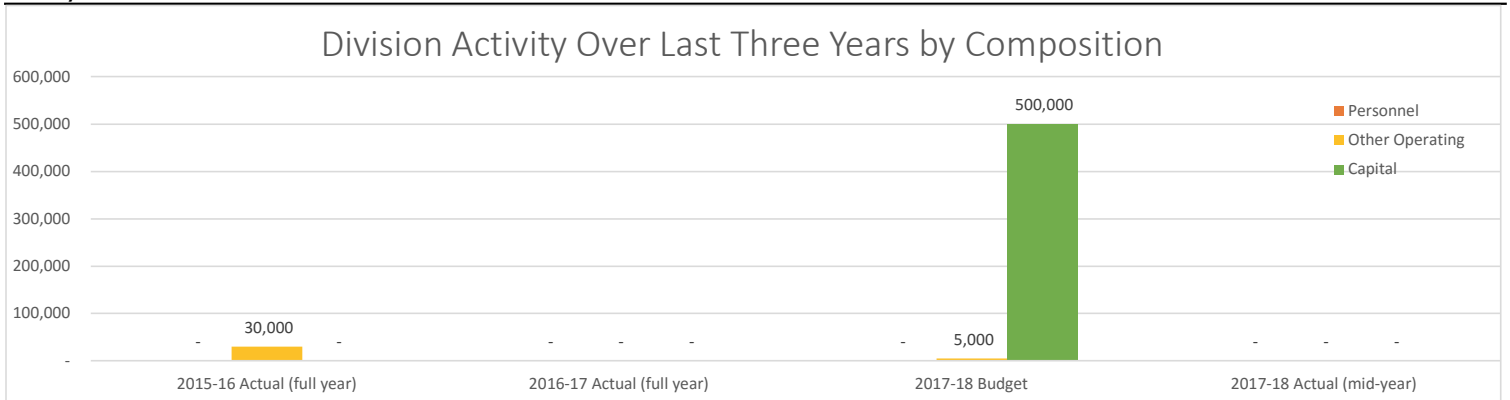
Description

Housing is a new division in the Community Development Department. The division is principally responsible for the development of programs and services to assist in meeting the housing needs for Ukiah's residents.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Develop short and long-term strategies for the expenditure of the City's housing bond proceeds.	Completed	Staff worked with City Council to develop and deploy a two-part housing strategy focusing on affordable and market-rate housing development.
2	Develop major activities and focus of Housing Division.	Completed	Division staff began implementation of the following major activities: CDBG and HOME program services and administration, economic development implementation, creation and deployment of Ukiah Housing Trust Fund resources.

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Deploy Ukiah Housing Trust Fund Resources.	Priority 3	
	2	Continue to facilitate the development of housing, both affordable and market-rate, in the City of Ukiah.	Priority 3	
	3	Recruit, hire and train new Associate Planner- Housing.	Priority 4	
	4	Work with Planning Division to implement zoning recommendations that facilitate the development of additional "middle-income" housing.	Priority 3	
	5	Deploy economic development resources to facilitate the creation and retention of new and existing jobs in Ukiah.	Priority 3	
	6	Host "housing summit" for developers and housing partners.	Priority 3	

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Work with Planning Services Division to update the General Plan Housing Element.	Priority 2	
	2	Fully implement housing, community and economic development programs and projects for the City of Ukiah.	Priority 3	
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		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Facilitate the development of an adequate supply of housing of all types for residents of the City of Ukiah.	Priority 2	
	2	Develop long-term programs and services that support the improvement and maintenance of housing stock in Ukiah.	Priority 3	
	3	Achieve a reputation for providing the highest level of housing and economic development services and outstanding	Priority 3	
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City of Ukiah
Activity Summary



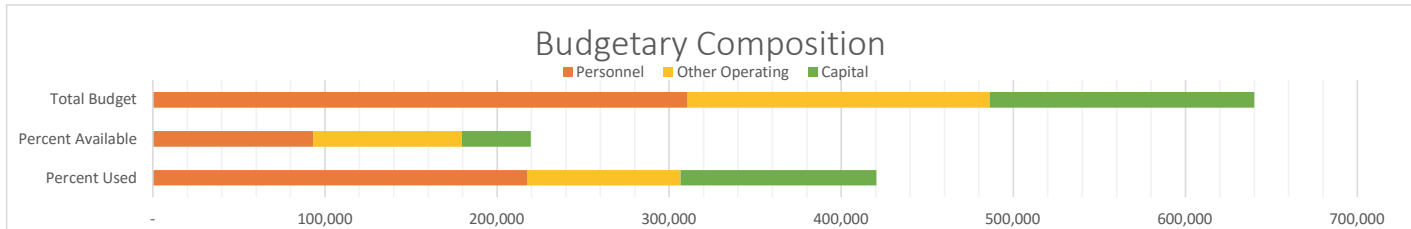
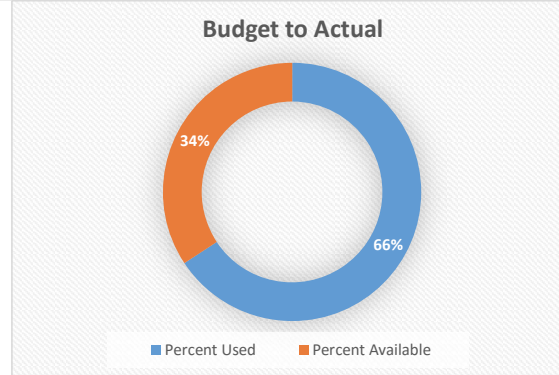
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	
Division	FLEET AND PLANT MAINTENANCE	241	
Section	GARAGE	2410	2.90

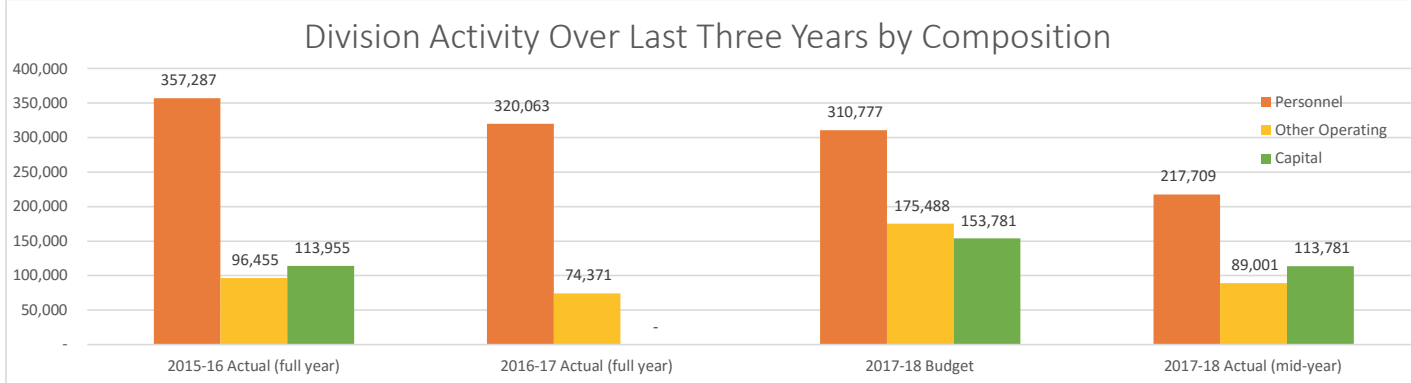
Description

The City Fleet and Plant Maintenance Facility provides maintenance to over 401 vehicles and equipment. The vehicles are serviced by four full-time mechanics. Vehicles are serviced at regular intervals, depending on use. The City mechanics ensure compliance with requirements of the California Highway Patrol, Bi-annual Terminal Inspections (CHP BIT), Occupational Safety and Health Administration (OSHA) Aerial Inspections, California Air Resources Board (CARB), Mendocino County Air Quality Management District (MCAQMD), and Mendocino County Division of Environmental Health (MCDEH).

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Restructure the personnel in the Fleet Maintenance Division.	Completed	Recruited for and hired a Plant Mechanic.
2	Replace heating system with a more efficient system.	In progress	
3	Maintain vehicle compliance with CHP BIT inspections as well as OSHA, CARB, MCAQMD and MCDEH requirements.	In progress	
4	Continue to provide service to all City departments, Ukiah Valley Fire Department, and Mendocino County District Attorney.	Completed	Ongoing
5	Replace pressurized overhead lubrication system.	In progress	
6	Continue to maintain compliance with the generator set which provides emergency backup power to the Civic Center per National Fire Protection Association (NFPA) 110 standards.		Ongoing

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: PUBLIC WORKS
Division: FLEET AND PLANT MAINTENANCE

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

	Objectives	Relation to Strategic Priorities		Comments
NEAR-TERM	1 Restructure the personnel in the Fleet Maintenance Division.	Priority 4	With the added responsibilities of both the Water and Wastewater Treatment facilities, personnel is required to assure adequate coverage and compensation.	
	2 Replace heating system with a more efficient system.	Department-specific	Replace aged infrastructure.	
	3 Maintain vehicle compliance with CHP BIT inspections as well as Occupational Safety and Health Administration (OSHA), California Air Resources Board (CARB), Mendocino County Air Quality Management District (MCAQMD) and Mendocino County Department of Environmental Health (MCDEH) requirements.	Department-specific	Ongoing	
	4 Continue to provide service to all City departments, Ukiah Valley Fire Department, and Mendocino County District Attorney.	Priority 2	Ongoing	
	5 Provide maintenance support to the Water and Wastewater Treatment Plants.	Priority 4	Utilize in house expertise to accomplish efficiency and provide redundancy.	
	6 Replace pressurized overhead lubrication system.	Department-specific	Replace aged infrastructure.	
	7 Continue to maintain compliance with the generator set which provides emergency backup power to the Civic Center per National Fire Protection Association (NDPA) 110 standards.	Priority 1	Ongoing	

	Objectives	Relation to Strategic Priorities		Comments
INTERMEDIATE-TERM (2-5 YEARS)	1 Perform preventative maintenance to the Garage Facility.	Priority 1	Address deferred maintenance to aging infrastructure.	
	2 Implement asset management program.	Priority 1	Team members to begin vetting solutions for effective implementation of an asset management program.	
	3			
	4			
	5			

	Objectives	Relation to Strategic Priorities		Comments
LONG-TERM (6+ YEARS)	1 Expand Garage facility.	Priority 1	Accommodate larger fleet.	
	2 Full implementation of an asset management program.	Priority 1	Asset management program is fully functioning.	
	3			
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

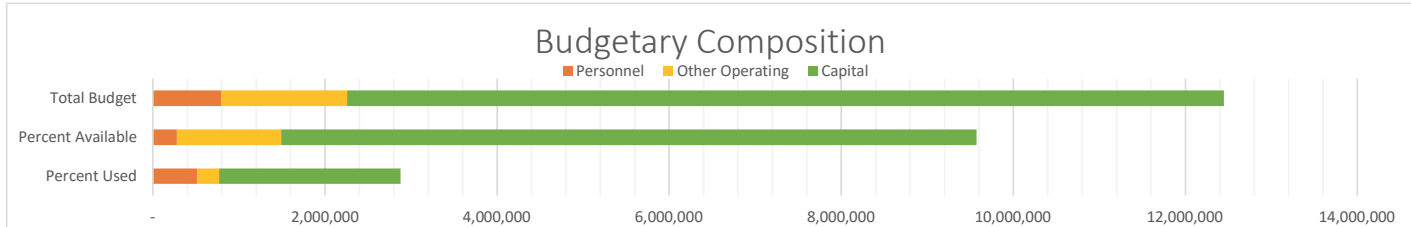
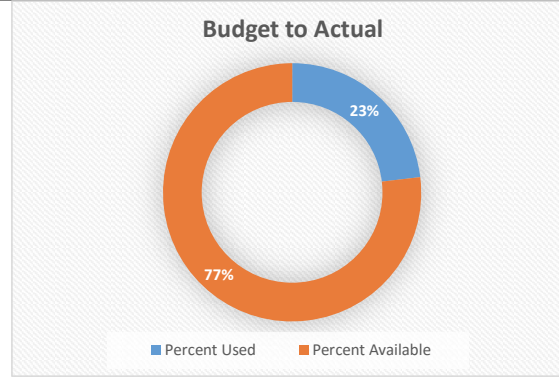
	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	8.08
Division	ENGINEERING/STREETS	242	
Section	ENGINEERING/STREETS	2420	

Description

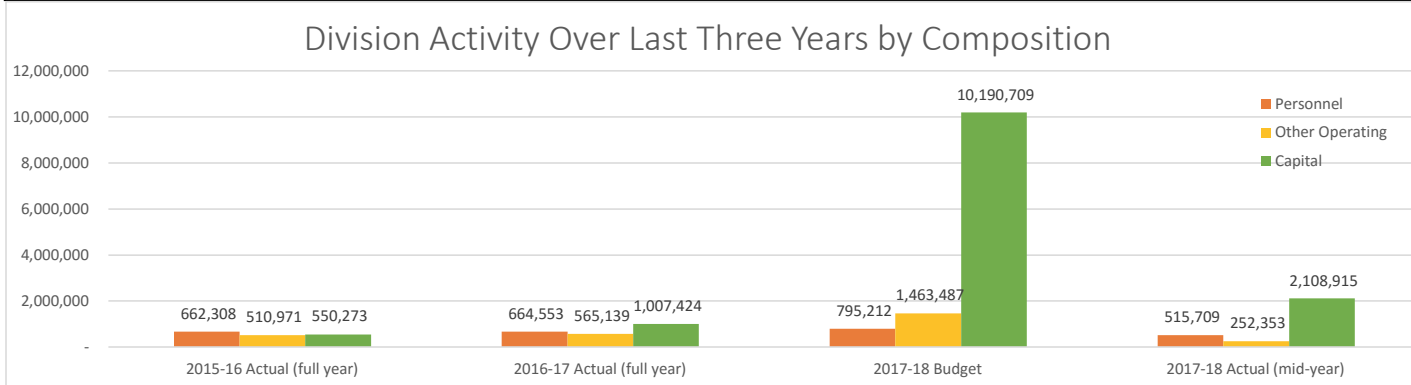
The Engineering Division provides development review on projects, manages capital improvement projects from design through construction, manages and implements the City's Storm Water Management Plan for compliance with NPDES, staffs the Traffic Engineering Committee, and evaluates projects for grease trap ordinance compliance and sewer lateral testing/replacement, etc.

The Streets Division is a General Fund operation. It consists of five full-time permanent employees, one street sweeper and one seasonal position.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Continue maintenance of traffic signal system.	In progress	
2	Coordinate repairs resulting from signal pole knockdowns.	In progress	
3	Coordinate minor adjustments to traffic signal controllers.	Not started	
4	Evaluate traffic signal maintenance contract.	Completed	Completed and awarded.
5	Participate in joint City-MCOG-County project at N State & Empire Drive/Ford Rd and N. State and Kuki Lane.	In progress	
6	Continue "Master Pavement Rehabilitation Program (MPRP)" - Year 3.		City Sourced is being used.
7	Complete construction of 2016 Sewer & Water replacement project and street rehabilitation (Washington, Luce, and Observatory).	In progress	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: PUBLIC WORKS
Division: ENGINEERING

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Continue "Master Pavement Rehabilitation Program (MPRP)" - Year 3.	Priority 1	On-going. With the recent hiring of an Engineering Analyst and the approval of a sales tax measure for street maintenance, staff is optimistic about designing and completing several key street maintenance projects.
	2 Complete construction of street rehabilitation project (Washington, Luce, and Observatory).	Priority 1	Construction of this project will extend into this fiscal year.
	3 Implement a Trench Cut Fee.	Priority 3	Implementation of this fee will be critical as the City begins to pave streets.
	4 Complete paperwork for Rail Trail, Phase 3.	Priority 1	The City will need to determine whether to resubmit an application for funding of this project.
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Utilize Pavement Management Program to select intermediate term projects for street paving.	Priority 1	May need to accumulate funding over a few years to pay for projects.
	2		
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Utilize Pavement Management Program to select long-term projects for street reconstruction.	Priority 1	May need to accumulate funding over several years to pay for projects.
	2		
	3		
	4		
	5		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



Fiscal Year 2017-18

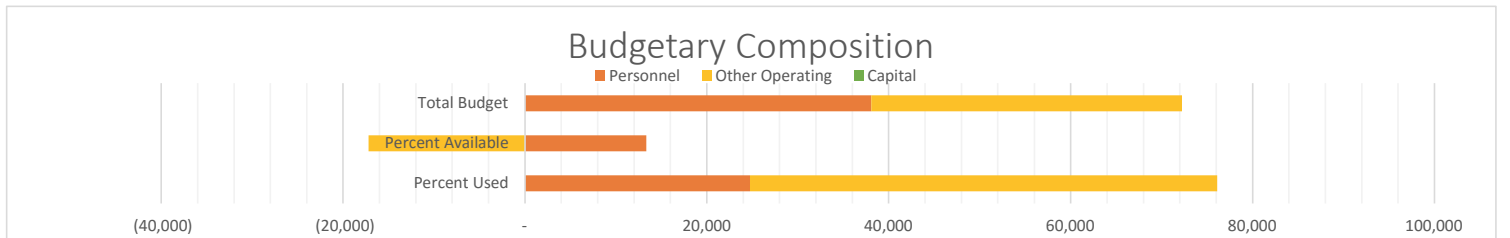
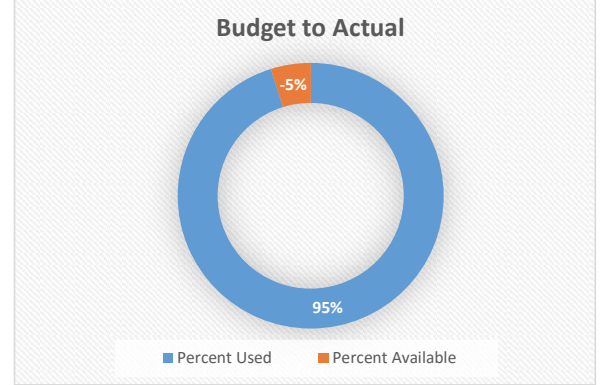
	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	
Division	CORPORATION YARD	243	
Section	CORPORATION YARD	2430	

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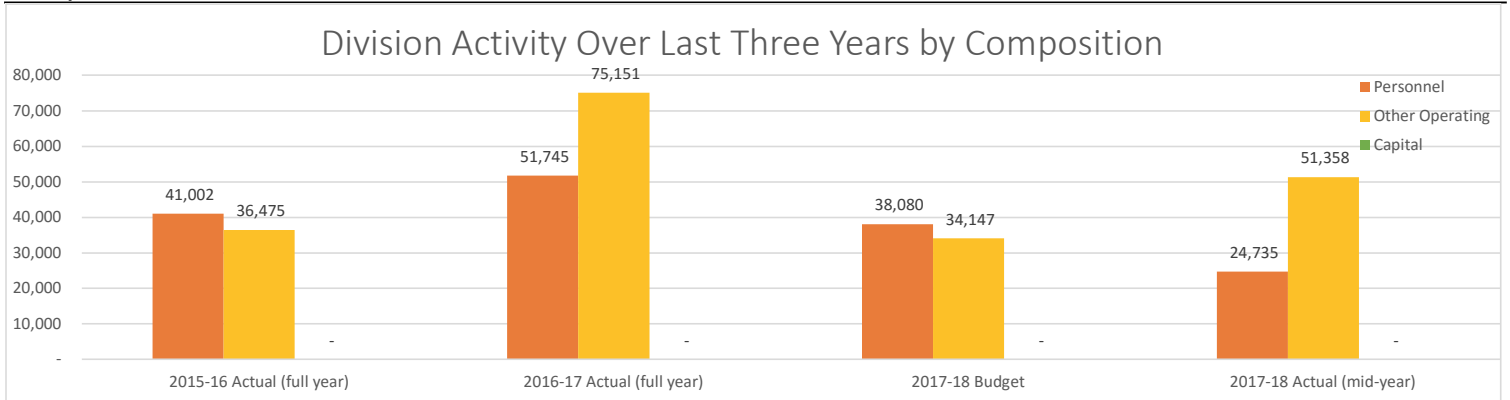
Description

The Corporation Yard is the base of operations for Public Works field crews and Electric crews, and serves as the City Fleet and Plant Maintenance Facility. The Street Maintenance Crew, the Water and Sewer Maintenance Crew, and the Electric Utility Maintenance Crew stage their equipment and maintenance supplies at the Corporation Yard. Expenses for the Corporation Yard are divided respectively based on the amount of square feet that each department occupies.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Plan for personnel resources to make minor improvements.	In progress	
2	After the proposed North Coast Regional Water Quality Control Board (NCRWQCB) Low Threat Case Closure is approved, decommission, and remove the dual phase extraction and ozone sparge remediation system, abandon monitoring wells, and abandon extraction wells.	In progress	Closure is approved per the NCRWQCB.
3	Pave area near material bays in the Corporation Yard.	Completed	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: PUBLIC WORKS
Division: CORPORATION YARD

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Continue major repairs to the Corporation Yard including fixing broken windows, replacing trim boards, painting buildings, cleaning up debris and general maintenance of the grounds and facilities. Janitorial Services will no longer be contracted as a result of the new position being recommended.		Repairs are ongoing.
	2	After the proposed North Coast Regional Water Quality Control Board (NCRWQCB) Low Threat Case Closure is approved, decommission, and remove the dual phase extraction and ozone sparge remediation system, abandon monitoring wells, and abandon extraction wells.	Priority 1	Bid documents are being prepared to decommission the system.
	3	Pave area near material bays in the Corporation Yard.	Priority 3	Meet regulatory requirements of NCRWQCB.
	4			
	5			

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Replace fence around the entire Corporation Yard.	Priority 2	Prevent future loss from break-ins.
	2	Develop a plan to improve all buildings and facilities to current day standards.	Priority 4	Budget for Corporation Yard facility master plan.
	3			
	4			
	5			

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Improve all buildings and facilities to current day standards.	Goal 4	Provide facilities to protect the health and safety of the team members utilizing the facility.
	2			
	3			
	4			
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

**City of Ukiah
Activity Summary**



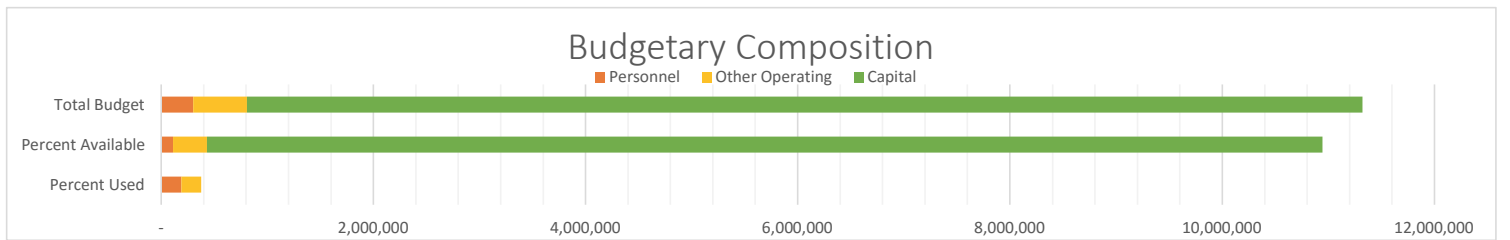
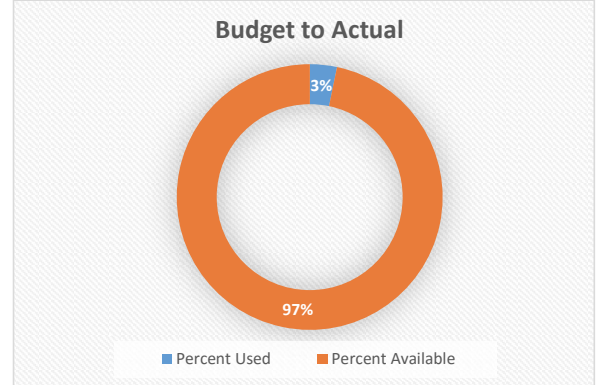
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	PUBLIC WORKS	24	2.40
Division	LANDFILL	245	
Section	LANDFILL DIVISION	2450	

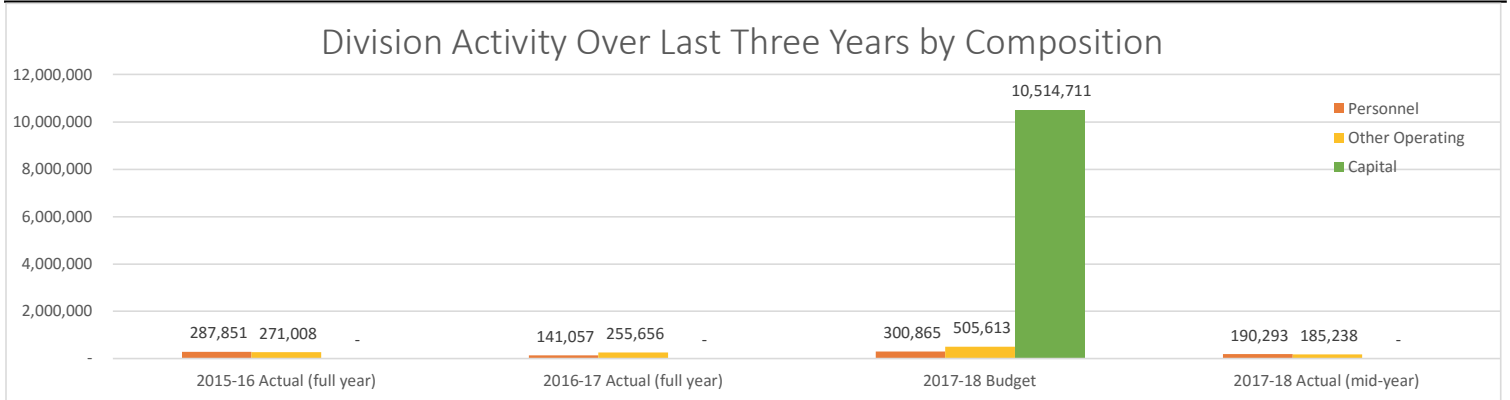
Description

The Landfill property, 283 acres, is maintained on a regular basis by the Street Maintenance Crew. The Engineering Division is currently working with the other agencies involved in the final cap and closure of the property. It is anticipated that construction activities will begin in 2018.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Complete Environmental Document.	Completed	
2	Complete Final Plans, Specs and Permits for Closure Construction.	In progress	
3	Begin Closure construction.	Not started	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: PUBLIC WORKS
 Division: LANDFILL

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

			Objectives	Relation to Strategic Priorities	Comments
	NEAR-TERM	1	Complete Environmental Document.	Department-specific	
		2	Complete Final Plans, Specs and Permits for Closure Construction.	Department-specific	
		3	Begin Closure construction.	Department-specific	
		4			
		5			

			Objectives	Relation to Strategic Priorities	Comments
	INTERMEDIATE-TERM (2-5 YEARS)	1	Maintain Landfill per WDR's from Regional Board.	Department-specific	
		2			
		3			
		4			
		5			

			Objectives	Relation to Strategic Priorities	Comments
	LONG-TERM (6+ YEARS)	1	Maintain Landfill per WDR's from Regional Board.	Department-specific	
		2			
		3			
		4			
		5			

City of Ukiah
Activity Summary



Fiscal Year 2017-18

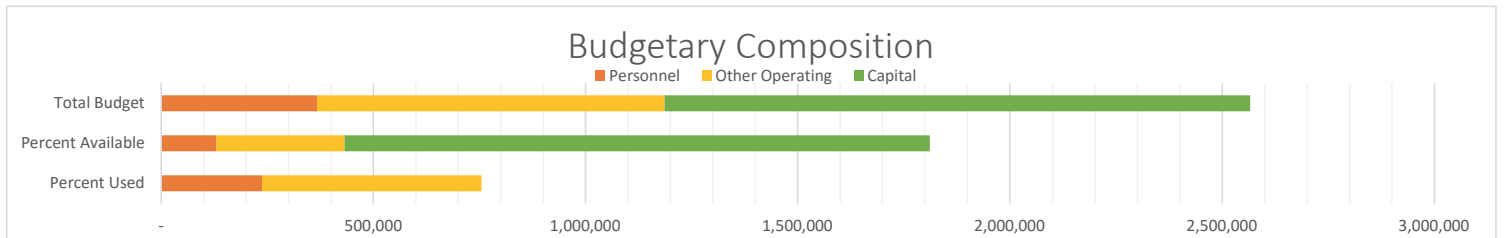
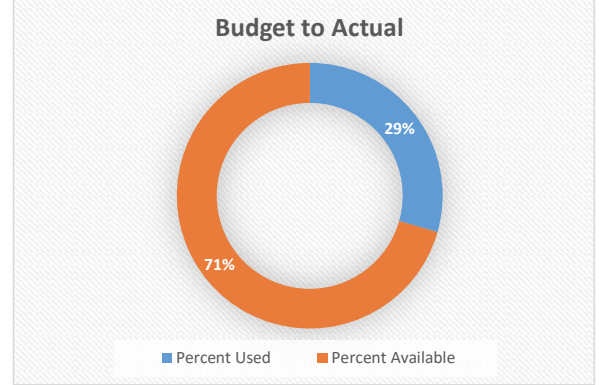
	Name	Number	Number of FTEs (department-wide)
Department	AIRPORT	25	4.24
Division	AIRPORT OPERATIONS	252	
Section	AIRPORT OPERATIONS	2520	

Description

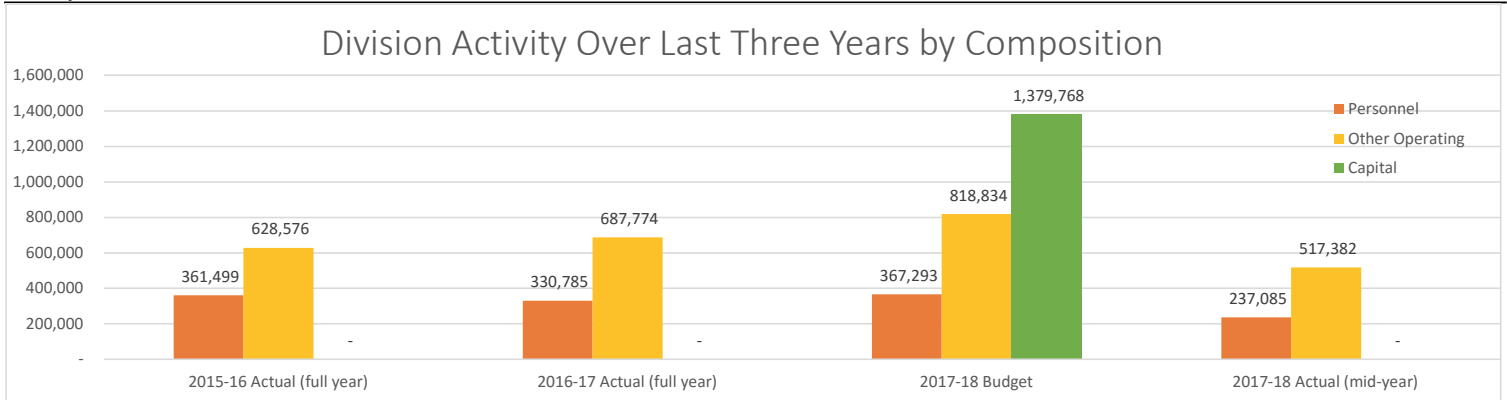
The Ukiah Municipal Airport provides an alternative form of transportation and emergency access in and out of Ukiah. To support this, the major activities of the Airport support the fueling of all forms of aircraft.

The operations and maintenance activities include the management, supervision and training of staff as well as the upkeep of facilities and equipment. The Airport: maintains over two miles of runway and taxi-way pavement; maintains 260 runway and taxi-way lights; maintains two fuel trucks-Jet A truck holding 5,000 gallons and Avgas truck holding 750 gallons of fuel; maintains a 20,000 gallon bulk fuel storage tank that is split to hold 12,000 gallons Avgas and 8,000 gallons of Jet A; maintains 160 acres of airport property; and maintains

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Runway 15-33 Pavement Rehab & Taxiway Relignment Phase 1.	In Progress	Staff is working with the Federal Aviation Administration (FAA) to complete the design.
2	Phase 3 Convert Bulk Fuel storage tank to 20,000 of Jet A.	In Progress	Staff is working on a spec to replace the current tank.
3	Install 12,000 gallon AvGas Self fuel tank.	Completed	The 12,000 gallon AvGas tank was installed and operational in late summer, 2017.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: AIRPORT
 Division: AIRPORT OPERATIONS

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Runway 15-33 Pavement Reduction Phase 2.	Priority 1	Federal Aviation Administration (FAA) Grant Construction Project.
	2 20,000 Gallon Jet A fuel tank.	Priority 1	This will increase the fuel storage and availability during peak demands.
	3 Update Mendocino County Airport Land Use Commission (ALUC).	Priority 2	
	4		
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Taxiway B,D demo: Construction of new Taxiway A2, A4, R/W 33 Blast pad.	Priority 1	FAA Grant Construction Project.
	2 Rehab of Taxiway A, A3 and A5 Design.	Priority 1	FAA Grant Design Project.
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Rehab of Taxiway A, A3, and A5 .	Priority 1	FAA Grant Construction Project.
	2		
	3		
	4		
	5		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



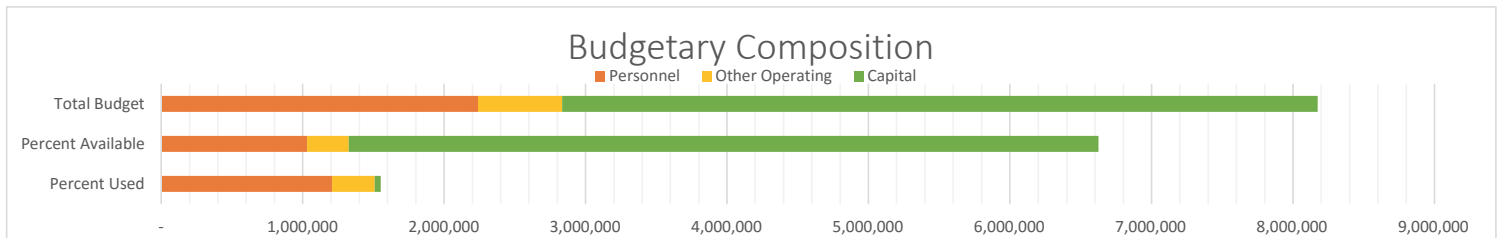
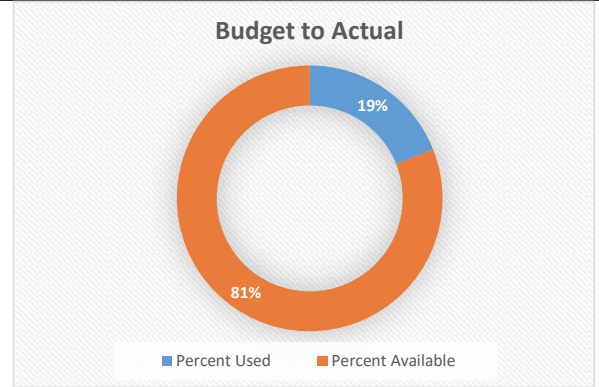
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	17.26
Division	ELECTRIC DISTRIBUTION	261	
Section	ELECTRIC DISTRIBUTION	2610	

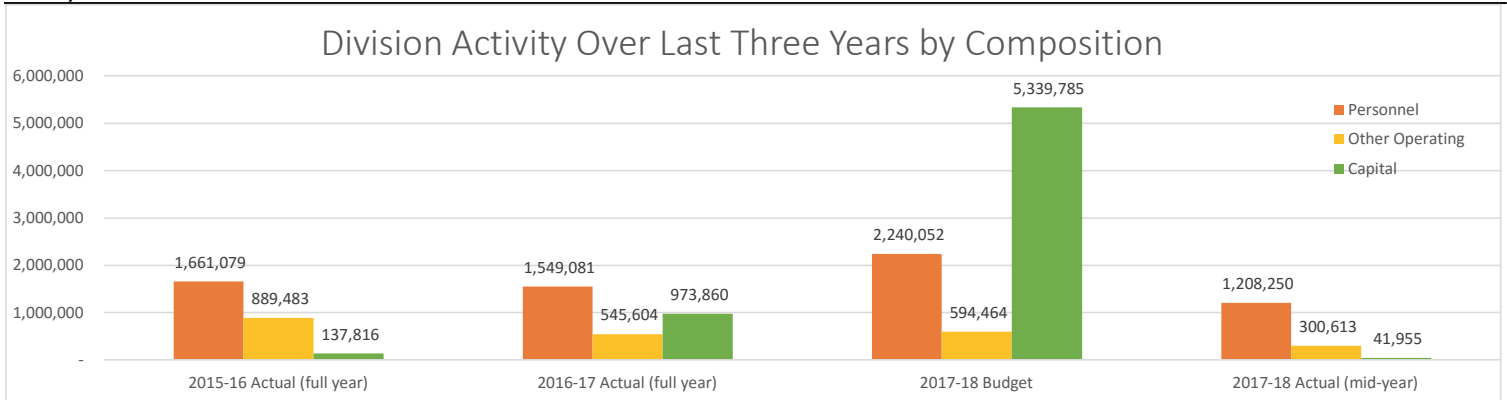
Description

The Electric Utility's Distribution Division provides skilled construction services supporting the customer's electric needs. The division also provides wide range of services including contract administration, inspection and 24x7 emergency response services supporting first responders. Our employees strive to meet the customer's needs while providing an effective low cost solution.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Improve customer satisfaction through access to their usage data, outage information and customer programs.	In Progress	
2	Continue with an aggressive maintenance and system improvement program.	In Progress	
3	Maintain our Low Carbon electric resource.	In Progress	
4	Recruit, develop and maintain a skilled workforce.	In Progress	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: ELECTRIC
Division: ELECTRIC DISTRIBUTION

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

		Objectives	Relation to Strategic Priorities	Comments
NEAR-TERM	1	Recruit and retain Linemen, Engineers, Technicians and other skilled electric staff.	Priority 4	
	2	Continue with an aggressive maintenance and system improvement program.	Priority 1	
	3	Expand local Low Carbon electric resources.	Priority 2	
	4	Continue revisions to Public Benefits and customer outreach.	Priority 1	
	5	Start AML project	Department-specific	Working with finance to implement.

		Objectives	Relation to Strategic Priorities	Comments
INTERMEDIATE-TERM (2-5 YEARS)	1	Recruit and retain Linemen, Engineers, Technicians and other skilled electric staff.	Priority 4	Improve compensation for highly skilled technical positions.
	2	Develop carbon free community based renewable resources.	Priority 2	
	3	Increase maintenance and system improvements improving reliability and capacity.	Priority 1	
	4	Encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Priority 3	
	5			

		Objectives	Relation to Strategic Priorities	Comments
LONG-TERM (6+ YEARS)	1	Provide the best in class technology for maintenance and system operations.	Priority 1	
	2	Continue to encourage customer participation in conservation and renewable energy through education and improved customer engagement tools.	Priority 3	
	3	Recruit, develop and maintain a skilled workforce.	Priority 4	
	4	Explore expanded product sales and services.	Priority 3	
	5			

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



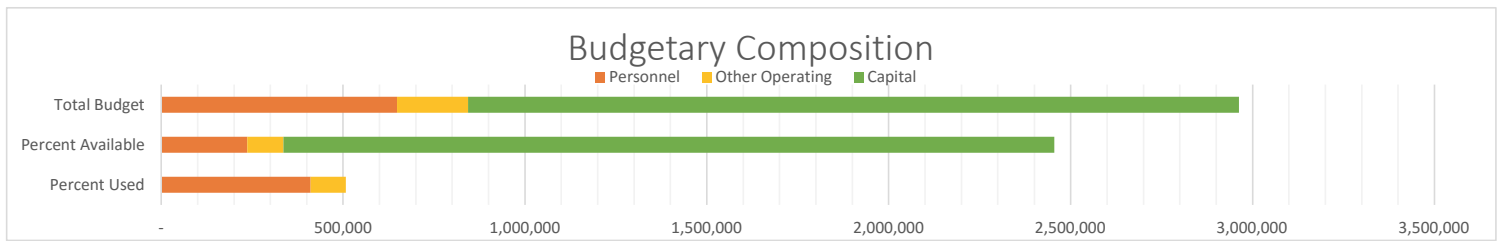
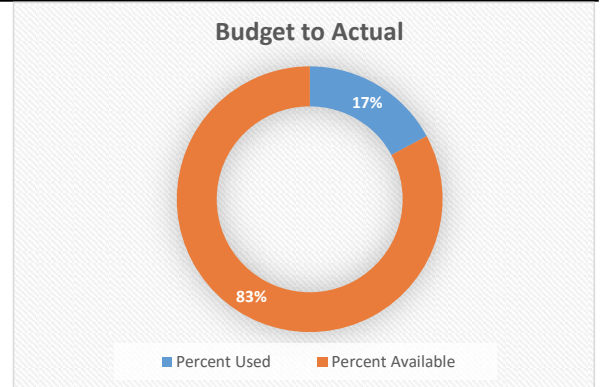
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	2.15
Division	TECHNICAL SERVICES	262	
Section	TECHNICAL SERVICES	2620	

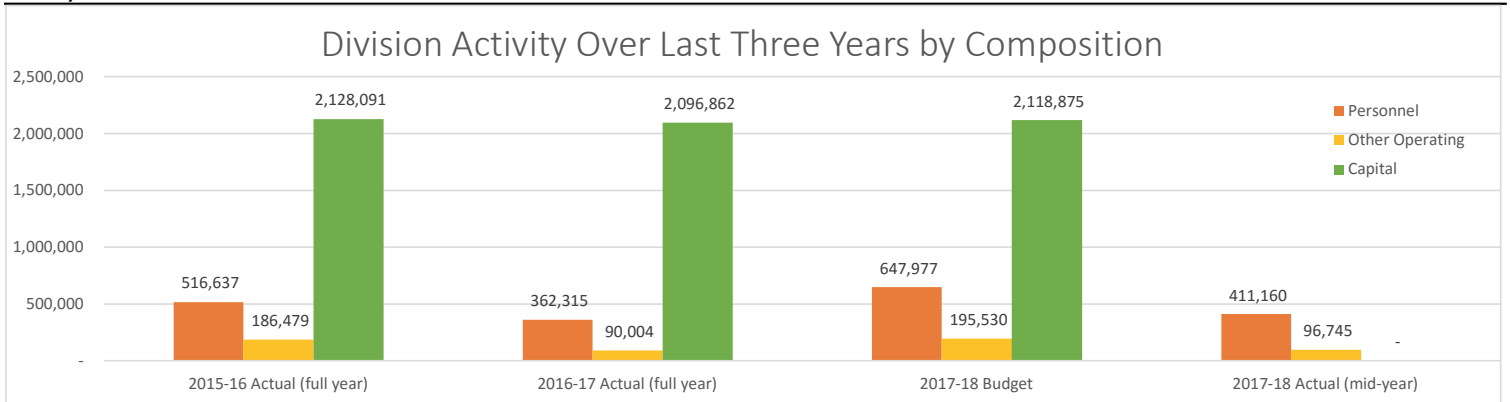
Description

The Electric Utility Technical Services Division is responsible for the operation, maintenance, testing and calibration of the Department's protection and control systems used for generation, distribution substation and data/communication systems. Responsibilities include High Voltage maintenance of vacuum and SF6 power circuit breakers, switchgear and power transformers. These are necessary and critical to the Department's operation. The Division plans and schedules work internally and externally with the USCOE, Fish & Game, Sonoma Water Agency and NCPA. The team deals with a wide variety of advanced systems that provide control and protection of the Utility's most critical systems.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Improve customer satisfaction through access to their usage data, outage information and customer programs.	Cancelled	
2	Continue with an aggressive maintenance and system improvement program.	In Progress	
3	Maintain our Low Carbon electric resource.	Completed	
4	Meet State reporting requirements.	Completed	
5	Recruit, develop and maintain a skilled workforce.	Completed	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: ELECTRIC
 Division: TECHNICAL SERVICES

City-Wide Goals		Description	
Goal 1		Develop a prioritized plan for public infrastructure	
Goal 2		Employ sound planning principles to the City and greater valley	
Goal 3		Promote and strengthen economic development	
Goal 4		Improve the organizational workplace environment	

	Objectives	Relation to City-Wide Goal		Comments
NEAR-TERM	1 Identify opportunities to improve efficiency, capacity and reliability for the many control and protection systems used by the electric utility.	Priority 1		
	2 Continue with an aggressive maintenance and system improvement program.	Priority 1		
	3 Expand local Low Carbon electric resources.	Priority 2		
	4			
	5			

	Objectives	Relation to City-Wide Goal		Comments
INTERMEDIATE-TERM (2-5 YEARS)	1 Maintain the City's Hydro electric, metering and Distribution Substation.	Priority 1		
	2 Identify opportunities to improve efficiency, capacity and reliability for the many control and protection systems used by the electric utility.	Priority 1		
	3 Employees are trained and proficient with the Department's control and protection systems.	Priority 4		
	4			
	5			

	Objectives	Relation to City-Wide Goal		Comments
LONG-TERM (6+ YEARS)	1 Provide the best in class technology for maintenance and system upgrades.	Priority 1		
	2 Research and develop additional services and products.	Priority 1		
	3 Recruit, develop and maintain a skilled workforce.	Priority 4		
	4			
	5			

City of Ukiah
Activity Summary



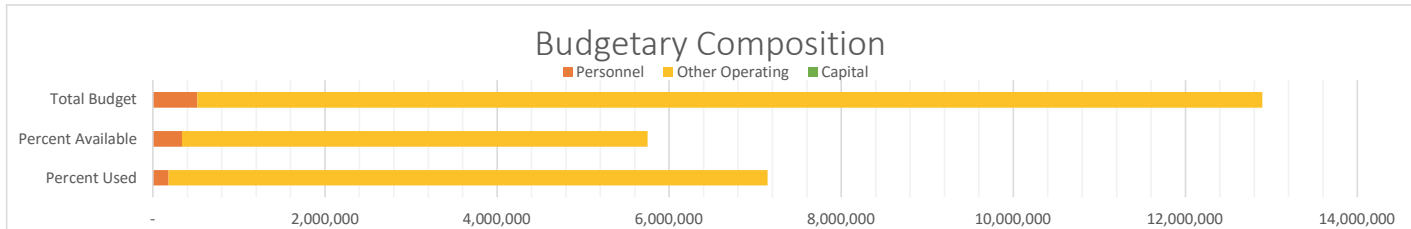
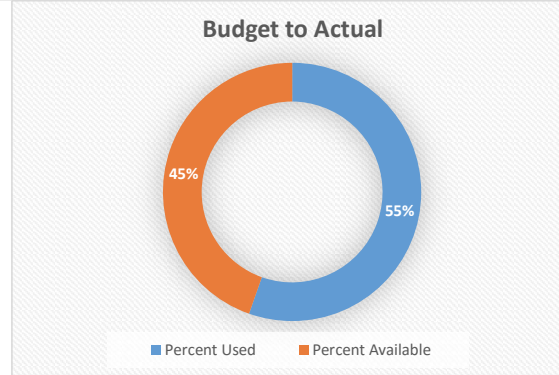
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	ELECTRIC	26	3.18
Division	ELECTRIC ADMINISTRATION	264	
Section	ELECTRIC ADMINISTRATION	2640	

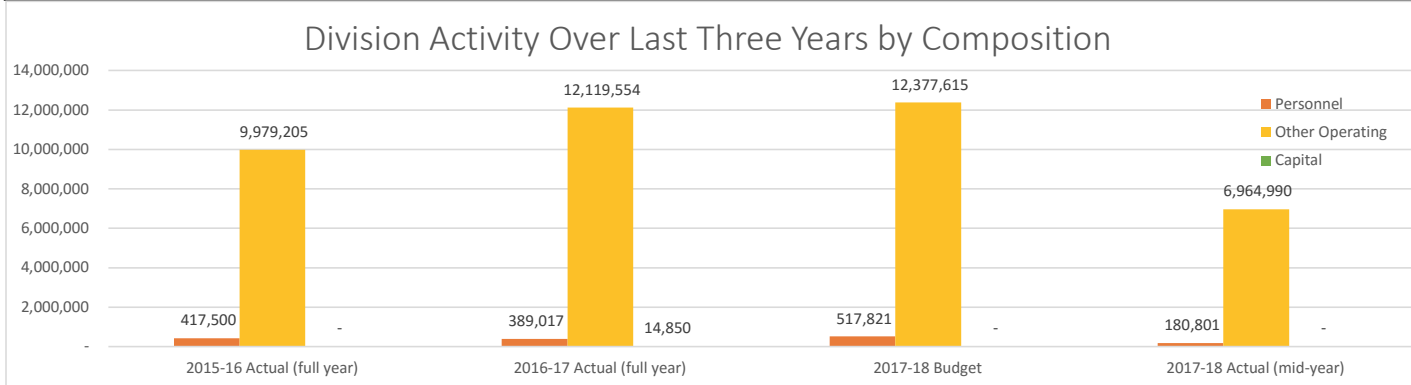
Description

The Electric Utility Administration Division provides the financial and organizational oversight of the department. Additionally, other duties include system design / engineering, administrative support, energy resource purchasing and system planning. This Division develops rates and rate structures, establishes department policies, goals and objectives, monitors cash flow, capital and O&M budgets, and coordinates training that develops each individual to their full potential for the department.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Improve customer satisfaction through access to their usage data, outage information and customer programs.	In Progress	
2	Continue with an aggressive maintenance and system improvement program.	In Progress	
3	Maintain our Low Carbon electric resource.	Completed	
4	Reallocate funding to Programs offered.	Completed	
5	Recruit, develop and maintain a skilled workforce.	In Progress	
6	Review and develop programs to benefit electric customers.	Completed	
7	Meet State mandated reporting requirements.	Completed	
8	Meet program performance goals and objectives.	Completed	

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: ELECTRIC
 Division: ELECTRIC ADMINISTRATION

Strategic Priorities		Description	
Priority 1	Develop a prioritized plan for public infrastructure		
Priority 2	Employ sound planning principles to the City and greater valley		
Priority 3	Promote and strengthen economic development		
Priority 4	Improve the organizational workplace environment		

	Objectives	Relation to Strategic Priorities		Comments
NEAR-TERM	1 Recruit and retain Linemen, Engineers, Technicians and other skilled electric staff.	Priority 4	Improve compensation for highly skilled technical positions.	
	2 Continue with an aggressive maintenance and system improvement program.	Priority 1		
	3 Expand local Low Carbon electric resources.	Priority 2		
	4 Continue revisions to Public Benefits and customer outreach.	Priority 3		
	5			

	Objectives	Relation to Strategic Priorities		Comments
INTERMEDIATE-TERM (2-5 YEARS)	1 Develop carbon free community based renewable resources.	Priority 1		
	2 Provide the best in class maintenance and system improvements increasing reliability and capacity.	Priority 1		
	3 Encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Priority 3		
	4 Recruit and retain Lineman, Engineers, Technicians and other skilled electric staff.	Priority 4		
	5 Develop electric energy programs that are useful and beneficial to our customers.	Priority 3		
	6 Review funding allocation and performance of each program offered.	Priority 1		
	7 Meet State mandated reporting and program performance goals.	Priority 1		

	Objectives	Relation to Strategic Priorities		Comments
LONG-TERM (6+ YEARS)	1 Provide the best in class technology for maintenance and system upgrades.	Priority 1		
	2 Continue to encourage customer participation in conservation and renewable energy through education and closer customer engagement.	Priority 3		
	3 Recruit and retain Lineman, Engineers, Technicians and other skilled electric staff.	Priority 4		
	4 Research and develop additional services and products. Actively monitor the industry for programs and services that best serve our customers.	Priority 3		
	5 Meet State mandated reporting requirements and program performance goals.	Priority 4		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



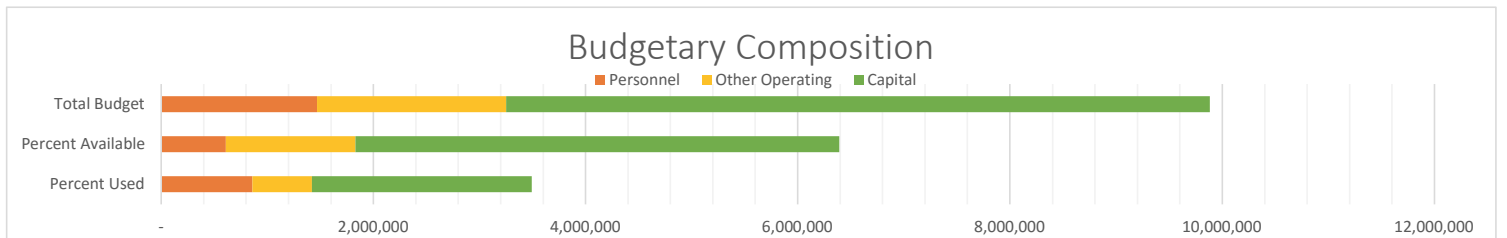
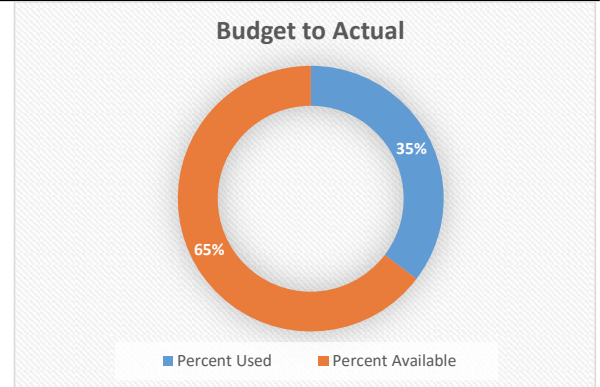
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	WATER RESOURCES	27	13.00
Division	WATER SERVICES	271	
Section	UNDEFINED		

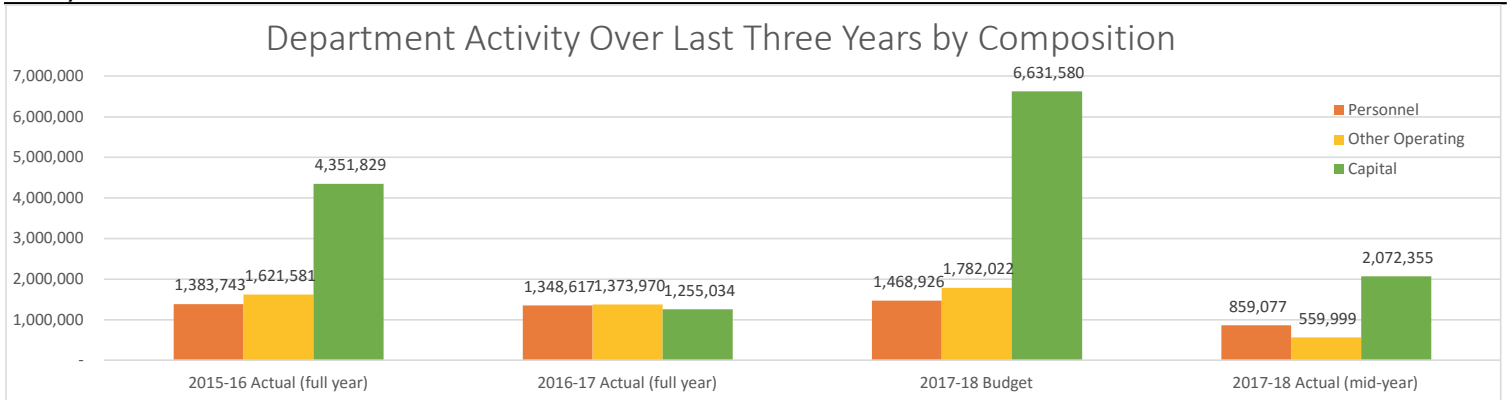
Description

The Water Division is comprised of three sections: Administration, Production and Distribution. The Administration section is responsible for all compliance, permitting, funding oversight, and budgeting and assists the other divisions with technical assistance. The Distribution section is closely coordinated with the Wastewater Collection section of the Wastewater Division, as the same team of employees maintains and improves both systems. The Production section is responsible for the operation and maintenance of the Water Treatment Plant (WTP) and all other groundwater and surface water sources. The water system is run by approximately 19 full and part-time employees.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Expand SCADA System to Wells and Booster Pumps.	In progress	Received cost estimate for system expansion.
2	Seismic Retrofit of PZ1S Reservoir Analysis.	Not started	
3	Construction Replacement Pressure Zone 2 South Reservoir.	In progress	Plans and specifications are prepared and ready to bid.
4	Begin Groundwater Sustainability Plan for SGMA Compliance.	In progress	County is preparing the RFP.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: WATER RESOURCES
 Division: WATER

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Expand SCADA System to Wells and Booster Pumps.	Priority 1	
	2 Seismic Retrofit of PZ1S Reservoir Analysis.	Priority 1	
	3 Construct Replacement Pressure Zone 2 South Reservoir.	Priority 1	Design initiated in FY 2016-2017.
	4 Begin Groundwater Sustainability Plan for SGMA Compliance.	Priority 2	
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Investigate expansion of percolation ponds.	Priority 2	Achieve zero discharge and improve groundwater recharge.
	2		
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Increase beneficial use under City Water Rights.	Priority 2	Optimize source timing and maximize conservation and conjunctive use.
	2		
	3		
	4		
	5		

City of Ukiah
Activity Summary



Fiscal Year 2017-18

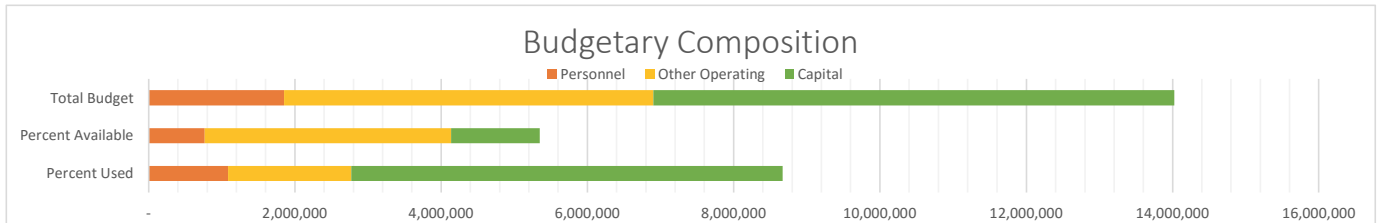
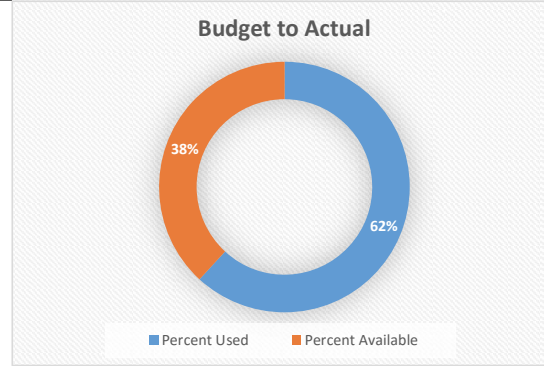
	Name	Number	Number of FTEs (department-wide)
Department	WATER RESOURCES	27	16.84
Division	WASTEWATER SERVICES	272	
Section	UNDEFINED		

Description

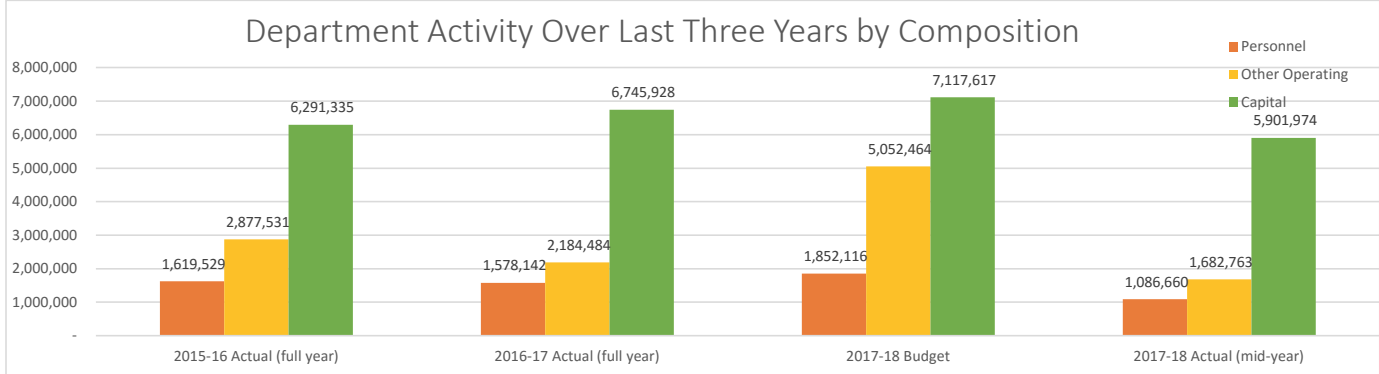
The Wastewater Division is comprised of three sections: Administration, Collection and Treatment. The Administration section is responsible for all compliance, permitting, funding oversight, budgeting and assists the other divisions with technical assistance. The Collection section is closely coordinated with the Water Distribution section of the Water Division, as the same team of employees maintains and improves both systems. The Treatment section is responsible for the operation and maintenance of the Wastewater Treatment Plant (WWTP) and all discharges from the WWTP.

The wastewater system is run by approximately 23 full and part time employees.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Complete NPDES Permit negotiations and adoption.	In progress	Permit is scheduled to be adopted in May.
2	Installation of the bar screen to reduce the risk of damage to the IPS Pumps.	Not started	Completed in November 2017.
3	Consider options for repair or replacement of the Belt Filter Press (BFP) which dewater the sludge. The BFP drums/rollers are worn and failing.	In progress	Evaluating alternative technology instead of repairing.
4	Improve reliability of SCADA system at the treatment plant to reduce plant shutdowns.	In progress	
5	Complete Rate Study.		
6	Initiate City/District analysis and a possible master plan for addressing the Inflow and Infiltration (I and I) into the collection system.		

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
Department: WATER RESOURCES
Division: WASTEWATER

		Strategic Priorities	Description
		Priority 1	Develop a prioritized plan for public infrastructure
		Priority 2	Employ sound planning principles to the City and greater valley
		Priority 3	Promote and strengthen economic development
		Priority 4	Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Improve Recruiting Success.	Priority 4	Review Classification and Compensation.
	2 Replace/Upgrade Belt Filter Press.	Priority 1	Consider Producing Class A Biosolids.
	3 Apply for Solar Grants.	Priority 1	Reduce Ongoing Utility Expenses.
	4 Complete Chlorine Contact Basin Expansion.	Priority 1	Eliminate Advanced Wastewater Treatment (AWT) Production Constraint.
	5 Complete National Pollutant Discharge Elimination System (NDPES) Permit Renewal.	Priority 2	
	6 Install Methane Scrubber.	Priority 1	Reduce Ongoing Utility Expenses.

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Begin I and I reduction projects.	Priority 1	
	2 Reduce Discharge to the Russian River.	Priority 2	
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Achieve Zero Discharge to the Russian River.	Priority 2	
	2		
	3		
	4		
	5		

CITY OF UKIAH
2018-19 BUDGET KICK-OFF AND 2017-18 MIDYEAR REVIEW

City of Ukiah
Activity Summary



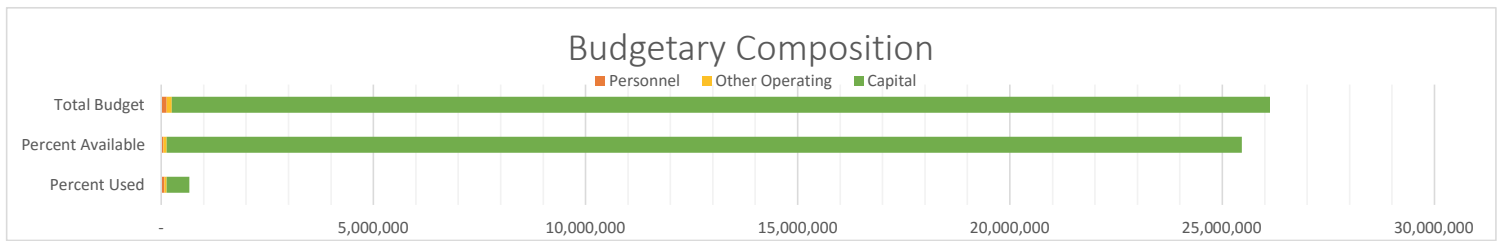
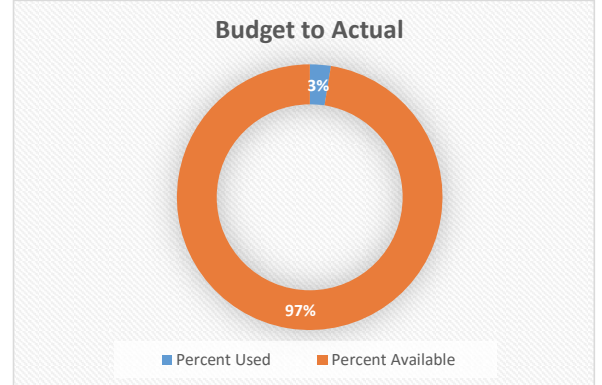
Fiscal Year 2017-18

	Name	Number	Number of FTEs (department-wide)
Department	WATER RESOURCES	27	0.75
Division	RECYCLED WATER SERVICES	273	
Section	UNDEFINED		

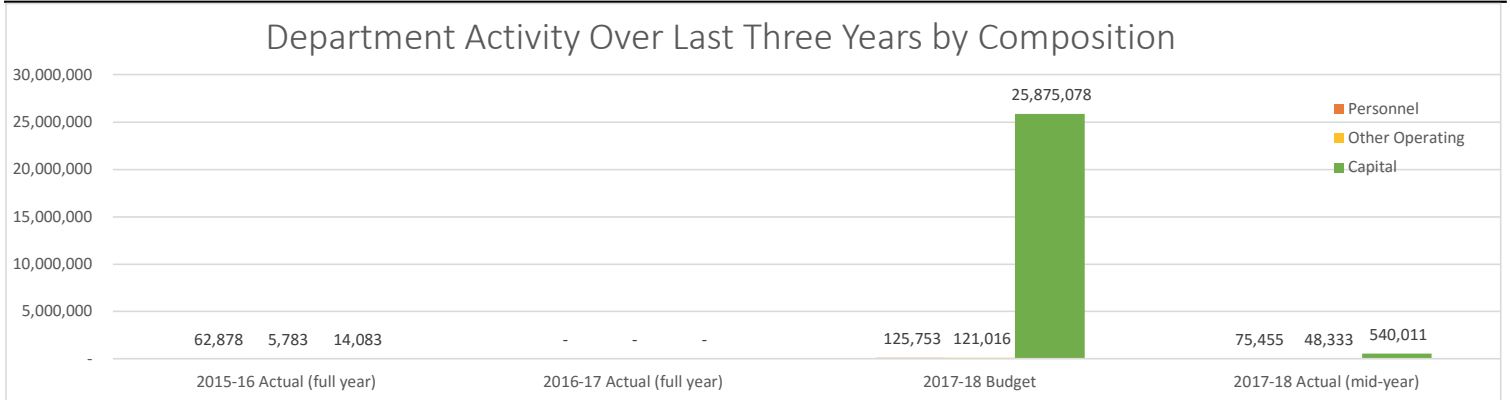
Description

The Recycled Water Division is a new operation that evolved from the need to discharge effluent from the Wastewater Treatment Plant to a location other than the Russian River. This need is driven by the increased regulations that are in place for discharging treated effluent to a surface water body. There are still a number of decisions that need to be made for the successful operation of this utility.

Budget Summary



Activity Trends



Notes

	Accomplishments	Status	Department/Division Comments:
1	Complete construction of a portion or complete Phases 1 through 3 during Fiscal Year 2017/2018.	In progress	Construction to commence Spring 2018.

PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS

Fiscal Year: 2018-19
 Department: WATER RESOURCES
 Division: RECYCLED WATER

Strategic Priorities		Description
Priority 1		Develop a prioritized plan for public infrastructure
Priority 2		Employ sound planning principles to the City and greater valley
Priority 3		Promote and strengthen economic development
Priority 4		Improve the organizational workplace environment

NEAR-TERM	Objectives	Relation to Strategic Priorities	Comments
	1 Complete construction of a portion, or complete Phases 1 through 3 during Fiscal Year 2017/2018.	Priority 1	Bid Documents will be released once final approval is received from the State Water Resources Control Board on the financing and grant.
	2		
	3		
	4		
	5		

INTERMEDIATE-TERM (2-5 YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Investigate expansion of percolation ponds.	Priority 2	Achieve zero discharge and improve groundwater recharge.
	2		
	3		
	4		
	5		

LONG-TERM (6+ YEARS)	Objectives	Relation to Strategic Priorities	Comments
	1 Increase beneficial use under City Water Rights.	Priority 2	
	2		
	3		
	4		
	5		



City of Ukiah

Quarterly Financial Report

Third Quarter, 2017-18

THIS REPORT

Management of the City of Ukiah is pleased to present this quarterly financial report on the activities, condition, and budgetary highlights for the third quarter of fiscal year 2017-18 covering the period of July 1, 2017 through March 31, 2018.

Tel 707.463.6200

300 Seminary Ave
Ukiah, CA 95482

www.cityofukiah.com

Quarterly Financial Report

Third Quarter, 2017-18



Contents

To Our Community _____	1
Financial Summary _____	5
Financial Statements and Schedules _____	6
Notes to Financial Statements _____	25
Ukiah City Council and Treasurer _____	26
City Executive Management Team _____	27
City Contact Information _____	28

This report was prepared by members of the Finance Department Team:

Mary Horger, Procurement Manger
Daphine Harris, Management Analyst – Finance
Daniel Buffalo, Finance Director

Additional support provided by Shannon Riley, Deputy City Manager

"The City budget is a comprehensive policy document and spending plan outlining the priorities of the City Council."

To Our Community

Strategic Highlights

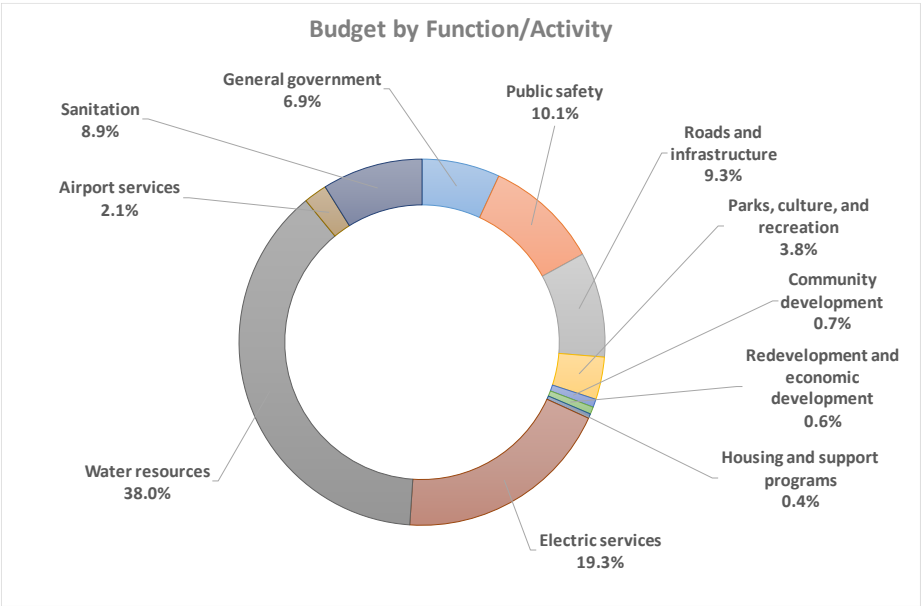
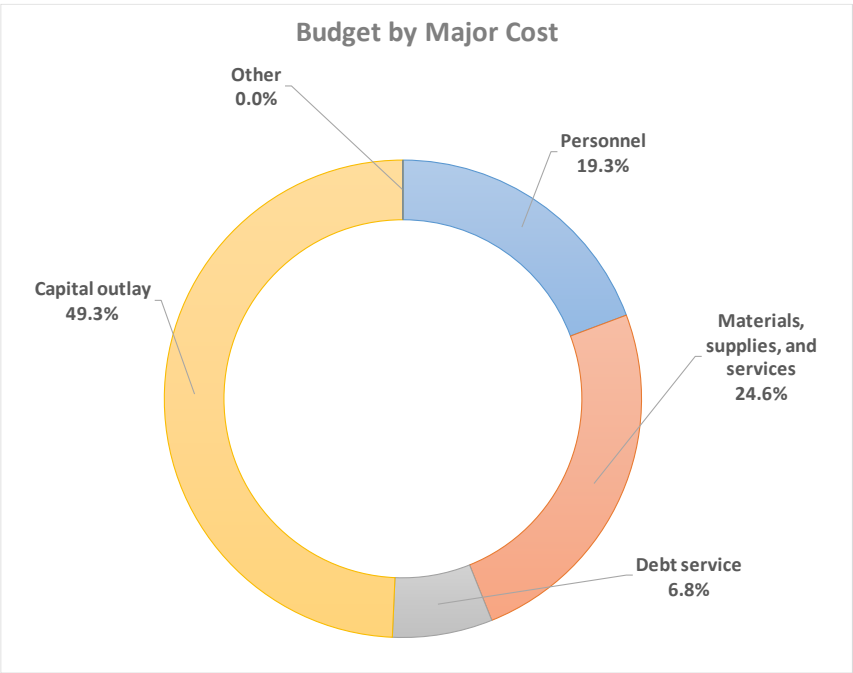
The Ukiah City Council, through a strategic process of discussion, observation, and education, has developed the following set of focused priorities that help guide the development and implementation of policies, activities, and programs. These four areas are in no way all-encompassing of the City's scope of work, nor are they finite; rather, the strategic planning process is considered evolutionary and vision-based. All of these areas work to further promote the vibrancy and sustainability of the Ukiah community and the organization.

- Develop a prioritized plan for maintaining and improving public infrastructure.
- Planning valley-wide takes place based on sound planning principles.
- Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues.
- Council and staff work together to create a more responsive and effective workplace environment.

Budgetary Highlights

The City budget is a comprehensive policy document and spending plan outlining the priorities of the City Council. The original adopted operating and capital budget for fiscal year 2017-18 was \$64.3 million and \$61.3 million, respectively, for a grand total of \$125.6 million. It has since been amended to include various adjustments brought to the City Council as well as encumbrances from the prior fiscal year.

The graph to the right illustrates where the City Council has appropriated resources by major category. For clarification, activities classified as "general government" include capital projects and programs not related to specific functions/activities (such as electric operations or parks and recreation), internal services, special projects, and general governance (legislative and administrative).



The graph to the left illustrates how those same appropriations are broken down into major functions or activities.

Operating Highlights

The City engages in numerous activities during the year, offering services and programs to its residents and the greater community as a whole. From law enforcement and public safety to recreation programs, we are a full-service City, a regional economic hub, and a municipal organization of caring and dedicated professionals. Operating highlights for the year include:

- **Strides in economic development.** Construction has begun on the Costco store. The winter has been relatively dry, meaning the contractors are building seven days a week. The Palace Hotel is in the hands of a Receiver. Progress is being made, cleanup work has begun, and the building has been secured internally.
- **Strengthening our community.** The Ukiah Valley Fire Department and Ukiah Valley Fire District have merged to form the Ukiah Valley Fire Authority. This process took many years and even more planning. The Fire Authority looks forward to adding much needed resources to our community.
- **Improving City processes.** The City's new Community Development Department is well underway restructuring the department, which encompasses the functions of planning, building, and housing to enhance the City's service delivery in these vital areas, including improving wait times for permit and plan review.
- **Enhancing interagency relationships and strengthening safety services.** The City was able to expand the partnership with Ukiah Unified School District to add a second School Resources Officer that is assigned to various school sites.
- **Expanding housing and improving the lives of our seniors.** PEP Senior Housing Project opened next door to Grace Hudson Museum. This is a 42-unit for low-income seniors.



Our Core Values:

Core Values

Our core values are what drive us to better serve our community by creating a culture of positivity, inclusion, and professional betterment. These values are as follows:



- **Professionalism.** We demonstrate this through proficiency, reliability, and our drive to make opportunities happen.
- **Service.** We inspire confidence in our organization and our team members by consistently providing exceptional service.
- **Teamwork.** We believe in creating an environment that fosters teamwork and processes that support equal opportunity, collaboration, and commitment to common goals.
- **Innovation.** We work to discover practical solutions, challenge prevailing assumptions, and create new ideas that prove useful.
- **Safety.** We strive to keep our community and our workplace safe and healthy.

More information on our core values can be found on the city's website, www.cityofukiah.com/eep.

Looking Ahead

Looking forward to the final quarter of 2017-18 and beyond, we will continue to emphasize the following activities:

- Housing
- Economic Development
- Public safety
- Landfill closure
- Rate review, sewer
- Redwood Business Park right-of-way improvements

As we move forward, the future offers many opportunities for organizational development and process improvement. One of the most important and urgent priorities will be the development of our team and its delivery of services for the benefit of our entire Ukiah community. We are excited about the direction the City is moving, including the continued enhancement of transparency of City finances, of which this report is one example.



Sage Sangiacomo

City Manager

April 10, 2018

Financial Summary

In this section we report on the financial activities of the City as a whole (City-wide), which include all governmental and proprietary (enterprise and internal service) funds, all City departmental activities, and information on the status of capital improvement projects identified by the City Council.

Financial highlights of the last nine months ending March 31, 2018 include the following:

- Expenditures of \$42.6 million outpaced revenue City-wide of \$38.1 million by \$4.5 million.
- Capital expenditures were \$5.7 million, of which \$1.8 million was for paid for by the general fund.
- The general fund and major enterprise funds remained well capitalized and able to meets its service demands.
- Top ten revenues of the general fund came in higher than the same period last year, driven by increasing sales tax, new revenue sources (Measure Y) and TOT revenue.
- Most departments and activities are on pace or under budget estimates. A few will be in need of further review and potential appropriation adjustments.
- Personnel expenses totaled to 36.4% of total City expenditures. Materials, services, insurance, and supplies totaled to 36.3%, while debt service and capital outlay rounded out the remaining amount at 13.9% and 13.4%, respectively.

For More Information. This report is prepared by the City's Finance Department and is a summary based on detailed information produced by its financial management system. If you would like additional information, or have questions about this report, please call the Finance Department at 707.463.6220.



Daniel Buffalo, MPA, CPA, CGMA
Finance Director
April 10, 2018

City-Wide

Financial Statements and Schedules

The financial statements and schedules presented here are unaudited. For audited information, or to find greater detail, please refer to the City's Comprehensive Annual Financial Report (CAFR), which is released by December 31 following the end of the fiscal year.

Fund Statements and Schedules

- Summary of all Funds
- Major governmental and proprietary funds:
 - Balance Sheet/Working Capital
 - Statement of Changes

General Revenues

- Top Ten Revenues

The Enterprise Funds

- Changes to Working Capital
- Working Capital Over Time

Department Summary

- Budget to actual

Capital Improvement Update

- Project Budget, Schedule, and Status

Fund
Schedules
and
Statements

FUND-BASED
March 31, 2018

Balance Sheet/Working Capital
Major Funds

ASSETS	General	Electric	Water	Sewer
Current:				
Cash and investments:				
Available for operations	\$ 3,666,179	\$ 17,950,136	\$ 8,659,036	\$ 11,477,658
Restricted	-	-	-	(91,736)
Receivables:				
Accounts, net	(9,473)	1,839,769	812,101	537,252
Taxes	12,585	-	-	-
Interest	17,033	18,279	36,421	27,478
Notes	400	-	-	-
Grants and subventions	-	-	-	-
Due from other funds	1,118,573	-	-	-
Advances to other funds	948,846	-	-	-
Inventory and prepaids	14,099	1,086,497	110,836	-
Land held for resale	-	-	-	-
Total assets	5,768,242	20,894,681	9,618,394	11,950,652
LIABILITIES				
Current liabilities:				
Accounts payable	816,769	-	69,086	66,600
Accrued payroll liabilities	443,915	86,172	40,690	50,478
Interest payable	-	10,156	151,173	928,726
Deposits payable	-	-	-	-
Due to other funds	-	-	-	-
Advance from other funds	-	-	745,000	-
Due within one year	-	-	-	-
Intergovernmental payable	-	-	-	-
Total liabilities	1,260,684	96,328	1,005,949	1,045,804
FUND BALANCE/WORKING CAPITAL				
Nonspendable	949,246	-	-	-
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned/unrestricted	3,558,312	20,798,353	8,612,445	10,904,848
Total fund balance/working capital	4,507,558	20,798,353	8,612,445	10,904,848

FUND-BASED

March 31, 2018

Balance Sheet/Working Capital

Non-Major Funds

ASSETS	Governmental	Enterprise	Internal Service	Total
Current:				
Cash and investments:				
Available for operations	\$ 7,131,115	\$ 8,332,528	\$ (1,200,494)	\$ 56,016,158
Restricted cash	-	-	-	(91,736)
Receivables:				
Accounts, net	1,000	7,118	85,385	3,273,152
Property tax receivable	-	-	-	12,585
Interest receivable	12,040	20,068	-	131,319
Notes receivable	4,669,118	32,500	-	4,702,018
Grants receivable	632,211	171,900	-	804,111
Due from other funds	-	-	-	1,118,573
Advances to other funds	-	-	745,000	1,693,846
Inventory and prepaids	-	-	760	1,212,192
Land held for resale	2,435,114	-	-	2,435,114
Total assets	14,880,598	8,564,114	(369,349)	71,307,332
LIABILITIES				
Current liabilities:				
Accounts payable	47,518	10,023	-	1,009,996
Accrued payroll liabilities	31,825	40,648	81,304	775,032
Interest payable	-	2,390	-	1,092,445
Deposits payable	-	6,324	-	6,324
Due to other funds	1,068,489	37,203	-	1,105,692
Advance from other funds	49,601	899,246	-	1,693,847
Due within one year	-	-	-	-
Intergovernmental payable	-	-	-	-
Total liabilities	1,197,433	995,834	81,304	5,683,336
FUND BALANCE/WORKING CAPITAL				
Nonspendable	4,669,118	32,500	745,000	6,395,864
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned/unrestricted	9,014,047	7,535,780	(1,195,653)	59,228,132
Total fund balance/working capital	13,683,165	7,568,280	(450,653)	65,623,996

Fund
Schedules
and
Statements
(cont.)

FUND-BASED
Nine-month Period Ended March 31, 2018

STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE/WORKING CAPITAL

Major Funds
by major category

REVENUE	General	Major Enterprise Funds		
		Electric	Water	Sewer
Governmental Revenue:				
Taxes:				
Sales	\$ 7,169,182	\$ -	\$ -	\$ -
Property	840,345	-	-	-
Transient occupancy	864,878	-	-	-
Business license	151,186	-	-	-
Other taxes	107	-	-	-
Licenses, permits, and franchises	1,529,400	-	7,746	8,592
Fines, forfeitures, and penalties	22,566	-	-	-
Grants, subventions, and contributions	18,569	387	-	-
Use of money and property	69,262	13,098	-	-
Other revenue	69,629	311,248	9,546	3,550
Enterprise revenue and other charges for service:				
Water	-	-	2,292,350	-
Sewer	-	11,448,816	2,641,407	5,538,574
Electric	-	60,777	-	-
Airport	-	-	-	-
Other services	859,608	-	-	-
Grants and contributions	-	-	-	-
Total operating revenue	11,594,732	11,834,326	4,951,049	5,550,716
EXPENDITURES (by function)				
Current:				
Administration and overhead	1,591,078	-	-	-
Internal services	40,129	-	-	-
General government	61,820	-	-	-
Public safety	6,016,489	-	-	-
Roads and infrastructure	726,640	-	-	-
Parks, buildings, and grounds	747,357	-	-	-
Culture and recreation	660,867	-	-	-
Community development	534,403	-	-	-
Redevelopment and economic development	71,564	-	-	-
Housing and support programs	-	-	-	-
Electric services	-	9,589,940	-	-
Water resources	-	-	1,404,372	2,638,396
Airport services	-	-	-	-
Conference Center	-	-	-	-
Landfill	-	-	-	-
Capital outlay	1,845,542	566,275	1,123,929	1,020,318
Debt service:				
Principal	-	-	490,000	2,090,000
Interest	57,933	-	436,669	2,770,900
Capital lease installments	18,136	-	-	-
Debt issuance costs	4,019	-	-	-
Total expenditures	12,375,977	10,156,215	3,454,970	8,519,614
Excess of revenue over (under) expenditures	\$ (781,245)	\$ 1,678,111	\$ 1,496,079	\$ (2,968,898)

FUND-BASED

Nine-month Period Ended March 31, 2018

STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE/WORKING CAPITAL

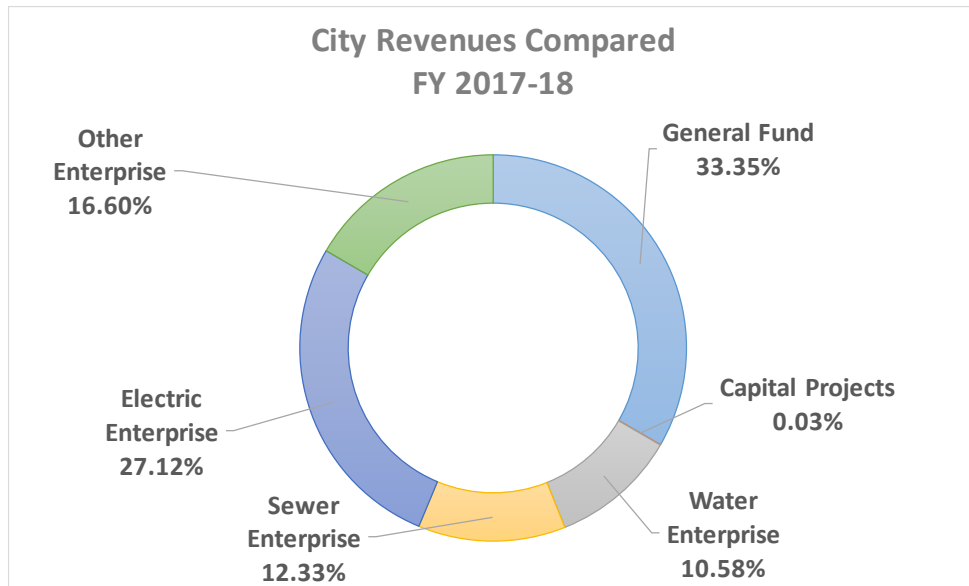
Non-Major Funds

by major category

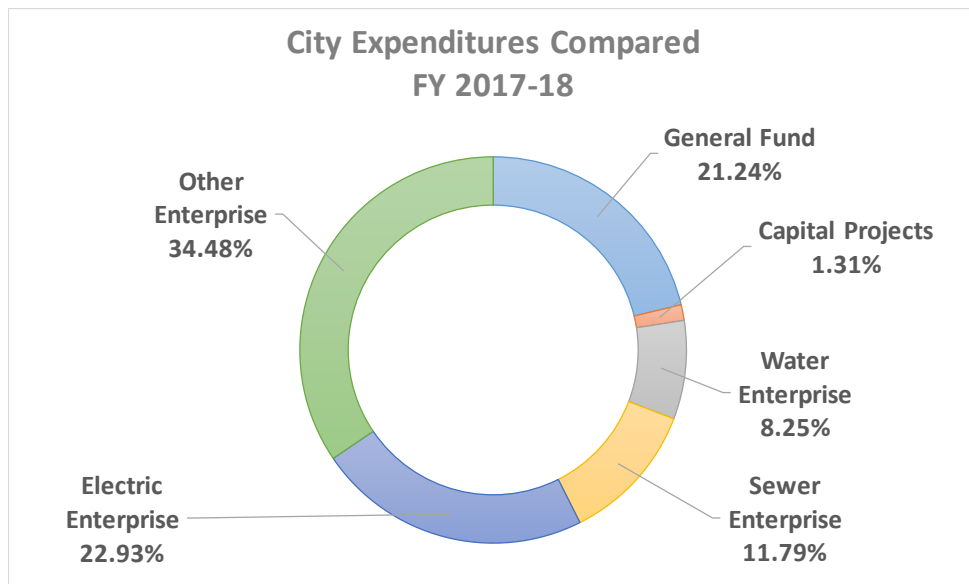
REVENUE	Governmental	Enterprise	Internal Service	Total
Governmental Revenue:				
Taxes:				
Sales	\$ -	\$ -	\$ -	\$ 7,169,182
Property	-	9,270	-	849,615
Transient occupancy	-	-	-	864,878
Business license	8,503	-	-	159,689
Other taxes	-	-	-	107
Licenses, permits, and franchises	-	-	-	1,545,738
Fines, forfeitures, and penalties	-	-	-	22,566
Grants, subventions, and contributions	531,672	77,419	-	628,047
Use of money and property	310,894	-	-	393,254
Other revenue	366,329	5,125	10,836	776,263
Enterprise revenue and other charges for service:				
Water	-	-	-	2,292,350
Sewer	-	-	-	19,628,797
Electric	-	139,045	-	199,822
Airport	-	924,008	-	924,008
Other services	36,468	707,708	1,050,661	2,654,445
Grants and contributions	-	-	-	-
Total operating revenue	1,253,866	1,862,575	1,061,497	38,108,761
EXPENDITURES (by function)				
Current:				
Administration and overhead	208,166	-	-	1,799,244
Internal services	-	-	4,399,053	4,439,182
General government	-	-	-	61,820
Public safety	142,073	126,952	-	6,285,514
Roads and infrastructure	34,924	-	-	761,564
Parks, buildings, and grounds	232,157	-	-	979,514
Culture and recreation	48,266	27,042	-	736,175
Community development	-	-	-	534,403
Redevelopment and economic development	4,090	-	-	75,654
Housing and support programs	-	-	-	-
Electric services	5,000	210,032	-	9,804,972
Water resources	10,000	123,714	-	4,176,482
Airport services	-	773,763	-	773,763
Conference Center	-	174,371	-	174,371
Landfill	-	363,481	-	363,481
Capital outlay	442,935	569,639	140,259	5,708,897
Debt service:				
Principal	-	9,717	-	2,589,717
Interest	-	4,657	-	3,270,159
Capital lease installments	-	204	59,766	78,106
Debt issuance costs	-	-	-	4,019
Total expenditures	1,127,611	2,383,572	4,599,078	42,617,037
Excess of revenue over (under) expenditures	\$ 126,255	\$ (520,997)	\$ (3,537,581)	\$ (4,508,276)

*City-wide
Revenues
and
Expenditures*

Revenues and Expenditures Compared



Compared to all other revenue sources of the City, general fund revenues accounts for around one-third of the total.



Compared to all other expenditures of the City, the general fund typically accounts for about one-quarter of the total.

General Revenues

Top 10 general revenues are trending positively, up 17.5% from the same time last year.

The City's general fund is its primary source of discretionary resources for the provision of service deemed necessary and desirable by the citizens of Ukiah and the City Council.

Revenues that are accounted for by management and are at the discretion of the City Council are various and generally include:

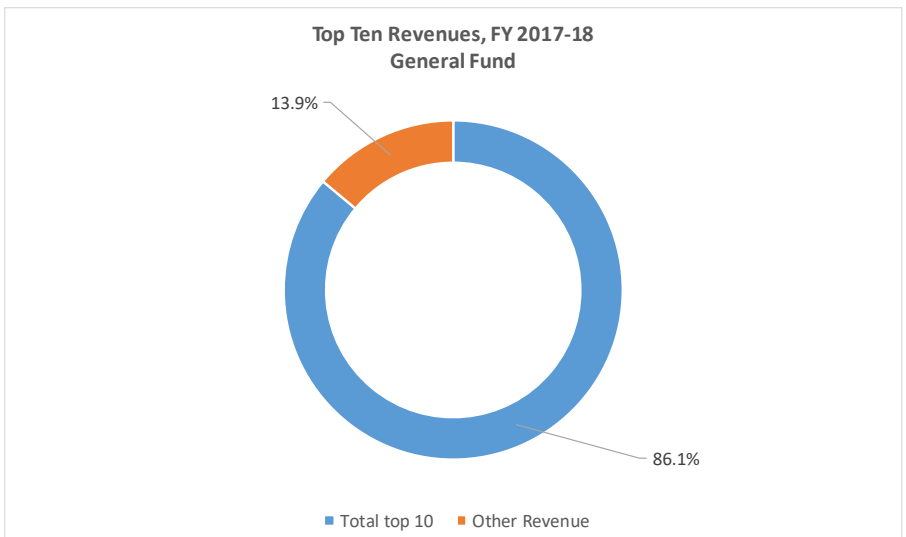
- Taxes:
 - Bradley-Burns sales tax (1% of taxable sales)
 - Transaction and use taxes:
 - Measure P
 - Measure Y
 - Property taxes
 - TOT taxes (hotel tax)
 - Business license tax
- Licenses, permits, and franchise fees (cable, phone, garbage collection, utilities)
- Fines, forfeitures, and penalties
- Intergovernmental (grants and subventions)
- Use of money and property (interest earnings, rents, etc.)
- Other misc.

Altogether, the general fund receives revenue from 77 distinct sources. However, the majority of the revenue it receives comes from just ten of them.

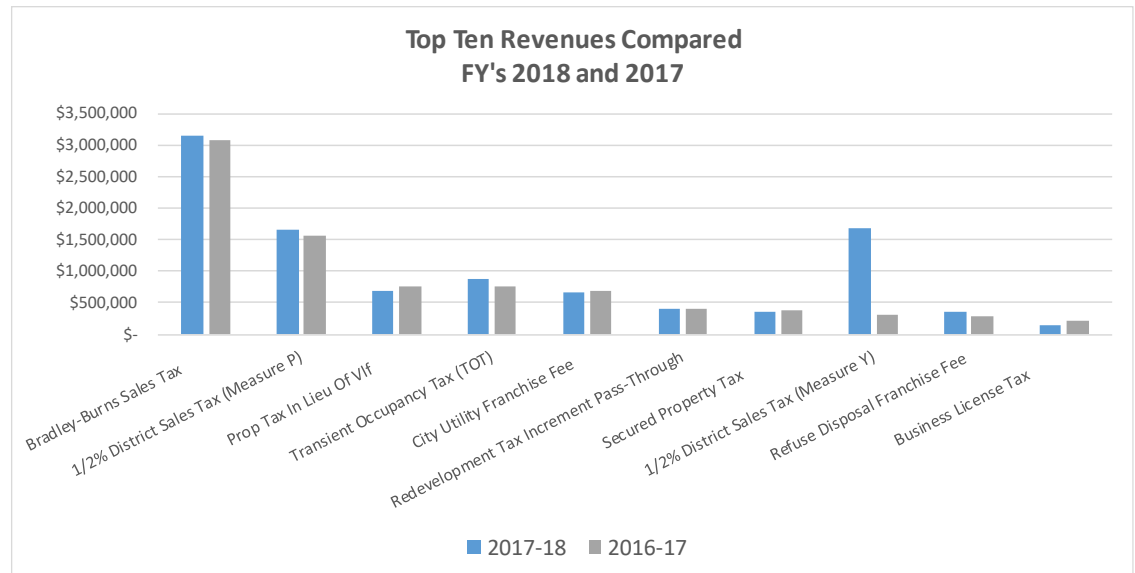
Top Ten Revenues

The City's top ten revenue sources in the general fund account for approximately 88 percent of total general fund income. Focusing on these sources can provide a useful understanding of the City's revenue position.

The bar graph below illustrates the performance of top ten revenues as compared to a year ago. Overall, these revenue sources combined are up over 17.51 percent from



the same time last year. Total general fund revenues are up nearly ten percent.



TOP 10 - REVENUES

Current to Prior
March 31, 2018 and 2017

REVENUE	2017-18	2016-17	Percent Change	Percent of Total 2016-17 General Revenues
Top 10:				
Bradley-Burns Sales Tax	\$ 3,145,768	\$ 3,078,086	2.20%	27.13%
1/2% District Sales Tax (Measure P)	1,656,550	1,566,226	5.77%	14.29%
Prop Tax In Lieu Of Vlf	695,171	767,370	-9.41%	6.00%
Transient Occupancy Tax (TOT)	864,878	759,696	13.85%	7.46%
City Utility Franchise Fee	668,999	682,895	-2.03%	5.77%
Redevelopment Tax Increment Pass-Through	398,618	398,350	0.07%	3.44%
Secured Property Tax	363,952	370,707	-1.82%	3.14%
1/2% District Sales Tax (Measure Y)	1,671,693	308,033	442.70%	14.42%
Refuse Disposal Franchise Fee	361,060	336,514	7.29%	3.11%
Business License Tax	151,186	223,315	-32.30%	1.30%
Total top 10	9,977,875	8,491,192	17.51%	86.06%
Other Revenue	1,616,857	2,084,749	-22.44%	13.94%
Total operating revenue	\$ 11,594,732	\$ 10,575,941	9.63%	100.00%

General Revenues (cont.)

Sales Tax. The City collects sales tax from three sources: normal Bradley-Burns sales taxes (1 percent of taxable transactions), a ½ percent sales and use tax, commonly referred to as Measure P and devoted entirely to the City, and another ½ percent sales tax, referred to as Measure Y. All three tax sources are distinct and considered separate sources. Each behave slightly differently given their tax base. Bradley-Burns sales taxes are referred to as “sales and use” taxes, levied on transactions based geographically in the City. Here we see this revenue source up over two percent (2%) from the same time last year. Nearly all sectors of Ukiah's economic base are up with the biggest gains coming from its restaurants and home supply/construction businesses.

Measures P and Y. These are what are called “transaction and use” taxes and are applied to any taxable sale in the City as well as any sale where the use of the item is in the City. For instance, a car purchased outside the City but registered to, and therefore presumed to be used at, an address within the City would be levied the ½ cent on the purchase price. Similar to regular Bradley-Burns sales tax, this revenue source is up nearly six percent (6%) from the same time last year. And like Bradley-Burns sales tax, both Measures P and Y are general taxes and can be used for any regular, general governmental purpose. However, the City Council has reserved amounts collected from each for public safety and road/right-of-way rehabilitation.

Property Tax in Lieu of VLF (Vehicle License Fee). These are property tax shares allocated to cities and counties beginning in FY 04-05 as compensation for the State's take of Vehicle License Fees (VLF). This revenue source typically follows regular property tax collections, discussed under “Secured Property Tax” below but is down 9.4% compared to last year.

Transient Occupancy Tax (TOT). Commonly referred to as a “bed,” “hotel,” or “room” tax this revenue source has performed strongly over the last two years, up over 20 percent (20%) from 2015-16. Here we see it up nearly 14 percent (14%) from the same period a year ago. Driven by increased tourism in the greater Ukiah Valley area and a larger volume of travelers heading north, this revenue source is poised to continue its positive growth trend for several more years. Ukiah has historically been considered a final layover before making the trek to Fort Bragg and Humboldt County; however, it is now becoming a destination of its own, with visitors exploring the wonder of what the Ukiah Valley has to offer.

The TOT rate in Ukiah currently is 10 percent; however, 8 percent is considered general revenue to the general fund, which is what is reported here. The remaining 2 percent funds economic development and tourism enterprise and is deposited to a special revenue fund.

City Utility Franchise Fees. This revenue source is a charge to the City's electric utility. Franchise fees are not taxes; rather, they are rents paid by utility providers to operate on or in City rights-of-way and City property, such as roads, sidewalks, parklands, etc. The rents are established by the City Council and typically are correlated to gross revenues generated by the utility provider. This

General Revenues (cont.)

revenue source is trending lower in the third quarter but is expected to end the year higher than the previous year due to a recent adjustment to electric utility rates in January of 2017.

Redevelopment Tax Increment Pass-Through. After the dissolution of Redevelopment in California by the Legislature, the Ukiah Redevelopment Agency was sent into receivership of a successor agency. Property tax increment revenue once received by the former agency was, instead, held in trust by the County Auditor-Controller in a specific fund, affectionately known as the Redevelopment Property Tax Trust Fund (RPTTF). Property tax increment collected in this fund would first pay the County Auditor-Controller's admin costs, then pass to the successor agency of the former RDA (City of Ukiah) to satisfy the obligations of the former agency, then to the taxing entities in the project area of the former RDA, including the Ukiah Unified School District and the County of Mendocino general fund. The City also receives a share of these residuals and deposits them in a specific in the general fund, which is reported here.

This revenue source tracks relatively similar to regular (secured) property tax, although it is calculated from a slightly different derivative property tax base (tax increment).

Secured Property Tax. Traditionally, revenue from property tax was viewed as a very stable source. The housing collapse of 2008 tested that assumption. However, as the housing market continued to recover modestly in Ukiah, receipts came in higher than the year prior. This was due to a combination of factors, including retroactive Prop 8 (1978) assessment adjustments and increased assessed values from housing sales. Slightly less than 11 percent of property taxes paid by property owners within the City are allocated to the City. The majority is distributed to local schools and the County of Mendocino.

As mentioned earlier, revenue from this source is expected to continue to trend positively over the next few years as the county continues to process Prop 8 property value adjustments and as housing prices and home sales increase.

Refuse Disposal Franchise Fees. This revenue source is a charge to the City's franchise solid waste hauler. As discussed earlier, franchise fees are not taxes; rather, they are rents paid by utility providers to operate on or in City rights-of-way and City property, such as roads, sidewalks, parklands, etc. The vehicles used to provide this service (garbage trucks) are heavy machines that wear roads more quickly and significantly than other commercial and non-commercial vehicles. Revenues from this source have come in slightly higher in FY 2017-18 than in the same period of the preceding year due to increased revenue by the hauler, Ukiah Waste Solutions.

Business License Tax. Businesses that operate within City limits are required to obtain a business license. The proceeds from the tax collected are available for unrestricted use in the general fund. Receipts for this period are up significantly from a year ago likely due to timing differences of payments to the City and to the normal business cycle.

*Enterprise
Funds*

The City provides various enterprise services, including electric, water, and sewer. Water and sewer are divisions within the Department of Water Resources but are accounted for, like electric, in a proprietary enterprise fund. Through the collection of fees and charges, these funds should collect revenues sufficient to finance costs associated with administration, operations, capital improvements (CIP), and debt service.

Enterprise activities are accounted for like a business in the private sector using the full accrual basis. This is starkly different than governmental fund accounting, which uses the modified accrual basis and is concerned only with current spendable resources, what we call fund balance. Drawing comparisons of information between the two methods can be challenging.

Although the City accounts and reports on these funds using full accrual accounting basis, here we present the activities of the water, sewer, and electric enterprise funds in terms of working capital. Working capital is defined as the difference between current assets and current liabilities, which is closely approximate to the definition of fund balance in governmental funds. In other words, it's the resources available to meet ongoing operating, debt service, and capital activities in the near term. Non-cash expenses, such as depreciation and typically part of full accrual accounting, are excluded from this presentation.

Enterprise Funds (cont.)

Rate revenues for the City's electric utility are trending positively largely due to recent rate increases enacted by the City Council in 2017.

The enterprise is financially stable and engaging in needed capital improvements.

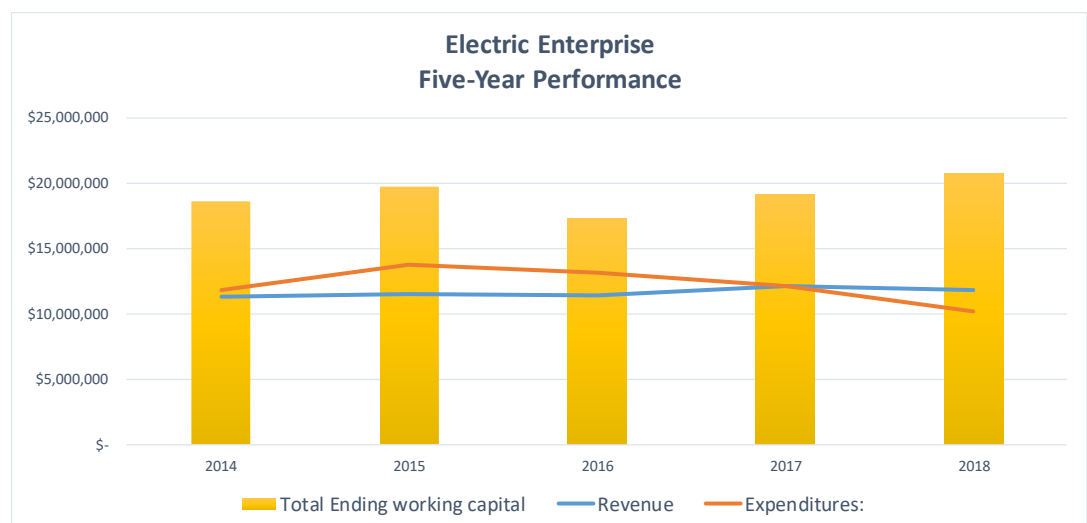
Electric Enterprise

Revenues from rates through the first three quarters of the year outpaced expenditures by almost \$1.7 million. However, revenues are down from the same period last year by nearly 2.1 percent. This difference is mostly due to two cap and trade sales that occurred in fiscal year 2017, when usually there is just one sale per year. That is balanced by increased rate revenue due to the rate adjustment in January 2017.

Operating expenditures are stable, and are expected to be well below that originally budgeted due to unanticipated delays in the Hastings property development.

The fund overall is experiencing an increase in working capital, up almost 9 percent from last year, recovering from the low in 2016, during which cash balances held by Northern California Power Agency (NCPA) on behalf of the City were formally recognized on the City's books. Overall, the electric enterprise maintains a healthy reserve, and working capital is 175 percent of current revenue for the year.

ELECTRIC ENTERPRISE Five-Year Trend	Nine-Month Period Ended March, 31,				
	2014	2015	2016	2017	2018
Revenue	11,310,492	11,556,041	11,450,141	12,084,967	11,834,326
Expenditures:					
Operating	9,622,136	10,872,592	10,677,295	9,880,835	9,589,940
Debt service	-	-	-	-	-
Capital outlay	645,306	1,297,831	881,468	682,664	566,275
Total expenditures	10,267,442	12,170,423	11,558,762	10,563,499	10,156,215
Excess (deficiency)	1,043,050	(614,382)	(108,621)	1,521,468	1,678,111
Other sources (uses)	(757,064)	11,760	-	623	-
Change in working capital	\$ 285,986	\$ (602,622)	\$ (108,621)	\$ 1,522,091	\$ 1,678,111
Total ending working capital	\$ 18,625,026	\$ 19,740,844	\$ 17,232,559	\$ 19,112,389	\$ 20,798,353



Enterprise Funds (cont.)

Revenues for the City's water enterprise are trending positively largely due to recent rate increases enacted by the City Council.

The enterprise is financially stable and engaging in needed capital improvements.

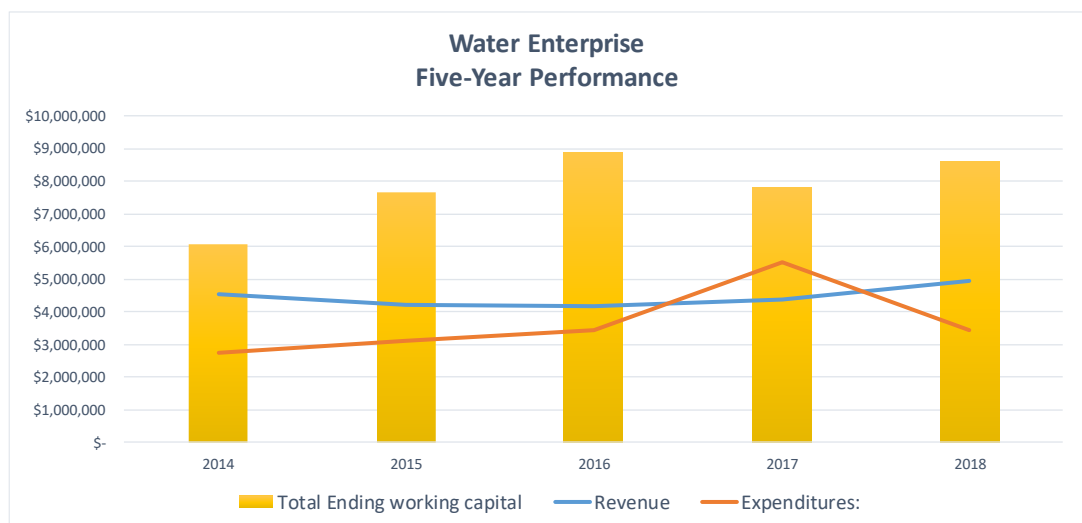
Water Enterprise

Revenues from rates exceeded expenditures by almost \$1.5 million, and are up 13% from last year. The utility's working capital is \$8.6 million, or 174 percent of current revenue for the year. This is due primarily to the rate adjustment approved by Council in July 2014, with the first increase implemented in June 2016.

The schedule below illustrates the utility's working capital trend for the first three quarters of this year in comparison to the same period for the last five years. The performance of the fund overall reflects a steady increase in working capital, up 9.6 percent from last year. The increase of working capital is due to some infrastructure improvement projects budgeted, but yet to be performed.

Overall, the fund has performed well over the last five years.

WATER ENTERPRISE Five-Year Trend	Nine-Month Period Ended March, 31,				
	2014	2015	2016	2017	2018
Revenue	4,547,419	4,228,117	4,195,358	4,380,959	4,951,049
Expenditures:					
Operating	1,865,959	1,965,848	2,162,678	2,258,844	1,404,372
Debt service	799,988	760,350	613,731	692,827	926,669
Capital outlay	102,995	390,670	669,323	2,571,045	1,123,929
Total expenditures	2,768,942	3,116,867	3,445,732	5,522,716	3,454,970
Excess (deficiency)	1,778,477	1,111,250	749,627	(1,141,757)	1,496,079
Other sources (uses)	(187,500)	2,375	271,226	623	-
Change in working capital	\$ 1,590,977	\$ 1,113,624	\$ 1,020,853	\$ (1,141,134)	\$ 1,496,079
Total ending working capital	\$ 6,091,795	\$ 7,662,817	\$ 8,907,114	\$ 7,854,257	\$ 8,612,445



Enterprise Funds (cont.)

Revenues for the City's wastewater enterprise are trending lower than the same time last year, while expenditures have increased, due, in part, to ongoing litigation with the Ukiah Valley Sanitation District.

The enterprise is challenged financially but maintains strong reserves to ensure service delivery to customers.

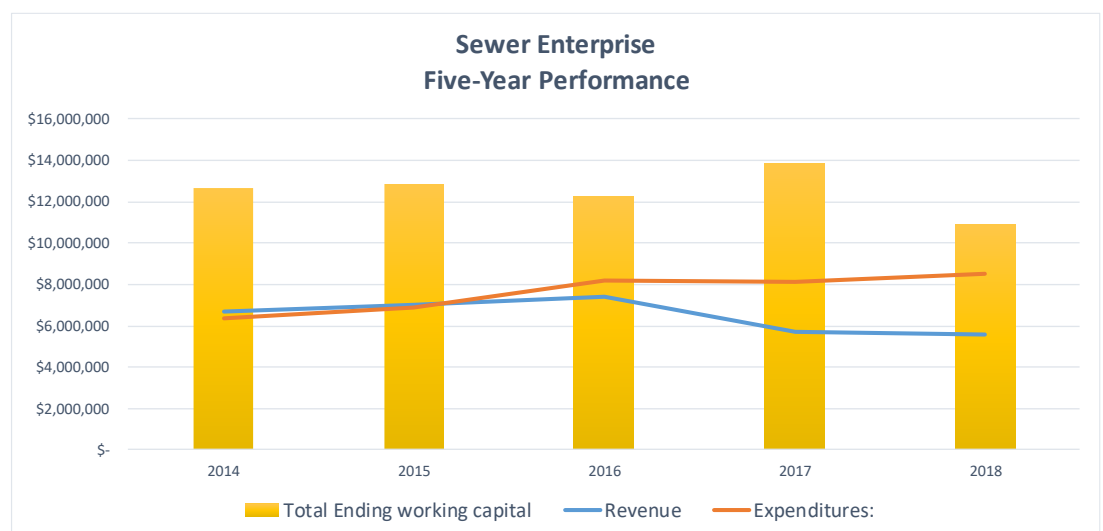
Sewer Enterprise

Expenditures exceeded revenue from rates by \$2.97 million. The utility's working capital was \$10.9 million, or 197 percent of current revenue for the year. A significant part of the expenditures this year is from litigation expenses with a total of nearly \$450,000.

The fund continues to perform nominally. This is problematic, however, as it makes continued investments in capital outlay increasingly challenging. It also is challenged by the continued increase in legal expenses related to the defense of the Ukiah Valley Sanitation District litigation.

Further, it is a high priority of management to engage in a review of the sewer rate schedule by the end of the fiscal year to ensure the enterprise has sufficient resources to maintain operations, fund capital improvements, meet debt service requirements, and sustain adequate reserves.

SEWER ENTERPRISE Five-Year Trend	Nine-Month Period Ended March, 31,				
	2014	2015	2016	2017	2018
Revenue	6,717,092	7,046,180	7,379,101	5,699,204	5,550,716
Expenditures:					
Operating	2,392,654	2,513,719	2,859,076	3,394,471	2,638,396
Debt service	3,961,120	3,958,871	3,953,814	3,624,176	4,860,900
Capital outlay	39,221	434,235	1,390,450	1,094,324	1,020,318
Total expenditures	6,392,995	6,906,824	8,203,340	8,112,971	8,519,614
Excess (deficiency)	324,098	139,355	(824,239)	(2,413,766)	(2,968,898)
Other sources (uses)	(68,000)	-	-	-	-
Change in working capital	\$ 256,098	\$ 139,355	\$ (824,239)	\$ (2,413,766)	\$ (2,968,898)
Total Ending working capital	\$ 12,654,261	\$ 12,895,974	\$ 12,276,886	\$ 13,854,024	\$ 10,904,848



Department Summary

Budget to Actual

With 75% of the year in the books, departments have spent 32% of their budgets, primarily due to delays in capital projects.

DEPARTMENT SUMMARY

Budget to Actual

Nine-month Period Ended March 31, 2018

EXPENDITURES (by department/division)	Budget		Actual	Variance Favorable (Unfavorable)	% Budget Expended	Budget % of Total Expenditures
	Original	Amended				
Allocated admin and overhead	\$ (3,132,019)	\$ (3,132,019)	\$ -	\$ (3,132,019)	-	-2.36%
Non-Departmental	1,470,290	5,591,317	1,607,802	3,983,515	28.76%	4.21%
City Council	168,556	168,556	60,735	107,821	36.03%	0.13%
City Manager	511,981	511,981	307,494	204,487	60.06%	0.39%
City-Wide Admin Services	244,003	244,003	78,719	165,284	32.26%	0.18%
Community Outreach/Public Info	27,982	27,982	20,402	7,580	72.91%	0.02%
Miscellaneous General Government Activities	-	14,255	68,250	(53,995)	478.78%	0.01%
City Clerk	312,614	312,614	154,479	158,135	49.42%	0.24%
Economic Development	637,807	637,807	64,715	573,092	10.15%	0.48%
Visit Ukiah	145,506	152,431	55,994	96,437	36.73%	0.11%
Budget Development And Management	213,967	221,467	110,520	110,947	49.90%	0.17%
Utility Billing	1,544,329	1,518,219	695,775	822,444	45.83%	1.14%
Accounting & Reporting	847,773	908,703	450,757	457,946	49.60%	0.68%
Purchasing	477,715	477,715	224,656	253,059	47.03%	0.36%
It	1,294,713	1,247,822	582,659	665,163	46.69%	0.94%
City Attorney	194,450	194,450	131,697	62,753	67.73%	0.15%
City Treasurer	99,466	99,466	37,623	61,843	37.82%	0.07%
Human Resources	538,813	543,493	315,951	227,542	58.13%	0.41%
Risk Management	659,847	659,847	717,222	(57,375)	108.70%	0.50%
Successor Agency	6,252	27,371	6,849	20,522	25.02%	0.02%
Grants Division	-	118,631	-	118,631	0.00%	0.09%
Police Operations	9,982,589	10,031,909	5,324,325	4,707,584	53.07%	7.55%
City Fire	2,578,122	2,729,989	1,811,330	918,659	66.35%	2.06%
District Fire	2,148,439	2,153,430	537,833	1,615,597	24.98%	1.62%
Parks	1,516,595	1,519,444	826,047	693,397	54.37%	1.14%
Park Development	18,000	18,000	-	18,000	0.00%	0.01%
Aquatics	216,907	216,907	146,891	70,016	67.72%	0.16%
Golf	45,129	45,129	27,042	18,087	59.92%	0.03%
Buildings & Grounds Maintenance	917,062	922,485	321,810	600,675	34.89%	0.69%
Conference Center	473,071	473,071	174,187	298,884	36.82%	0.36%
Museum	466,139	497,259	253,746	243,513	51.03%	0.37%
Recreation	1,145,704	1,003,704	562,242	441,462	56.02%	0.76%
Community Planning	562,182	657,831	312,836	344,995	47.56%	0.50%
Building Inspection	336,701	412,412	221,567	190,845	53.72%	0.31%
Housing	505,000	505,000	-	505,000	0.00%	0.38%
Fleet And Plant Maintenance	511,947	640,046	411,824	228,222	64.34%	0.48%
Engineering/Streets	10,398,680	12,436,347	2,849,502	9,586,845	22.91%	9.36%
Corporation Yard	67,980	72,227	74,778	(2,551)	103.53%	0.05%
Landfill	11,063,539	11,321,190	362,766	10,958,424	3.20%	8.52%
Airport Operations	2,555,519	2,565,895	748,618	1,817,277	29.18%	1.93%
Electric Distribution	8,376,127	8,397,512	1,478,510	6,919,002	17.61%	6.32%
Technical Services	3,165,285	444,350	434,198	10,152	97.72%	0.33%
Electric Administration	15,022,601	15,145,882	7,177,839	7,968,043	47.39%	11.40%
Public Benefit	-	27,217	-	27,217	0.00%	0.02%
Electric Services	-	17,159	87,453	(70,294)	509.66%	0.01%
Water Services	8,472,522	9,882,527	3,467,240	6,415,287	35.08%	7.44%
Sewer Services	12,699,335	14,022,195	8,516,986	5,505,209	60.74%	10.56%
Recycled Water Services	26,087,347	26,111,570	592,349	25,519,221	2.27%	19.66%
Total	\$ 125,596,567	\$ 132,816,798	\$ 42,414,218	\$ 90,402,580	31.93%	100.00%

Notes:

1. Administrative, overhead, and internal service fund allocations found in the City's 2017-18 Cost Allocation Plan have not been implemented, per Council direction, pending further review.

Capital Improvement Program
Expenditure Plan - Current
Fiscal Year 2017-18

Project Name	Project Code	Status	Percent Complete	Total Program Cost	Expended 2017-18	Requested 2017-18	Comments
STREETS AND RIGHTS-OF-WAY							
Special Project Reserve Fund 251							
Smith Street Sidewalk - curb, gutter, pavement	15030	In progress	0%	21,951	220	31,847	In design phase.
Street reconstruction (Luce, Washington, Observatory)*	15031	In progress	80%	661,019	9,550	661,019	Funds will be expended when street reconstruction begins.
Congestion Relief Fund 510							
Slurry Seal Various Streets	15027	In progress	0%	200,000	-	200,000	Contract awarded.
Overlay Streets		In progress	0%	200,000		200,000	Bid documents prepared.
Smith Street Sidewalk, Curb, Gutter, Pavement		In progress	0%	250,000		250,000	Finalizing design.
STIP Augmentation Fund 507							
Gobbi/Waugh Traffic Signal		In progress	0%	112,000		112,000	MCOG pending.
SB 325 Reimbursement Fund 508							
City Speed Zone Reports		In progress	60%	40,000		40,000	
State STP Fund 509							
N. State St. & Empire Dr/Ford Rd. Signal				25,000			
Coordination		In progress	0%			25,000	MCOG pending.
Total				\$ 1,509,970	\$ 9,770	\$ 1,519,866	
INFRASTRUCTURE							
Engineering/Streets Fund 100							
Redwood Business Park improvements - Bank funding	13001	In progress		4,000,000	73,936	4,000,000	In construction.
Redwood Business Park improvements - interfund loan	17028	In progress		3,333,000	1,617,856	3,333,000	In construction.
Utility Billing Fund 205							
Building Improvements		Not started		100,000		100,000	
Parks and Related Facilities Fund 301							
Anton Stadium infrastructure		In progress	35%	18,000	-	18,000	Design phase complete.
Building Maintenance 208							
Civic Center Facility Improvements		In progress	20%	75,000	4,950	74,950	
Council Chambers Renovation		New		100,000		100,000	
Aphasia for Civic Center Annex		New		50,000		50,000	
Civic Center reconfiguration		New		75,000		49,500	
Tile replacement for fountain		New		20,000		20,000	Found contractor to replace tile.
Special Projects Reserve Fund 251							
Todd Grove Picnic Area		In progress	10%	50,000		50,000	Planning phase.
Museum Prop 84 & Habitat Conservation Grants 310							
Museum - Prop 84		Completed	100%	1,509,011	40,377		Complete FY 17-18
Museum - Habitat Conservation		Completed	100%	1,509,011			Complete FY 17-18
State STP Fund 509							
N. State and Low Gap intersection	16018			32,380			
Improvements		In progress	20%		37		In construction.
Trans-Traffic Fund 510							
Main Replacement	17002	In progress		356,967	180,957	-	
Museum Fund 691							
Christensen project placeholder		In progress	10%	20,000		20,000	
Landfill Closure Fund 702							
Landfill Closure Project		In progress				10,343,287	Pending final design.
Ukiah Valley Conference Center Fund 730							
New conference room chairs		New		25,000		25,000	
HVAC System		In progress		100,000		100,000	Pending Council approval.
Airport FAA Grants 778							

Runway 15-33 Pavement Rehab &							
2 Taxiway Alignment	15040	In progress	60%	190,000	128,217	-	Design phase.
2 Pavement Management & PCN	15041	In progress	80%	34,700	22,446	-	
Grant funded project to improve							
2 runway	15040	New		1,260,000	-	1,260,000	Waiting on FAA.
Airport FAA Grants 779							
2 Concrete slab for fuel tank project	15042	Completed	100%	183,540	39,854	-	Complete in 17-18
Electric 801							
Automated Meter Reading Upgrade -							
1 AMI (Electric System)	15080	In progress	3%	1,900,000	22,131	2,100,000	Waiting on Finance CIS System. Possible CIS joint cloud.
2 Distribution - transformer replacements	15083	Completed	100%	50,000	17,152		
2 Utility poll testing and replacement	15083	Completed		50,000		50,000	Poll testing takes place every 10 years. Next testing is year 2020.
2 Conduct or upgrades		Completed	100%	20,000	20,000		
Design Build 1350 Hastings Rd, consulting							
2 services	13004	In progress	10%	120,000	-	120,000	Working with Planning requirements. Pending Use Permit.
2 System loading and fault monitoring	15081	Completed	100%	50,000	44,287	39,648	
2 Communication upgrade	15082	In progress	3%	25,000	100	20,212	Pending Engineering Services.
Facility Improvements (Electric Utility							
1 Service Center)	15095	In progress	3%	800,000	14,829	333,372	
Community Solar (renewable resource							
1 development)	15095	In progress	3%	750,000		1,100,000	Pending Planning requirements.
2 Service center site improvements		In progress		-		500,000	Working with Planning.
2 Service center building improvements		In progress				600,000	Working with Planning.
Hydro electric equipment and tool							
2 storage		In progress	10%	-		70,000	Pending US ARMY Core of Engineers.
Hydro electric equipment repair and							
2 upgrades		Completed		-	23,465	415,000	
Overhead system capacity							
2 improvements		In progress	90%	-		352,000	Will be completed by Year-End
Underground system capacity							
2 improvements		In progress	90%	-		370,000	Will be completed by Year-End
4160 to 12kv conversion - Fairgrounds							
2 Metered power pedestal program		In progress	40%	70,000		70,000	Design complete. Out for bid.
Water 822							
2 Well #4	15070	In progress	70%	1,397,900	157,117	584,243	Complete in 17-18
2 Well #9	15074	In progress	70%	1,635,800	163,803	248,135	Complete in 17-18
1 Pipeline Improvements	15069	In progress	60%	1,150,000	17,989	1,150,000	
1 Replace PZ2s Reservoir	15071	In progress	10%	1,000,000	12,625	915,528	Complete in 17-18
2 Millview/Ukiah Interlie	15072	In progress	10%	125,000	-	125,000	Complete in 17-18
2 Willow/Ukiah Interlie	15073	In progress	10%	125,000	-	125,000	Complete in 17-18
Connect Chlorine at WTP (switch to							
2 liquid chlorine)	15075	Deferred		200,000	-	-	Analyzing performance.
AMI project cancelled due to recycled							
1 Water Meter Replacement	15077	Cancelled		1,040,000	6,144	40,000	
2 Well #3 Roof		Deferred		15,000		15,000	
Luce, Observatory, Washington main							
2 replacement		In progress		1,163,933	6,151	1,163,933	
Main Replacement	17002	In progress		766,282	614,230		
Wastewater 840							
2 Replace AWT Feed Pump Motors		Deferred		90,000	-	-	
2 Chlorine Mixer	15054	Cancelled		40,000	-	-	
2 Manhole Replacement	15055	In progress		15,000	-	15,000	
2 Online Ammonia & Nitrate Analyzer		Completed	100%	50,000	-		
2 Vac-Trailer		Cancelled		70,000	-		
Luce, Observatory, Washington main							
2 replacement		In progress		917,548	73,352	917,548	
Main Replacement	17002	In progress		679,421	623,248	-	
Recycled Water 830							
2 Recycled Water System Phases 1-3	15062	In progress	10%	37,650,191	540,010	25,875,000	Design complete. Ready to bid.
Total Infrastructure				\$ 65,007,684	\$ 4,465,263	\$ 57,138,356	

CIP Update
(cont.)

EQUIPMENT/OTHER									
General Fund 100 - Police									
2	Patrol Vehicles		In progress		100,000		100,000		Pending purchase.
2	Cisco ASA Firewalls - Police		In progress		50,000		50,000		Pending Council approval.
General Fund 100 - Fire									
2	Rescue Rope Replacement		In progress		10,000		10,000		Pending order.
2	Swift Water Rescue Replacement		Completed	100%	15,000	15,137	15,000		
2	Air Monitor Replacement		Completed	100%	11,000	10,194	11,000		
2	Life Pack 15		Completed	100%	30,000	25,979	30,000		
2	SCBA Bottle Replacement		Completed	100%	15,000		15,000		
2	Turnout Replacement, PPE 4 sets		In progress		15,000	2,284	15,000		Pending order.
General Fund 100 - Streets									
2	Skidsteer Portion		Completed		30,000	22,616	30,000		
2	Street Sweeper		In progress		225,000		225,000		Pending purchase.
General Fund 100 - Parks									
2	Mower		Completed	100%	75,000	85,296	75,000		
Fleet and Plant Maintenance Fund 203									
1	Truck Replacement		Completed	100%	114,000	113,781			
2	Equipment for new service truck		Completed		30,000		30,000		
2	Replace overhead lube system		In progress		40,000		40,000		Initiating design.
Equipment Reserve Fund 220									
2	Police patrol vehicles	15043	Completed	100%	120,000	31,132			
2	Police portable radios		Completed	100%	60,000	69,388			
2	Replace SCBA	15034	Completed	100%	15,000	-	-		
2	Replace defibrillator	15035	Completed	100%	25,000	-	-		
2	Replace defibrillator		Completed		-	-	25,000		
1	Two New Type I fire engine *		In progress		325,000	18,752	-		Engines are being built.
Asset Seizure Fund 630									
2	40 Tasers		In progress		80,000		80,000		
Asset Forfeiture Fund 638									
2	Body cameras		In progress		21,684				
Airport FAA Grants 779									
Fuel Tank, Upgrades and Self service									
2	tank	15042	Completed	100%	172,200	14,374	77,768		
Airport FAA Grants 779									
2	Phase 3 Fuel tank upgrades	15042	In progress		30,000	30,137	30,000		
Purchase of Golf cart/small off road									
2	vehicle		Not started		12,000	-	12,000		Rebudgeting for FY 18-19
Electric 800									
Electronic display trailer (1/3 share with									
2	water, sewer, electric)		In progress		8,250	-	8,250		
2	Replace first responder trouble truck		In progress		170,000	168,965	170,000		On order.
2	Replace digger derrick truck		In progress		425,000	325,967	425,000		On order.
2	VLF High POT cable test set		In progress		25,000	-	25,000		
2	E-Vehicle		Completed		-	-	45,000		
2	Hydro filter cart		In progress		22,000		22,000		Complete by Year-End.
Electric 801									
Equipment Replacements (trucks,									
1	equipment etc.)		Completed	100%	495,000				
Control System Upgrades (Hydro &									
2	Substation)	15082	In progress	15%	75,000	100	75,000		
Tainter Valve and Penstock Repair									
2	(Hydro)	15013	Completed	100%	225,000	-	221,696		
T1/T2 Bushing & Gasket Replacement									
2	(Orchard Substation)	15093	Completed	100%	250,000	122,560	250,000		
Primary & Secondary Conductor									
2	Repair/Replacement		Completed	100%	50,000	-			
Undergrounding Phase 3 & 4: Overhead									
2	to Underground	16021	In progress	15%	20,000	-	20,000		
Water 820									
Truck Replacement (Ford Ranger,									
2	shared with wastewater)		Completed	100%	10,000	-	-		
1	Service Truck	15076	Cancelled		45,000	-			No need.

Portion of Service Truck (50%)							
1 Wastewater Fund)	15059	Cancelled		30,000	-		Incomplete till 18-19.
Vactor Replacement (50% Wastewater							
1 Fund)	15057	Deferred		200,000	-		Deferred till 18-19.
Asset Management Software (GIS							
2 system)	15051	In progress		15,000	-	15,000	
Genie Lift (personnel lift for							
2 cleaning/maintenance at water plant)		Completed	100%	12,000	-		
2 Mid-size 4 door truck		Completed	100%	35,000	27,500	35,000	
Electronic display trailer (1/3 share with							
2 water, sewer, electric)		In progress		8,250	-	8,250	
2 Supervisor F-1500		Completed	100%	15,000	13,825	15,000	
2 Skidsteer Portion		Completed	100%	30,000	20,757	30,000	
Wastewater 840							
2 Replace 2006 Prius		Completed	100%	30,000			
2 Replace 3/4 Ton Dodge		Completed	100%	45,000			
2 Replace Ford Ranger		Completed	100%	10,000			
Electronic display trailer (1/3 share with							
2 water, sewer, electric)		In progress		8,250		8,250	
2 Supervisor F-1500		Completed		15,000	13,825	15,000	
2 Skidsteer Portion		Completed		30,000	20,757	30,000	
2 AWT	15053	In progress		90,000	25,893	90,000	
2 Truck	15058	Completed	100%	30,000	18,252	30,000	
2 Kubota mule		Completed	100%	16,000	-	16,000	
2 Replace Forklift		Completed	100%	20,000	16,527	20,000	
2 Belt filter press overhaul		In progress		85,000	-	85,000	Evaluating option.
Information Technology 209							
Council Chambers Electronic							
1 Renovation	15016	In progress	10%	75,000	-	75,000	Working RFP for engineer.
2 Access Point Wi-Fi	15018	In progress	10%	30,000	-	30,000	Waiting for quote.
2 Cardlock System Phase II	15019	Deferred		85,000	-	-	Deferred till 2020
Veeam Backup and Replication,							
2 disaster recovery software		Cancelled		18,300	-	-	Added to 18/19 Software budget.
2 Host Cluster Server VM-Host	16022	Cancelled		10,000	-	-	
2 Point Multipoint Communications	16023	Cancelled		50,000	-	-	
Waiting on Microsoft Office update.							
Moved to FY 18/19 Data Storage . This is							
2 Wifi access point		In progress		30,000	-	30,000	an ongoing cost.
2 Fiber WAN project		In progress		83,000	-	83,000	In research stage.
2 Civic Center APC Battery Replacement		Completed	100%	25,000	19,866	25,000	
2 Cluster Servers VMM Servers		Completed	100%	58,000	-	58,000	
Ukiah Valley Fire District Fund 915							
SCBA Equipment replacement and							
2 repair		New		15,000	-	15,000	
2 South Station roof repair		New		60,000		60,000	
2 South Station A/C replacement		New		50,000		50,000	
Total Equipment/Other				\$ 4,754,934	\$ 1,233,864	\$ 2,956,214	
Total capital				\$ 71,272,588	\$ 5,708,897	\$ 61,614,436	

1. Council review and approval required before initiation.

2. Regular approval procurement process applies.

*Specific engineer's estimates on each project not yet available.

* A Type 1 fire engine is designed for structural fire fighting.

Notes:

1. Areas marked "N/A" indicate that information was not available at the time this report was compiled.



Notes to Financial Statements

New Funds

New funds were created for the City's receipt and use of Prop 172 monies and for new housing grant activities.

Significant Changes

No significant accounting or budgeting changes were made this quarter or since the start of the fiscal year.

City-Wide Notes

The Finance Department has engaged in a review of the City's Cost Allocation Plan. Results of that review are expected by the end of April and will be presented to the Council in May in coordination with the ad hoc committee assigned to the project.

Department Notes

Several departments have or are approaching their budget appropriation limit earlier than anticipated. Management will address those issues with the Council, pursuant to adopted budget policy, if additional appropriation is needed for a particular department.

Takeaways

- City revenues are trending positively
- Expenditures City-wide and at the fund level are within budgeted appropriations
- Most departments currently are within budget estimates

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