



City of Ukiah

EQUITY ACTION PLAN

January 2022



Executive Summary

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

MISSION/OBJECTIVE

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

PLAN DEVELOPMENT

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

ASPIRATIONAL GOALS AND EXPECTED OUTCOMES

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

GOALS, STRATEGIES, AND SPECIFIC STEPS

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

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

CRITICAL STEPS

- Create and adopt a Diversity, Equity, and Inclusion statement –

ACTION TAKEN: 2022-02-23 DEI Minutes, Item 6a.

- Integrate the Diversity, Equity, and Inclusion statement into City initiatives and communication materials

ACTION TAKEN: Statement included in staff email signature lines, posted on home page of City website, PD website, and on City social media pages, and included in the Core Values handout given to all employees at their team meeting with the City Manager.

- Create a schedule of recommended proclamations to celebrate the diversity of our community and educate and raise awareness of diversity, equity, and inclusion-related issues

ACTION TAKEN:

- ☐ 2021-11-17 City Council Minutes
- ☐ 2022 Proclamation Schedule
- ☐ 2023 Proclamation Schedule
- ☐ 2023-02-22 DEI Minutes, item 6a.

- Create an Equity webpage on the City's website

ACTION TAKEN: <https://cityofukiah.com/equity-and-diversity/>

- Create a social media and website campaign that highlights the value of the diversity of the organization

ACTION TAKEN: Social Media Tracker

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

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

CRITICAL STEPS

- Develop a plan to improve the accessibility of public meetings
- Identify, develop, and implement strategies to improve the accessibility to including but not limited to, the City's website, social media content, program applications, and requests for proposal

ACTION TAKEN: Accessibility Plan 2023

- Evaluate essential services to identify strengths and identify and remedy barriers

ACTION TAKEN: City of Ukiah Municipal Service Review

- Provide ongoing education and training on the plans and strategies identified

ACTION TAKEN: Staff training: 12/5/22, 12/15/22, 12/20/22. Completed and ongoing

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

CRITICAL STEPS

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

ACTION TAKEN: A mid- management cross-departmental team, Opportunity and Improvement Team (OIT) was formed in early 2022. The team developed a plan to improve the organization's recruitment, development, and retention practices. The plan includes guidelines for interview panels, recruitment, supervisor training, and processes for the ongoing assessment of progress. The plan was approved and adopted by HR Director, City Manager, Deputy City Manager and is currently being implemented.

¹ Critical Steps are organized by order, not priority.

to the development and implementation, of a recruitment plan designed to increase employment that accurately reflects the community we serve

- Develop and implement an oversight process to ensure diversity in hiring, evaluation, and promotion

ACTION TAKEN: OIT will meet quarterly ongoing to review processes and provide recommendation to City leadership.

- Develop annual employee surveys that include diversity, equity, and inclusion topics and identify a review team to assess the survey, prepare a summary, and make recommendations to City leadership

ACTION TAKEN: DEI questions provided by OIT were incorporated into the annual employee survey on 8/22/2023. (See note above)

Goal 3. Recruit, retain, and advance a community of staff that reflects, values, and celebrates the diversity of the community we serve.

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

CRITICAL STEPS

- Create a mentorship program to create mentoring opportunities throughout the organization

ACTION TAKEN:

- ☐ [Mentorship Program FAQ](#)
- ☐ [Mentorship Application](#)

- Mandate diversity, equity, and inclusion training for all new hires during the orientation process
- Mandate biannual diversity, equity, and inclusion training for all current employees

ACTION TAKEN: Training for all employees – all-employee training 2/9/23
Biannual/new hire training requirements incorporated into employee training portal and tracked by HR

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

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

CRITICAL STEPS

- Coordinate with existing groups representing the diversity of the community we serve to identify the best methods for connecting with those groups

ACTION TAKEN: [2023 Stakeholder Email List](#)

- Conduct focus groups and listening sessions.

ACTION TAKEN: [UKGP EntireGP.pdf \(ukiah2040.com\)](#), Section 1.2 Preparing the Plan, Community Engagement

- Conduct community-wide surveys

ACTION TAKEN:

- ☐ [Survey English](#)
- ☐ [Survey Spanish](#)
- Provide ongoing recommendations regarding the needs assessment to City leadership

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

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

CRITICAL STEPS

- Add diversity/inclusivity questions to all board, commission, and committee applications to evaluate applicants' understanding of/and experience working within diverse groups

ACTION TAKEN: [City Boards, Commissions, and Committees - City of Ukiah, CA](#)

- Identify and implement methods of engaging and advertising employment and board/committee openings to reach a more diverse audience of potential applicants

ACTION TAKEN: OIT team provided recommendations to HR and City Leadership in their Recruitment, Development, Promotion and Retention Plan (September 2023)

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

CRITICAL STEPS

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

ACTION TAKEN: City of Ukiah Municipal Service Review

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

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

CRITICAL STEPS

- Celebrate achievements

ACTION TAKEN: Press Release web page

- Make recommendations for corrective action through ongoing monitoring and evaluation by the Committee

<p>GOAL 1. Create and sustain a diverse, equitable, and inclusive workplace and workforce that reflects, values, and celebrates the diverse community we serve.</p> <p><i>STRATEGY: Consistently, clearly, and boldly communicate that diversity, equity, and inclusion (DEI) are critical to the City's values.</i></p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Create and adopt a Diversity, Equity, and Inclusion statement	Dec. 2022	CM Office/Diversity and Equity Committee	2022-02-23 DEI Minutes, Item 6a.
Integrate the Diversity, Equity, and Inclusion statement into City initiatives and communication materials	Dec. 2022	CM Office/Diversity and Equity Committee	Statement included in staff email signature lines, posted on home page of City website , PD website , and on City social media pages, and included in the Core Values handout given to all employees at their team meeting with the City Manager.
Create a schedule of recommended proclamations to celebrate the diversity of our community and educate and raise awareness of diversity, equity, and inclusion related issues	Jan. 2022	CM Office/Diversity and Equity Committee	<input type="checkbox"/> 2021-11-17 City Council Minutes <input type="checkbox"/> 2022 Proclamation Schedule <input type="checkbox"/> 2023 Proclamation Schedule <input type="checkbox"/> 2023-02-22 DEI Minutes, item 6a.
Create an Equity webpage on the City's website	Jan. 2022	CM Office	https://cityofukiah.com/equity-and-diversity/
Create a social media and website campaign that highlights the value of the diversity of the organization	July 2022	CM Office	Social Media Tracker
<p>GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization.</p> <p><i>STRATEGY A: Improve access to City communication, public meetings, and essential services to remove barriers to inclusivity.</i></p>			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Develop a plan to improve the accessibility of public meetings	December 2022	CM Office/City Clerk	Accessibility Plan 2023

Identify, develop, and implement strategies to improve the accessibility to including but not limited to, the City's website, social media content, program applications, and requests for proposal	December 2022	CM Office	Accessibility Plan 2023
Evaluate essential services to identify strengths and to identify and remedy barriers	December 2022	CM Office	City of Ukiah Municipal Service Review
Provide ongoing education and training on the plans and strategies identified	December 2023	CM Office/HR Dept.	Staff training: 12/5/22, 12/15/22, 12/20/22. Completed and ongoing
GOAL 2. Eliminate internal and external barriers to Diversity, Equity, and Inclusion within the systems of the organization. STRATEGY B: Improve the organization's recruitment, development, and retention practices to remove barriers within these processes.			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Review recruitment, development, and retention practices to identify barriers to employment and create a plan to reduce those barriers, including but not limited to the development and implementation, of a recruitment plan designed to increase employment that accurately reflects the community we serve	July 2023	CM Office/HR Dept.	A mid- management cross-departmental team, Opportunity and Improvement Team (OIT) was formed in early 2022. The team developed a plan to improve the organization's recruitment, development, and retention practices. The plan includes guidelines for interview panels, recruitment, supervisor training, and processes for the ongoing assessment of progress. The plan was approved and adopted by HR Director, City Manager, Deputy City Manager and is currently being implemented.
Develop and implement an oversight process to ensure diversity in hiring, evaluation, and promotion	December 2023	CM Office/HR Dept.	recruitment, supervisor training, and processes for the ongoing assessment of progress. The plan was approved and adopted by HR Director, City Manager, Deputy City Manager and is currently being implemented.
Develop annual employee surveys that include diversity, equity, and inclusion topics and identify a review team to assess the survey, prepare a summary, and make recommendations to city leadership	Jan. 2023	CM Office/HR Dept.	DEI questions provided by OIT were incorporated into the annual employee survey on 8/22/2023. (See note above)

GOAL 3. Recruit, retain, and advance a diverse community of staff that reflects, values, and celebrates the diversity of the community we serve.			
STRATEGY: Strengthen the City to advance diversity, equity, and inclusion efforts and to provide equitable and inclusive opportunities for advancement for all staff. Listen to staff, committee, commission, and Council Members and value and consider their opinions, perspectives, and actions.			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Create a mentorship program to create mentoring opportunities throughout the organization	July 2022	CM Office	<input type="checkbox"/> Mentorship Program FAQ <input type="checkbox"/> Mentorship Application
Mandate diversity, equity, and inclusion training for all new hires during the orientation process Mandate biannual diversity, equity, and inclusion training for all current employees	July 2022	CM Office/HR Dept.	Training for all employees – all-employee training 2/9/23 Biannual/new hire training requirements incorporated into employee training portal and tracked by HR
GOAL 4. Identify and engage underrepresented communities in which to retain, expand, develop, and implement programs			
STRATEGY: Leverage existing resources to conduct asset-mapping and develop a needs assessment with recommendations inclusive of input from underrepresented members of the community			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Coordinate with existing groups representing the diversity of the community we serve to identify the best methods for connecting with those groups	December 2022	CM Office/Diversity and Equity Committee	2023 Stakeholder Email List
Conduct focus groups and listening sessions	December 2022	CM Office/Diversity and Equity Committee	UKGP EntireGP.pdf (ukiah2040.com) , Section 1.2 Preparing the Plan, Community Engagement
Conduct community-wide surveys	December 2022	CM Office	<input type="checkbox"/> Survey English <input type="checkbox"/> Survey Spanish
Provide ongoing recommendations regarding the need assessment to City leadership	December 2022	CM Office/Diversity and Equity Committee	Ongoing recommendation reports from the Ad Hoc to City leadership

GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services. STRATEGY A: Increase the diversity of the City's Boards, Commissions, and Committees to accurately reflect the diversity of the community we serve.			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Add diversity/inclusivity questions to all board, commission, and committee applications to evaluate applicants' understanding of/and experience working with diverse groups	July 2022	CM Office/City Clerk	City Boards, Commissions, and Committees - City of Ukiah, CA
Identify and implement methods of engaging and advertising employment and board/committee openings to reach a more diverse audience of potential applicants	July 2022	CM Office/HR Dept.	OIT team provided recommendations to HR and City Leadership in their Recruitment, Development, Promotion and Retention Plan (September 2023)
GOAL 5. Instill diversity, equity, and inclusion as essential core elements of policy-making, accountability, and delivery of City services. STRATEGY B: Improve the quantity, quality, and accessibility of city programs to reflect the needs of the diverse community we serve.			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Conduct a community-wide survey to assess program needs and/or interests	December 2022	CM Office	City of Ukiah Municipal Service Review
Complete an inventory and analysis of existing programs to identify gaps and create a plan to reduce the identified gaps	December 2022	CM Office	City of Ukiah Municipal Service Review
GOAL 6. Ensure accountability in the implementation of goals and assessment of progress toward outcomes STRATEGY: Develop external processes to preserve and ensure accountability in the process and implementation of goals, strategies, and critical steps to evaluate the progress towards the outcomes and goals and to assist in the annual accountability report to the Ukiah City Council			
<i>Outcomes and Actions</i>	<i>Target Date</i>	<i>Responsible Dept./Committee</i>	<i>Performance Measure</i>
Celebrate achievements and make recommendations for corrective action through ongoing monitoring and quarterly evaluations by the Committee	April 2022 (ongoing)	CM Office/Diversity and Equity Committee	Press Release web page