



City Council

Special Meeting AGENDA

Civic Center Council Chamber ♦ 300 Seminary Avenue ♦ Ukiah, CA 95482

To participate or view the virtual meeting, go to the following link: <https://us06web.zoom.us/j/85055255927>

Or you can call in using your telephone only:

- Call (toll free) 1-669-444-9171
- Enter the Access Code: 850 5525 5927
- To Raise Hand enter *9
- To Speak after being recognized: enter *6 to unmute yourself

Alternatively, you may view the meeting (without participating) by clicking on the name of the meeting at www.cityofukiah.com/meetings.

April 16, 2025 - 3:30 PM

1. ROLL CALL AND PLEDGE OF ALLEGIANCE

2. AUDIENCE COMMENTS ON NON-AGENDA ITEMS

The City Council welcomes input from the audience. If there is a matter of business on the agenda that you are interested in, you may address the Council when this matter is considered. If you wish to speak on a matter that is not on this agenda that is within the subject matter jurisdiction of the City Council, 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. BUDGET WORKSHOP

- 3.a. Mid-Year Departmental Budget and Objectives Progress Review for Fiscal Year 2024-25, Review of Draft Objectives, and Review of Individual Departmental Five-Year Capital Improvement Plan Updates for Fiscal Year 2025-26.

Recommended Action: Council to receive, review, consider, and discuss updates on current stated objectives. In addition, the Council will review preliminary draft departmental objectives, as well as individual departmental Five-Year Capital Improvement Plan updates for the fiscal year 2025-26.

Attachments: None

- 3.b. Review and Update, if Warranted, the Ukiah City Council Strategic Plan.

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

Attachments:

1. Redlined Version FY26 Council Strategic Plan_tb

4. ADJOURNMENT

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are

available for public inspection at the front counter at the Ukiah Civic Center, 300 Seminary Avenue, Ukiah, CA 95482, during normal business hours, Monday through Friday, 8:00 am to 5:00 pm. Any handouts or presentation materials from the public must be submitted to the clerk 12 hours in advance of the meeting; for handouts, please include 10 copies.

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

Araceli Sandoval
Dated: 4/11/25



AGENDA SUMMARY REPORT

SUBJECT: Mid-Year Departmental Budget and Objectives Progress Review for Fiscal Year 2024-25, Review of Draft Objectives, and Review of Individual Departmental Five-Year Capital Improvement Plan Updates for Fiscal Year 2025-26.

DEPARTMENT: Finance

PREPARED BY: Jessie Brunell, Financial Controller

PRESENTER: Dan Buffalo, Finance Director

ATTACHMENTS:

1. Correspondence Received - UPD Draft Annual Report

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

Background: As part of the mid-year review of the current budget year and development of the budget for next year, each City department scheduled for presentation will present their individual budget information through December 31, 2024, progress on stated budget objectives for the current year, and plans for the next fiscal year and beyond. Every department has been scheduled and will present over the course of March and April.

Discussion: Departments presenting at this meeting are Police, Fire and Human Resources. However, the Council may consider revisiting departments that have already presented and/or other elements of the FY 25/26 Budget including the capital improvement plan and the Council's Strategic Plan.

**Note: Chrome is the required browser to view the Mid-Year Review 2024-25 stories in Open.Gov, as Internet Explorer is not compatible.*

Midyear Review of 2024-25 Department Objectives and Accomplishments and Review of Draft 2025-26 Department Objectives, CIP and Council's Strategic Plan (Note- This is an active draft document and departments will continue to make minor revisions): <https://stories.opengov.com/ukiahca/published/h10uFChx9>

Each department and division report contains the following sections:

- Department purpose and basic description
- Services provided
- Personnel information
- Objectives and accomplishments:
 - For the purposes of this report, current and proposed objectives for the coming year are included
 - Objectives are delineated by near, intermediate, and long-term
 - Individual objectives are assigned a unique identifier presented by year initiated and order of sequence for the year (e.g. an objective that is first identified in fiscal year 2024 and is the first objective identified by the department in that year would be assigned 2024-1, the next in the same year would be 2024-2, etc.)

- Department comments have been updated where appropriate and convey the current status of each objective.
- Budget to actual information related to expenditures, compared to the same six-month period for the prior two years.

Additionally, the following departments' Five-Year Capital Improvement Plan updates have been provided as a link in the Table of Contents for the Departmental Objectives and Accomplishments:

- Police
- Fire
- Human Resources

Recommended Action: Council to receive, review, consider, and discuss updates on current stated objectives. In addition, the Council will review preliminary draft departmental objectives, as well as individual departmental Five-Year Capital Improvement Plan updates for the fiscal year 2025-26.

BUDGET AMENDMENT REQUIRED: N/A

CURRENT BUDGET AMOUNT: N/A

PROPOSED BUDGET AMOUNT: N/A

FINANCING SOURCE: N/A

REVENUE: N/A **GRANT:** N/A

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: City Manager's Office

STRATEGIC PLAN (SP): N/A

CLIMATE INITIATIVES (CI): N/A

GENERAL PLAN ELEMENTS (GP): N/A

Approved:


Sage Sangiacomo, City Manager

POLICE

CITY OF UKIAH

"Safety, Professionalism & Community Service"

ANNUAL REPORT 2024



WWW.UKIAHPOLICE.COM



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[@UKIAHPOLICE](https://www.facebook.com/UKIAHPOLICE)

MESSAGE FROM THE CHIEF

Dear Ukiah Community,

Growing up here in Ukiah has instilled in me a deep sense of pride and commitment to this wonderful city. It's an honor to serve as your Police Chief, and I am privileged to have spent over 27 years with the Ukiah Police Department, working alongside dedicated officers and serving the community I call home.

Having been born and raised here, I understand the unique challenges and strengths of our community. I've witnessed firsthand the resilience and spirit of Ukiah residents, and I'm continually inspired by your unwavering support for one another.

As your Police Chief, I am deeply invested in ensuring the safety and well-being of every member of our community. My years of experience have taught me the importance of building strong relationships between law enforcement and the community. Trust and collaboration are the cornerstones of effective policing, and I am committed to fostering open communication and transparency in all that we do.

I believe in the power of community partnerships to create positive change. Together, we can work towards common goals, address concerns, and build a safer, stronger Ukiah for future generations.

As we move forward, I want to assure you that the Ukiah Police Department is dedicated to upholding the highest standards of professionalism, integrity, and accountability. We will continue to prioritize fair and equitable policing, treating people with dignity and respect.

I am grateful for the opportunity to serve as your Police Chief, and I am committed to earning your trust each and every day.

Thank you for your continued support, and let's continue working together to keep Ukiah safe and thriving. As your Police Chief, I extend an open invitation to reach out to us anytime with your suggestions, concerns, or ideas on how we can better serve you. As always, we will stand by our values of Safety, Professionalism, and Community Service.



Sincerely,

Cedric Crook

Chief of Police

MISSION

The Ukiah Police Department staff are committed to working in partnership with its citizens to promote a safe community and crime prevention through education and law enforcement.

As part of our commitment, we have adopted these three organizational values, the principles on which we base our policing: safety, professionalism, and community service.

SAFETY



We value human life and strive to enable our citizens to be safer and less likely to be victimized by crime.

PROFESSIONALISM

We value dedicated highly trained personnel, with a commitment to the standards of the Law Enforcement profession.



COMMUNITY SERVICE

We value the privilege of providing effective, efficient, and equitable service. We respect the members of our community, the importance of a combined crime prevention alliance, and the opportunity to provide a united policing effort.

ORGANIZATIONAL CHART



CHIEF OF POLICE
CEDRIC CROOK



POLICE CAPTAIN
TOM CORNING



**PATROL
LIEUTENANT**
JASON CHAPMAN



**ADMINISTRATIVE
LIEUTENANT**
MAX BRAZILL



**COMMUNICATIONS &
RECORDS MANAGER**
MARLA SWAN

PATROL SERVICES DETECTIVE BUREAU

DISPATCH SERVICES
-CITY OF UKIAH
-CITY OF FORT BRAGG

**COMMUNITY
SERVICE OFFICERS**

**SCHOOL RESOURCE
OFFICER**

POLICE RECORDS

**ANIMAL CONTROL
SERVICES**

PARKING ENFORCEMENT

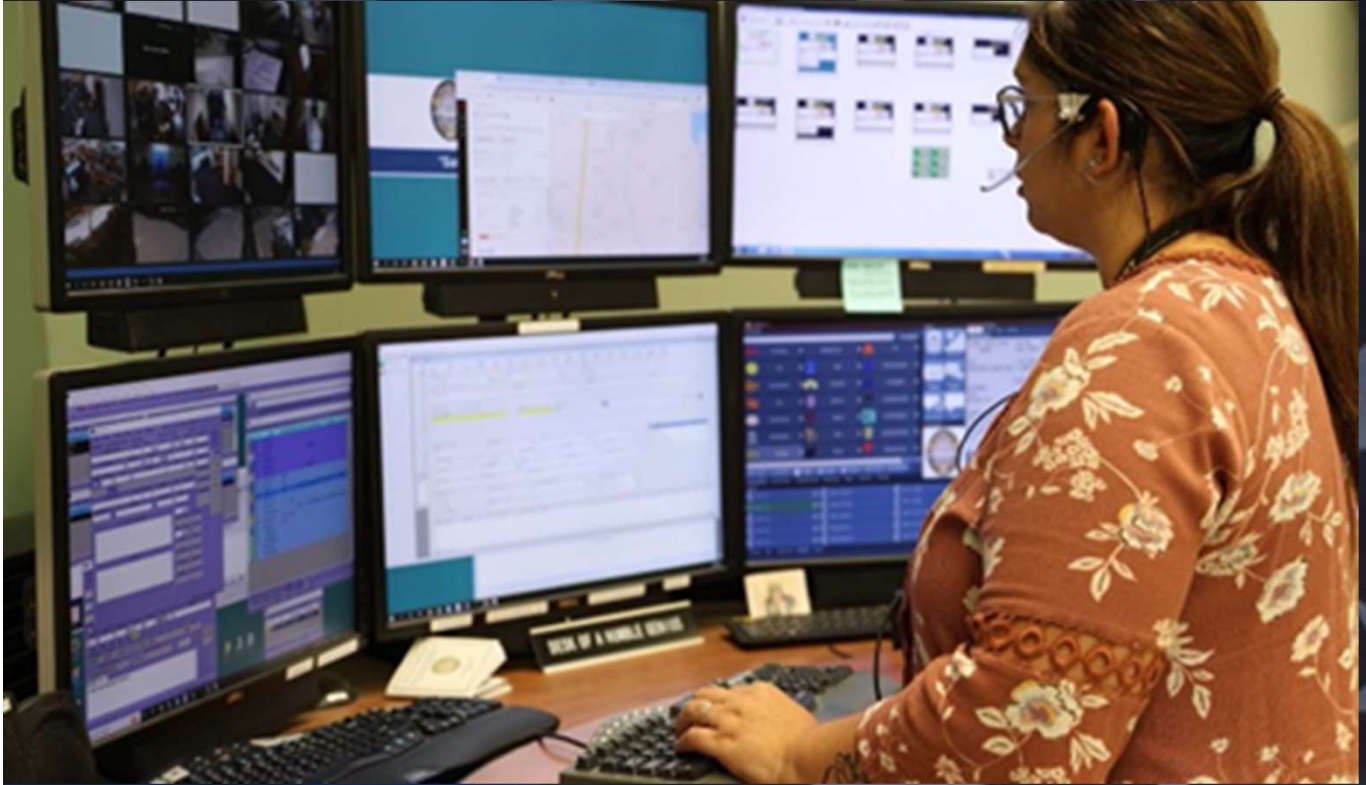
ADMINISTRATIVE ASSISTANT

EVIDENCE & PROPERTY

DEPARTMENT GOALS

GOAL 1: REDUCE CRIME & THE FEAR OF CRIME

NEW COMPUTER AIDED DISPATCH



The Ukiah Police Department is upgrading its outdated computer-aided dispatch (CAD) system to RIMS, a cutting-edge, user-friendly solution that will significantly enhance the efficiency of dispatch operations. With its intuitive design, RIMS allows dispatchers to quickly and accurately send officers to those in need, reducing response times and improving service delivery. The robust and comprehensive capabilities of RIMS, developed over 40 years, integrate seamlessly with other public safety systems, ensuring the department can handle complex tasks with ease. By streamlining operations and improving communication, RIMS will help the Ukiah Police Department better serve the community and reduce crime more effectively.

DEPARTMENT GOALS

GOAL 1: CONTINUED: REDUCE CRIME & THE FEAR OF CRIME

FLOCK CAMERAS

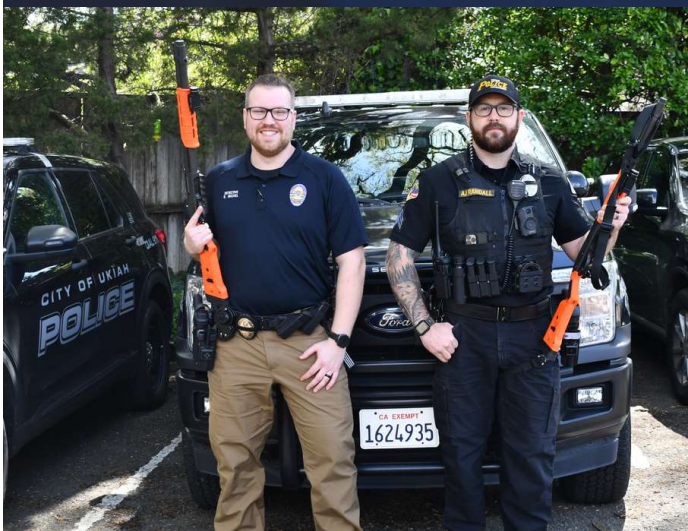
The Ukiah Police Department continues to achieve significant success with its use of FLOCK cameras, which are strategically placed throughout the city to capture vehicle license plates. This program has been so effective that we've established partnerships with several local businesses and neighboring law enforcement agencies, all of whom have also invested in FLOCK cameras.

By sharing access to their cameras with the Police Department, these partners help create a network of surveillance that acts as a force multiplier. Utilizing FLOCK, we have recovered 15 stolen vehicles, resulting in 13 arrests. FLOCK has assisted in 31 arrests in 2024, with crimes including robberies, kidnapping, and homicide. We have also used FLOCK to successfully locate a missing person.



flock safety

LESS LETHAL TOOLS



The Ukiah Police Department has expanded its range of tools by adding less-lethal bean bag shotguns to its inventory. These impact rounds provide officers with a safer option to incapacitate or deter individuals without causing fatal harm. In situations where lethal firearms might typically be used, such as encounters with armed individuals, the less-lethal bean bag ammunition offers an alternative that reduces the risk of fatal injuries. This is especially valuable in incidents involving individuals in crisis or experiencing mental distress, where a non-lethal response can help de-escalate the situation and prioritize safety for all involved.

DEPARTMENT GOALS

GOAL 2: IMPROVE THE QUALITY OF LIFE IN OUR NEIGHBORHOODS

SCHOOL RESOURCE OFFICER



The Ukiah Police Department continues to strengthen its partnership with the Ukiah Unified School District by assigning a dedicated School Resource Officer (SRO) to serve the district's six elementary schools, two middle schools, and two high schools within the city limits. The SRO takes a proactive approach to student safety by engaging with students, increasing law enforcement visibility on campuses, and attending school events. Additionally, the officer assists with campus searches and works closely with school staff to address potential security concerns, creating a safe and supportive environment for students and staff alike.

TRAFFIC OFFICER

Speeding and poor driving are among the most common complaints the Ukiah Police Department receives from the community. In response, the department has now dedicated a full-time traffic enforcement officer to address these concerns.

The officer's primary duties include conducting targeted enforcement in high-risk areas to reduce speeding and traffic collisions, ensuring safer streets for both drivers and pedestrians. By focusing on these critical issues, the Ukiah Police Department is working to improve road safety and enhance the overall quality of life for residents.

	MOVING VIOLATIONS	SPEEDING
YEAR 2023	190	248
YEAR 2024	936	301



DEPARTMENT GOALS

GOAL 3: ENHANCE COMMUNITY AND POLICE PARTNERSHIPS

BICYCLE PATROL



The Ukiah Police Department has launched a new bicycle patrol unit to enhance its presence in the downtown area, along the Great Redwood Trail, and at community events. This initiative is part of the department's ongoing commitment to building positive relationships between law enforcement and the community. Officers on bicycles will enjoy increased visibility and accessibility, enabling them to interact more easily with residents, local businesses, and visitors. By promoting a welcoming and approachable environment, the bike patrol unit aims to improve safety and security while creating stronger connections within the community.

OFFICER PARTICIPATION



The Ukiah Police Department actively partners with various community stakeholders by having officers serve as board members on programs like the Crisis Intervention Team Task Force, Mendocino County Youth Project, Ford Street Project, Pinoleville Multi-Disciplinary Team, and SafeRX Mendocino. These partnerships facilitate the exchange of valuable information and insights between the police department and other community organizations, developing collaboration and improving outcomes. By being directly involved in these initiatives, the Ukiah Police Department helps bridge gaps in services, enhancing the overall support system for individuals in need within the community.

DEPARTMENT GOALS

GOAL 4: DEVELOP PERSONNEL

OFFICER WELLNESS



Firstgevity

Over the past year, the Ukiah Police Department has made officer wellness a top priority, recognizing that the physical and mental well-being of its staff is crucial for providing the best service to the community. To support this, the department has utilized grant funding to construct a modern gym at the Police Department, offering staff the tools to maintain their fitness. Additionally, the department has partnered with FirstGevity, a virtual wellness platform designed to help officers and dispatchers recover faster, reduce stress, sleep better, and stay healthier. This program benefits not only staff but also their families, ensuring that those who serve are supported in living longer, happier lives.

RECRUITMENT AND RETENTION



Recruiting and retaining top talent is a top priority for the Ukiah Police Department. The department is actively seeking diverse, community-oriented candidates who are committed to serving the city of Ukiah with professionalism and dedication. At the same time, the department and the city work closely together to enhance the quality of life for current officers, ensuring they are supported and valued in their roles. By building a positive work environment and offering competitive benefits, the Ukiah Police Department aims to retain its highly trained and experienced officers who are vital to maintaining safety and strengthening community trust.

DEPARTMENT GOALS

GOAL 4: DEVELOP PERSONNEL

Recruiting continues to be a top priority for the Ukiah Police Department. The Department is still actively recruiting for diverse and community-oriented candidates to serve the City in a professional manner. To learn more about the Ukiah Police Department's compensation and exciting career opportunities, visit : www.ukiahpolice.com/careers/



IN 2024 WE HIRED



WE ARE HIRING LATERAL OFFICERS

\$20,000 BONUS!

- \$8,000 Residency Incentive Program!
- Expedited Hiring Process
- 5% Specialty Assignment pay
- Bilingual Pay
- Longevity Pay
- Specialty Assignments

Earn up to \$58.23/hour
\$121,115.28/year



DEPARTMENT GOALS

GOAL 5: CONTINUED ACCOUNTABILITY

AXON CAMERAS



The Ukiah Police Department partners with Axon to provide officers with the latest in body camera and vehicle camera technology, ensuring that all citizen contacts and traffic stops are recorded, to include the back seat of all patrol cars.

These cameras play a critical role in ensuring transparency and accountability.

They offer an unfiltered record of interactions, protecting officers against false claims of misconduct while also upholding professional standards. This commitment to advanced technology reflects the department's dedication to building trust with the residents of Ukiah and maintaining the highest levels of integrity in law enforcement.

COMPLAINTS

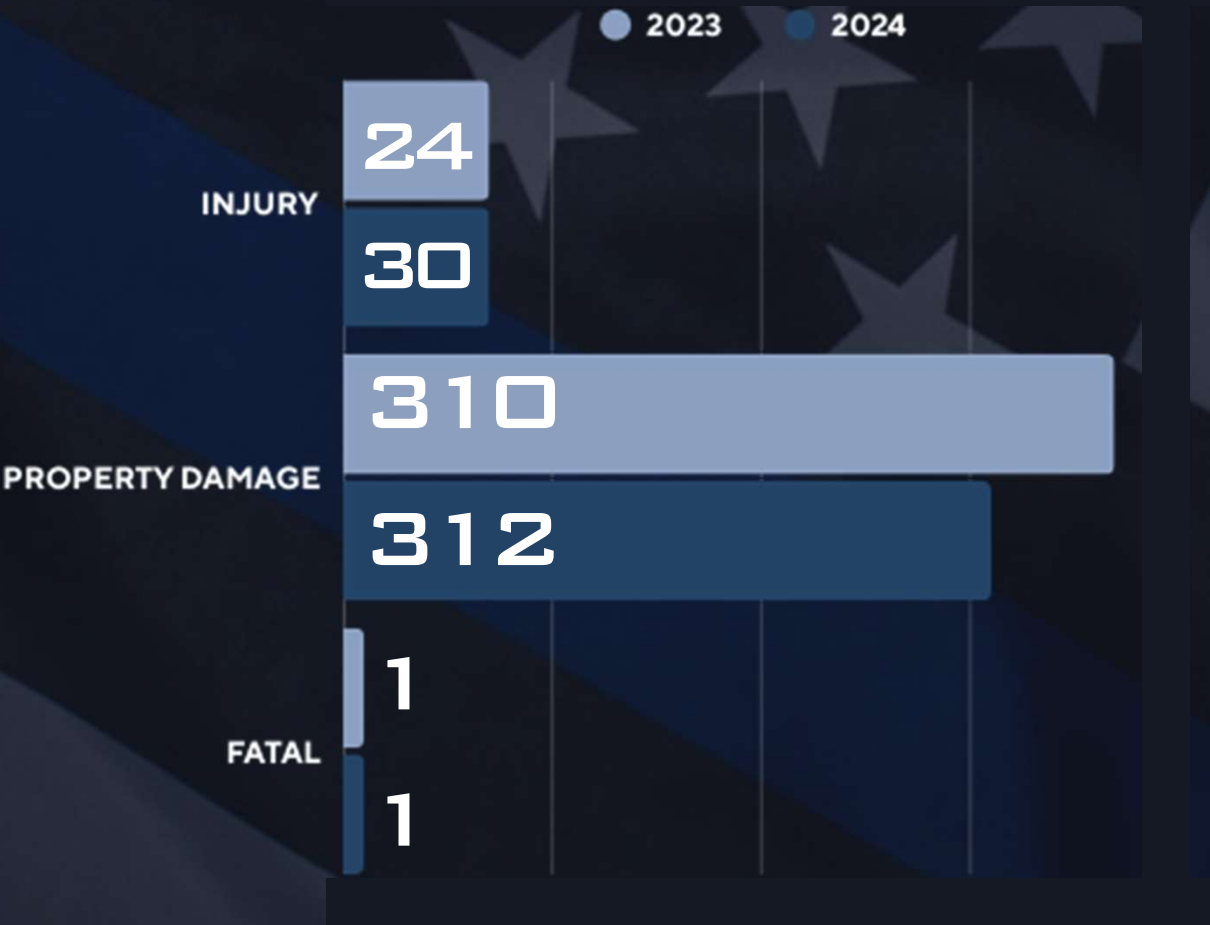
The Ukiah Police Department takes all complaints against its staff seriously, recognizing the importance of accountability and transparency in law enforcement. While the vast majority of complaints are found to be false, each one is thoroughly investigated. To ensure impartiality and fairness, the department contracts with a reputable third-party investigative firm that is not based within Mendocino County and has no ties to the department or its staff. This firm handles serious allegations of misconduct, providing an unbiased and comprehensive investigative process that upholds the integrity of the department and ensures public trust.

CRIME STATISTICS



CRIME	2024	2023
MURDER	0	0
RAPE	6	11
ROBBERY	23	24
ARSON	12	14
BURGLARY	31	47
STOLEN VEHICLES	46	74
ASSAULTS	227	251
LARCENY/THEFT	152	127
MISC. CRIMES	838	577

2023 / 2024 TRAFFIC COLLISION COMPARISON

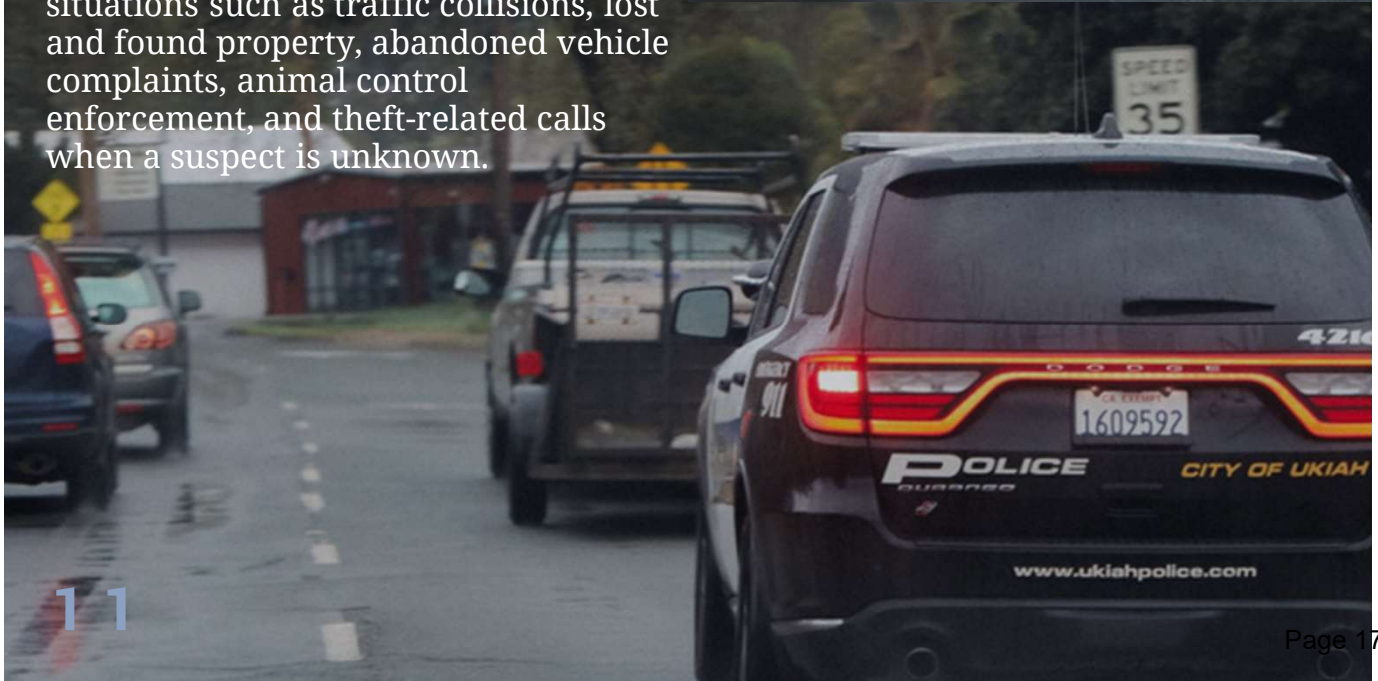


PATROL DIVISION

In 2024, 19,594 total calls for service were generated for Patrol Officers to assist the community. 2,529 police reports were taken by Patrol Officers and 249 reports were taken by CSO's.

The Patrol Division is the foundation of the Ukiah Police Department. Whenever a community member requires law enforcement assistance, a Patrol Officer will be there to respond. The Patrol Division operates in four shifts to ensure continuous coverage for the entire City of Ukiah, 24 hours a day, 365 days a year.

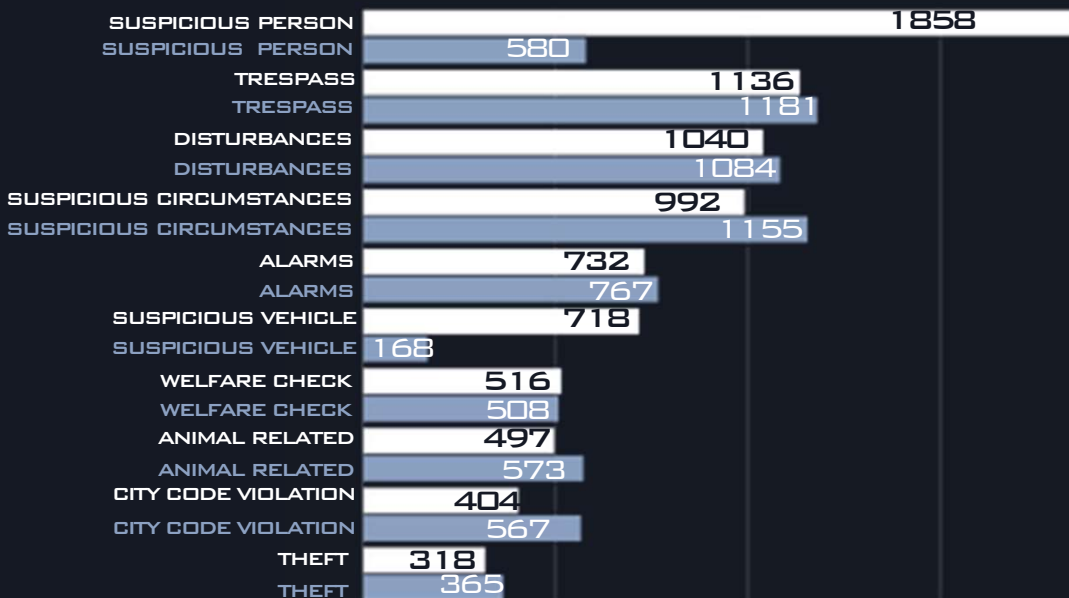
The Patrol Division is dedicated to delivering uniformed police response to both emergency and non-emergency calls for service. Services provided by Patrol Officers include traffic enforcement, making arrests, taking reports, conducting criminal investigations, performing extra patrols, serving criminal warrants, and assisting other law enforcement agencies. Community Service Officers within the department are typically tasked with managing non-hazardous situations such as traffic collisions, lost and found property, abandoned vehicle complaints, animal control enforcement, and theft-related calls when a suspect is unknown.



PATROL DIVISION



TOP 10 TYPES OF CALLS IN 2024 VS 2023



ADMINISTRATIVE DIVISION

Property and Evidence plays a crucial role within the Ukiah Police Department. The Community Service Officer in charge of this job is responsible for receiving, organizing, and managing items that have been seized, discovered, or handed over to the department. These items are securely stored based on their classification as evidence, safekeeping, found property, or contraband. Evidence is kept for court proceedings, while illegal items like weapons and drugs are disposed of. Additionally, the CSO works to identify and return items to their rightful owners when they are turned in as found property.



A Community Services Officer is responsible for parking enforcement, ensuring compliance with local parking regulations and ordinances, with a focus on the downtown area of the city. The officer uses License Plate Readers (LPR) mounted on the enforcement vehicle, which utilize satellite technology to identify violations. In addition to high-tech methods, traditional approaches like walking and chalking tires are employed. The CSO also assists in identifying missing parking signage and poorly painted curbs to ensure that parking enforcement regulations are applied fairly.

ADMINISTRATIVE DIVISION

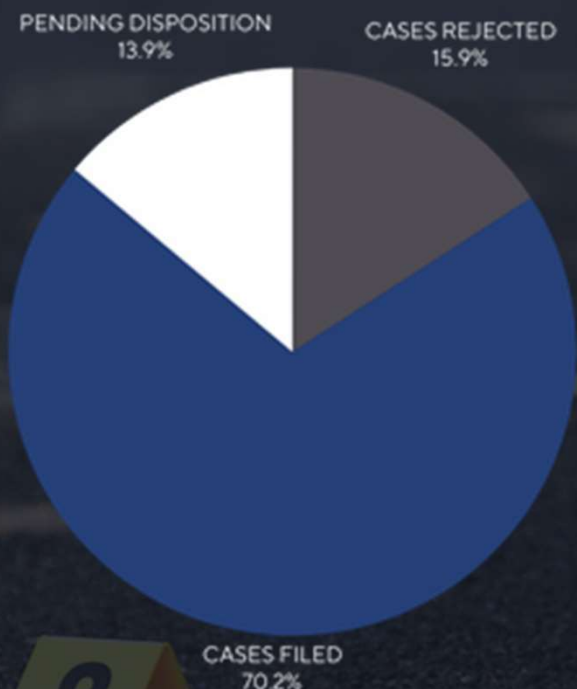
The Detective Bureau consists of a Detective Sergeant and two Detectives who are responsible for conducting thorough and in-depth investigations that are typically more complex and time-consuming than those handled by Patrol Officers. These investigations cover a range of serious crimes including Burglary, Violent Assaults, Homicide, Arson, Sex Crimes, Internet Crimes, Robbery, Embezzlement, Missing Persons, and monitoring of Sex Offender Registration. The Detective Bureau collaborates with neighboring Law Enforcement agencies and social service organizations such as Child Protective Services and Adult Protective Services.



94

CASE NUMBERS
IN 2024 ASSIGNED
TO THE DETECTIVE
BUREAU

Our detectives prepare and submit criminal reports to the District Attorney's Office for prosecution, and also present evidence and testify in court to ensure that individuals who commit crimes in our community are held accountable.



2,779

TOTAL POLICE
REPORTS
PROCESSED

1,417

SUBMITTED TO
THE DA

COMMUNICATIONS & RECORDS



The Ukiah Police Department's Communications Center is operated 24/7 by trained Public Safety Dispatchers who handle emergency and nonemergency calls for the City of Ukiah and the City of Fort Bragg Police Departments. Dispatchers quickly assess calls and send out the appropriate resources. Emergency fire and medical calls are forwarded to Cal Fire, while calls from surrounding areas are directed to the relevant law enforcement agency.

**TOTAL
PHONE CALLS**

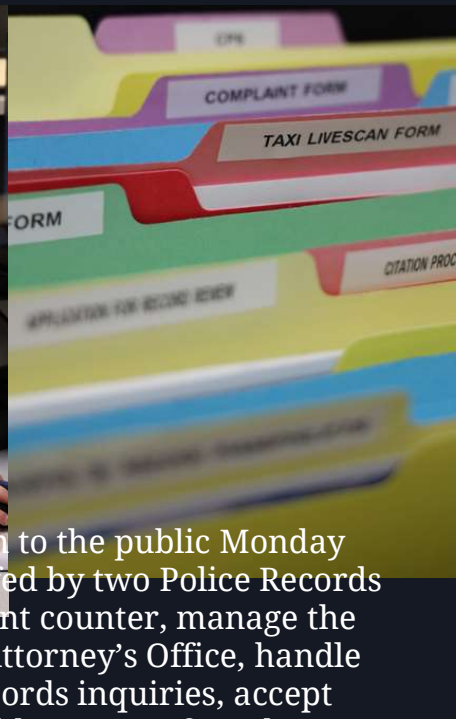
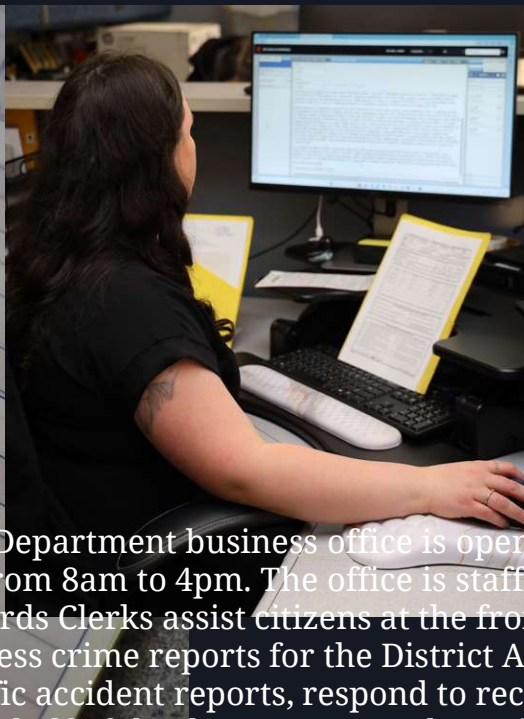
66,684

**EMERGENCY
9-1-1 CALLS**

14,298

**NON
EMERGENCY
CALLS**

52,386



The Ukiah Police Department business office is open to the public Monday through Thursday from 8am to 4pm. The office is staffed by two Police Records Clerks. Police Records Clerks assist citizens at the front counter, manage the business line, process crime reports for the District Attorney's Office, handle requests for traffic accident reports, respond to records inquiries, accept subpoenas on behalf of the department, and provide support for other administrative functions. Our dedicated staff is committed to assisting the residents of Ukiah and facilitating the operations of the Police Department.

THANK YOU

MAILING ADDRESS:

300 SEMINARY
AVE, UKIAH CA
95482

24-HOUR NON-EMERGENCY DISPATCH:

707-463-6262

RECORDS OFFICE:

MON-THURS
8AM-4PM

EXCLUDING MAJOR
HOLIDAYS

707-463-6241

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PHOTOS BY:

MIKKI TAYLOR
PHOTOGRAPHY

2024 ANNUAL REPORT
CREATED IN- HOUSE BY
THE CITY OF UKIAH
POLICE DEPARTMENT
STAFF





AGENDA SUMMARY REPORT

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

DEPARTMENT: City Manager /
Admin

PREPARED BY: Traci Boyl, Senior Management Analyst

PRESENTER: Traci Boyl, Sr. Management Analyst to the City
Manager's Office

ATTACHMENTS:

1. Redlined Version FY26 Council Strategic Plan_tb

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

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

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

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

Throughout the annual budget process, the City Council reviews and modifies the Plan as necessary and sets annual objectives for all departments (within departmental budgets) that are in line with the City's priorities.

Discussion: At the Mayor's request, this item was continued from the April 2nd City Council meeting to allow ample time for all Council Members to provide input. The City Council will now review and discuss the updated Draft Strategic Plan (Attachment #1), which incorporates changes since the April 2nd meeting, including input from Council Member Sher highlighted in yellow. The redline version also reflects recent Council policy changes, completed action items, discussions and direction over the past year, and newly identified priorities.

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

BUDGET AMENDMENT REQUIRED: n/a

CURRENT BUDGET AMOUNT: n/a

PROPOSED BUDGET AMOUNT: n/a

FINANCING SOURCE: n/a

REVENUE: Yes / No GRANT: Yes / No n/a

PREVIOUS CONTRACT/PURCHASE ORDER NO.: n/a

COORDINATED WITH: Sage Sangiacomo, City Manager

STRATEGIC PLAN (SP): **SP 3C** - Instill diversity, equity, and inclusion as essential core elements of policymaking, accountability, and delivery of City services. **SP 5C** - Create, sustain, and advance a diverse and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.

CLIMATE INITIATIVES (CI): **6c** – Ensure that climate responsibility is integrated throughout the City's departments and operations.

GENERAL PLAN ELEMENTS (GP): **GP-A1** - Land Use Element, **GP-A2** - Economic Development Element, **GP-A3** - Mobility Element, **GP-A4** - Public Facilities, Services, and Infrastructure Element, **GP-A5** - Environment and Sustainability Element, **GP-A6** - Safety Element, **GP-A7** - Agriculture Element, and **GP-A8** - Housing Element (2019-2027)

Approved:


Sage Sangiacomo, City Manager



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

The priorities, strategies and actions that make up the strategic plan evolve over time with the changing needs of the community and organization. During the annual budget process, the City Council reviews and modifies the Plan as necessary and sets annual objectives for all departments that are in line with the City's priorities.

In addition, successful development and implementation of the Strategic Plan requires continued engagement, collaboration, and review with our commissions and citizens.

Outcomes

The primary outcomes for the Strategic Planning Process are threefold:

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

General Principles

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

- We value diversity, equity, transparency, and justice and those values are essential core elements of policy-making, accountability, and delivery of City services.
- We are mindful that our actions have a profound effect on the health and well-being of future generations.
- Our strategies and approaches maintain or enhance the positive characteristics of our community. Our decisions reflect fiscal responsibility, reliability, sustainability, and affordability with an understanding and consideration of impacts to the entire community and organization.
- We look to partner with our community members to promote greater ownership and involvement in their services.
- We look for strategies that increase efficiencies while enhancing customer service.
- We ensure reliability, quality, and value in our services with an annual review of rates and fees to reflect economic changes and service costs.
- ~~Where applicable, we adjust rates and fees to reflect changes in the economy and cost of services.~~

Components of the Plan

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

Strategic Plan Priorities

1. **Enhance Our Neighborhoods:** Foster small-town life prioritizing accessible, high-quality services for all residents and the creation of vibrant community spaces that reflect the diversity of our cultures while ensuring environmental sustainability and maintaining the unique character of our neighborhoods.
(People, Places, & Services)
2. **Develop Quality Infrastructure:** Evaluate strategies and best practices to develop and implement a prioritized plan for maintaining and improving public infrastructure and utilities
3. **Plan for the Future:** Utilize sound principles for valley-wide planning that include a focused approach on service delivery to increase efficiencies, capabilities, and resiliency.
4. **Grow our Businesses:** Facilitate the development of a sound local economy that attracts investment, promotes economic diversity, supports businesses, creates employment opportunities, and generates public revenues
5. **Value our Team:** Ensure Council and staff work together to create a more diverse, inclusive, responsive, and effective workplace environment that fosters a culture of professionalism, service, teamwork, innovation, and safety.



1. Enhance Our Neighborhoods

Foster small-town life prioritizing accessible, high-quality services for all residents and the creation of vibrant community spaces that reflect the diversity of our cultures while ensuring environmental sustainability and maintaining the unique character of our neighborhoods.

A. Recommended Strategy:

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

Actionable Items:

- i. Implement a housing plan that works to support the development of sustainable housing for all income levels.
- ii. Responsively engage with our neighborhoods to align services with changing needs
- iii. Seek funding opportunities and partnerships to update and add park and recreational facilities
- iv. Work to preserve, conserve, and protect the natural resources/features of the Ukiah Valley and open space
- v. Develop a *Complete Streets* transportation network that enables safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.

B. Recommended Strategy:

Provide services that support a high quality of life for all residents, including fostering diverse, inclusive, sustainable, and accessible neighborhoods.

Actionable Items:

- i. Ensure the safety of our community through proactive and responsive community policing and fire services with a focus on ensuring that our team members have the appropriate training and resources
- ii. Promote healthy neighborhoods with access for all to quality recreational opportunities
- iii. Engage and conduct community-wide surveys to identify gaps and opportunities for changes or additions to our services and programs
- iv. Continue to work with partnering agencies and stakeholders to identify and address the needs of the community's most underrepresented

C. Recommended Strategy:

Encourage and support an environmentally sustainable and resilient community by embracing new technology, setting policy, and evaluating critical infrastructure.

Actionable Items:

- i. Provide ongoing education and active engagement of City staff, members of

committees and commissions, contractors, consultants, residents, and independent community groups in alignment with the goals of improving environmental standards and promoting sustainable policies

- ii. Address the climate implications of all policies and actions that come before the Ukiah City Council that have the potential to impact greenhouse gas emissions, carbon sequestration, and disaster preparedness within the City

iii. ~~Continue to support Resolution 2022-44:~~

~~*A Resolution of the City Council of the City of Ukiah Endorsing the Declaration of a Climate Emergency and a Call to Action to Restore a Safe Climate*~~

~~...and support the implementation of the related initiatives.~~

Continue prioritizing action on the climate emergency by supporting the implementation of the Climate Action Plan, a roadmap to reduce the City's greenhouse gas emissions, and supporting the development and implementation of a Climate Adaptation & Resilience Strategy to address the risks of climate change.

iv. ~~iii. Support the development and implementation of a the Climate Action Plan~~



2. Develop Quality Infrastructure

Evaluate strategies and best practices to develop and implement a prioritized plan for maintaining and improving public infrastructure and utilities

A. Recommended Strategy:

Continue the development and maintenance of a comprehensive Capital Improvement Plan that considers the climate impacts of those improvements.

Actionable Items:

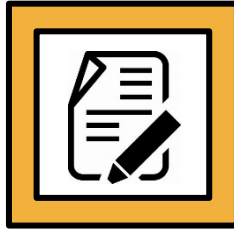
- i. *Determine current conditions, needs and opportunities, and focus on specific capital improvement projects for the following areas:*
 - Streets
 - Sewer
 - Storm drains
 - Water
 - Electric
 - Landfill

B. Recommended Strategy:

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

Actionable Items:

- i. Conduct regular evaluation of utility rates and other City fees and charges to ensure sustainability of services and adequate cost recovery.
- ii. Explore and seek grant funding and other financial resources that provide long-term value in funding capital projects
- iii. Prioritize the protection of the community's investment in improved infrastructure.



3. Plan for the Future

Utilize sound principles for valley-wide planning that include a focused approach on service delivery to increase efficiencies, capabilities, and resilience.

A. Recommended Strategy:

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

Actionable Items:

- i. Implement the goals, policies, and programs in the Ukiah 2040 General Plan
- ii. Prepare and submit annexation applications in alignment with the City of Ukiah's updated sphere of influence (SOI) and annexation policies

B. Recommended Strategy:

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

Actionable Items:

- i. ~~Develop tax sharing agreement with the County of Mendocino~~
- ii. ~~i.~~ Support and implement the participation agreement and other opportunities for the efficient delivery of services with the Ukiah Valley Sanitation District.
- iii. ~~ii.~~ Continue the development of a plan for the improved delivery of fire services for the Ukiah Valley Fire Authority.
- iv. ~~iii.~~ Continue to sSupport newly-developed partnerships with Ukiah Valley water agencies and finalize agreements to consolidate services and seek funding for improved operational and cost efficiency, services, capital improvements, capability and resiliency

C. Recommended Strategy:

Instill diversity, equity, and inclusion as essential core elements of policymaking, accountability, and delivery of City services.

Actionable Items:

- i. Actively engage the community to recruit, board, commission, and committee members that reflect the diverse community we serve.
- ii. Develop and expand public education and outreach platforms to reach underrepresented individuals.
- iii. Continue to track progress and ensure ~~DEI~~ Strategic Plan alignment of projects and programs through ASR tracking and budget development tools and processes and provide annual equity reports to Council
- iv. Make corrective actions through ongoing engagement and evaluation from the DEI Committee.



4. Grow Our Businesses

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

A. Recommended Strategy:

Identify and remove barriers to economic development while leveraging economic opportunities

Actionable Items:

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

B. Recommended Strategy:

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

Actionable Items:

- i. ~~Develop a plan~~Continue to support efforts to identify and attract anchor tenants to the downtown core
- ii. Continue efforts to affect positive change with the Palace Hotel
- iii. Coordinate with the County and State for a reuse plan for the Courthouse
- ~~iv. Continue to support the implementation of the Downtown Streetscape Improvement Plan~~
- ~~v. iv.~~ Support public infrastructure development at the Perkins Street Depot site in support of the courthouse development and buildout of the property.
- ~~vi. v.~~Continue to monitor downtown parking and work toward implementation of the Develop and implement an improved downtown parking plan.
- ~~vii. vi.~~ Continue to support the development of the Great Redwood Trail
- ~~viii. vii.~~ Explore designs and plans to develop enhanced gateways into the city.



5. Value our Team

Ensure Council and staff work together to create a more diverse, inclusive, responsive, and effective workplace environment that fosters a culture of professionalism, service, teamwork, innovation, and safety.

A. Recommended Strategy:

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

Actionable Items:

- i. Develop organizational practices that reflect our core values (Professionalism, Service, Teamwork, Innovation, and Safety) through the lens of diversity, equity, transparency, and justice.

B. Recommended Strategy:

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

Actionable Items:

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

C. Recommended Strategy:

Create, sustain, and advance a diverse and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.

Actionable Items:

- i. Implement Diversity, Equity, and Inclusion-related recruitment, development, and retention initiatives.

~~ii. Support the work of the City's internal Opportunity and Inclusion Team (OIT)~~

~~iii.~~ Support and expand employee programs including, the Mentorship Program, Exceptional Employee Program, and Leadership Academy.

~~iv.~~ Incorporate cultural awareness celebrations and education into employee events and programs.

D. Recommended Strategy:

Attract and retain top-tier professionals within the financial capacity of our community fostering a competitive, supportive and engaging workplace that values public service,

professional growth, work-life balance, and employee well-being.

Actionable Items:

iv. Professional Development: Continue to invest in training, certifications, and leadership development programs to enhance employee skills and career growth opportunities.

v. Succession Planning and Recruitment: Strengthen outreach efforts, including partnerships with educational institutions, professional organizations, and community-based recruitment initiatives; develop and implement a succession plan to prepare for and ensure continuity of operations.