



# City of Upland

City Council Goal Setting Workshop

May 22, 2024 | 10 a.m.

# Welcome by Mayor Velto



**Mayor  
Bill Velto**



**Mayor Pro Tem –  
District 2  
James Breitling**



**Council Member –  
District 1  
Shannan Maust**



**Council Member –  
District 3  
Carlos A. Garcia**



**Council Member –  
District 4  
Rudy Zuniga**

# **Public Comment**

# City Manager Comments



City Manager  
Michael Blay



# Agenda Review

- Review today's objectives
- Icebreaker exercise
- Discussion of what makes for effective councils
- Vision, mission, and values
- Introduction and context for priority setting discussions
- Establish council goals and ARPA priorities
- Wrap up and next steps



# Today's Objectives



Discuss good governance and norms of behavior



Create consensus on a vision and mission statement and values



Establish City Council goals



Obtain consensus on use of remaining ARPA funds



Strengthen teamwork

# Workshop Ground Rules



**Listen to  
understand  
each other's  
point of view**



**Seek  
consensus**



**Assume  
good intent**



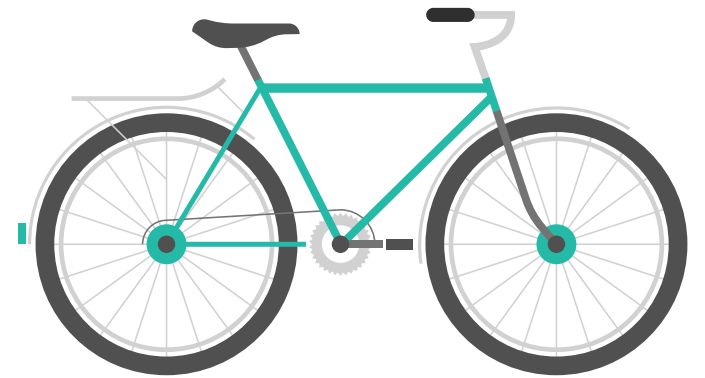
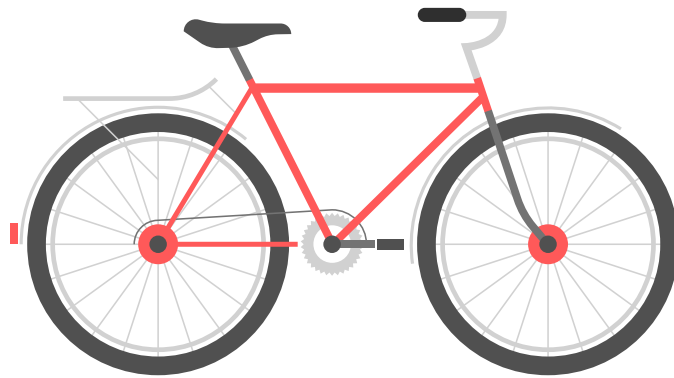
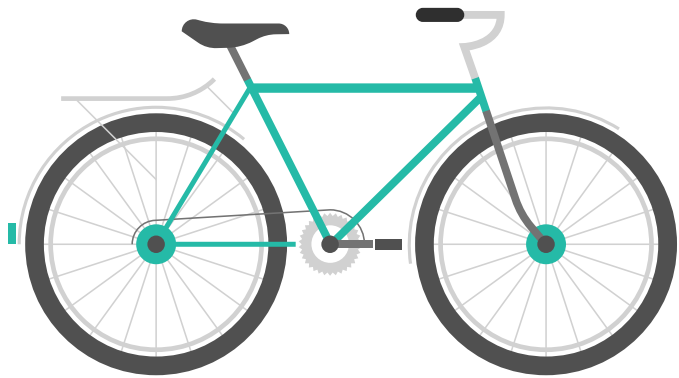
**Speak up if  
we need a  
course  
correction**



**Stay  
focused**

# Bike Rack

- Time management tool
- Items to discuss later



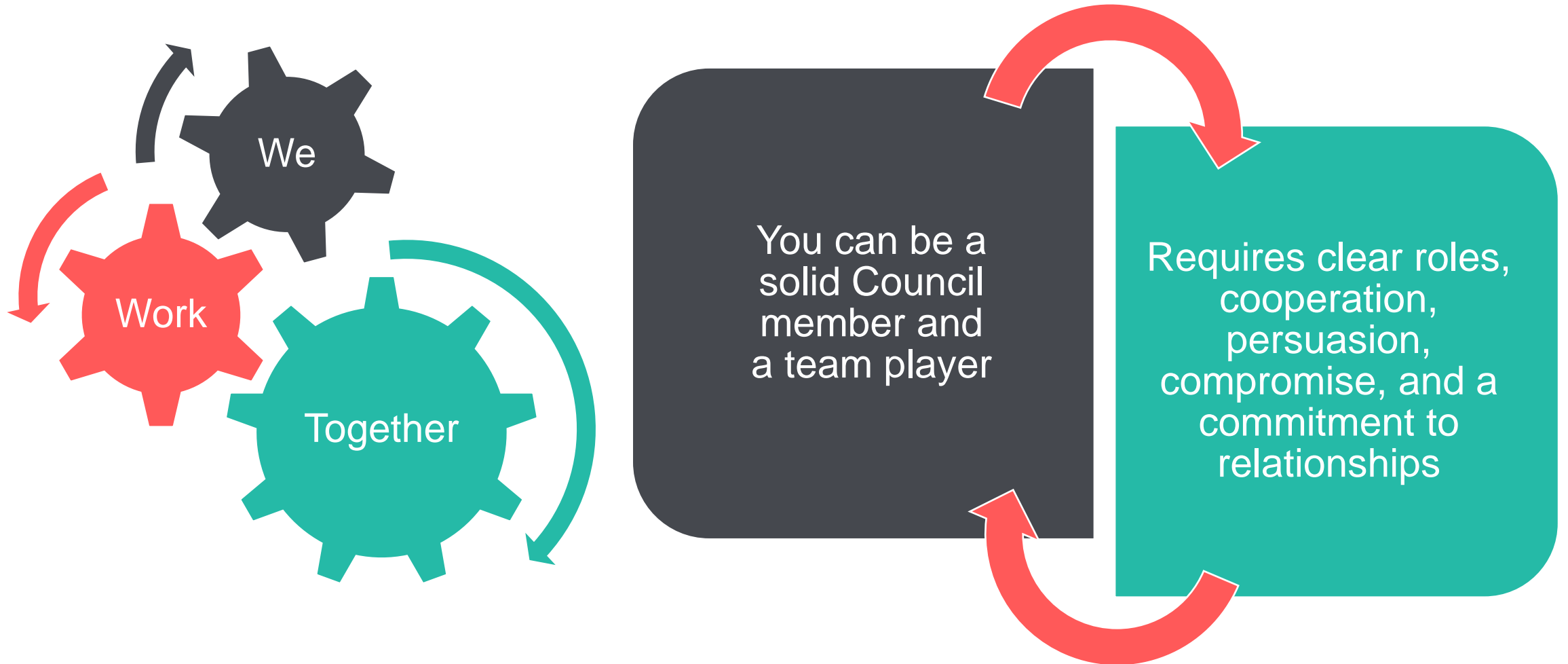
# Icebreaker Exercise

- What do you like most about Upland?
- What inspired you to serve on the Upland City Council?



**What makes  
for effective  
councils?**

# Effective Governing is a Team Sport



# What Makes a Governing Body Work Well?

## Effective City Councils

Unity of  
purpose

Clear roles  
and  
responsibilities

Positive  
governance  
culture

Norms,  
protocols, and  
policies

# Exceptional Governing Bodies

1. Have a **sense of team**; a **partnership with the city manager** to govern and manage the City.
2. Have **clear roles** and responsibilities that are understood and adhered.
3. Honor the **relationship** with staff and each other.
4. Routinely conduct **effective meetings**.
5. Hold themselves and the agency **accountable**.
6. Have members who practice **continuous improvement**.

**INSTITUTE FOR LOCAL GOVERNMENT™**  
*Promoting Good Government at the Local Level*

## Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

**1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city**

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and

**KEY CHARACTERISTICS**

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a

Source: *Institute for Local Government*



# Everyone Has a Role to Play



**“Exceptional [governing bodies] have clear roles and responsibilities that are understood and adhered to.”**

Source: *Institute for Local Government*

# Discussion About Norms



Norms are agreed upon  
**standards of behavior**  
and **practices**



Many Councils have a  
set of **adopted norms**  
for governance

# Typical Norms for Effective Governance

1. Maintain a **citywide perspective**, while being mindful of our districts.
2. Move **from / to we**, and from campaigning to governing.
3. Work together as a body, **modeling teamwork and civility** for our district.
4. Assume **good intent**.
5. Disagree **agreeably and professionally**.
6. Utilize **long-range plans** to provide big picture context that is **realistic and achievable**.
7. Stay **focused** on the topic at hand. Ensure each Council member has an **opportunity to speak**.
8. Demonstrate **respect, consideration, and courtesy** to all.
9. Share information and **avoid surprises**.
10. Keep **confidential** things confidential.
11. Respect the **form of government**, the roles of each party, and the **chain of command**.
12. Communicate concerns to the City Manager; **do not criticize staff** in public.

# Effective v. Ineffective Governance

## Effective Governance

- **Respect** council-manager form of government
- **Accept the outcome** of a majority vote
- Ability to **make unpopular** but necessary **decisions**
- **Disagree respectfully**
- Being **trustworthy**; doing what you say you will do and doing it transparently
- Engage with the public in **productive** ways

## Ineffective Governance

- Personal **attacks**
- **Dominate** discussions
- Purposely being **uncooperative**
- Attempt to **embarrass** each other
- Despite majority vote, continue to **speak against** vote/people who voted
- **Stack** the audience
- View colleagues as **enemies or competitors**

# Effective Council – Manager Teamwork

## City Council

- Focus on policy and **do not get into the weeds**
- Ask **questions in advance of Council meetings** to get as many answered as possible
- Give the City Manager a heads up; **practice the “no surprise” rule**
- **Refrain from directing staff**, even informally
- Create a **“no blame” culture**; bring concerns to the City Manager privately, do not criticize staff in public.
- **Respect City Manager’s role** as chief executive

## City Manager

- Be **clear and direct** with the Council
- Translate Council policy into **action and budgets**
- Provide heads up and practice the **“no surprise” rule**
- **Communicate** with all members of the Council **equally**
- Ensure that staff provides **options, clear analysis, and recommendations** to Council
- Work to help the Council see the **“big picture”** including impacts of policy positions



# Governance Discussion Summary

1

Carry out our **respective roles** (each in our own lanes)

2

Practice the **typical norms** for effective governance

3


Contribute to a **positive governance culture**

4

Respect the **chain of command** and use **established processes**

We can get things done when everyone respects each other and our roles

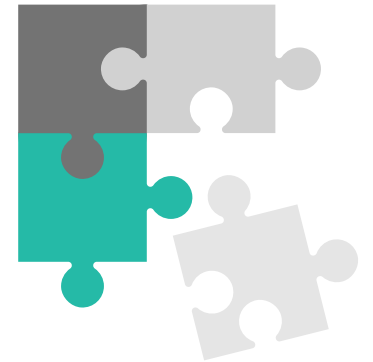


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# **Vision, Mission and Values**

# Effective Vision Statements

- Are **aspirational**, oriented toward the future
- **Tells the community** what the organization is **striving to become**
- **Motivational** for existing and future employees
- Are **short, concise**, and **easy to remember**



# Effective Mission Statements

- Clearly states:
  - The organization's **purpose** (why it exists)
  - The **desired outcomes**
- Describes:
  - What the organization **stands for**
  - **What it will do**
- Are **short** and **easy to remember**



# Effective Values

- **Values** **guide the behaviors** of elected officials, staff, and volunteers in support of the organization.
- **Values** are the **expectation** of how customers will be treated.
- An effective **set of values** are **easy to remember** and **clear** enough to **drive behaviors**.



# Draft Vision Statements

1. Upland is a safe, family-oriented community that maintains its small-town charm and historic character.
2. Upland is a safe, welcoming community that offers a high quality of life for its residents.
3. The historic city of Upland offers its residents a safe, family-oriented community where all can thrive.
4. Upland, the city of gracious living, is a welcoming and diverse community that maintains its historic, small-town charm.
5. Upland is a safe community where families thrive, and residents enjoy a high quality of life.



# Draft Mission Statements

1. The City of Upland provides superior services that support a high quality of life for the community.
2. The City of Upland provides superior services in a resident-focused, transparent manner.
3. The City of Upland provides superior services to our residents, businesses, and visitors.
4. The City of Upland provides services that are easily accessible to residents, addresses their needs, and enhances their quality of life.



# Suggested Values

Dedication

Integrity

Trustworthy

Respect

Transparency

Honesty

Action-  
oriented

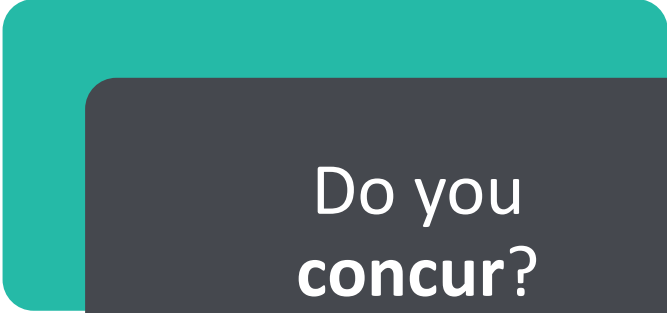
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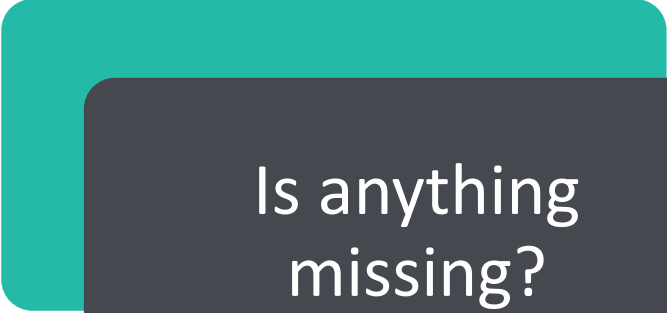
## Dot Voting

- **One** dot each for preferred **vision** statement
- **One** dot each for preferred **mission** statement
- **Three** dots each for preferred **values**

# Consensus



Do you  
concur?



Is anything  
missing?



**Break**

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# Priority Setting

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# Context for Priority Setting

Don't fill up the bucket with so many small rocks there isn't room for the big ones



Put the **big rocks** in first

Then, add the small rocks where there is room



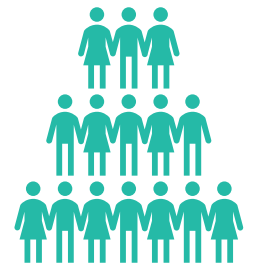
# Recent Accomplishments

- Keeping city manager for multiple years
- Council working well together
- Stronger relationships between Council and staff
- Stable and balanced budget
- Focusing on and addressing infrastructure needs
- Retaining staff, improved morale, recent salary increases
- Regaining public trust, increased transparency
- Downtown revitalization
- Blast program for pension liability (saving \$66 million)
- Group A crime reduction (when others are going up)



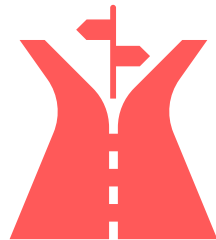
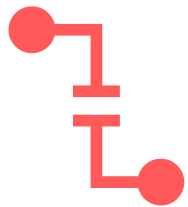
# Key Opportunities

- Downtown revitalization
- Commercial corridors, shopping
- Change reputation, public perception
- Sustained growth
- Staff recruitment and retention
- Increase revenues

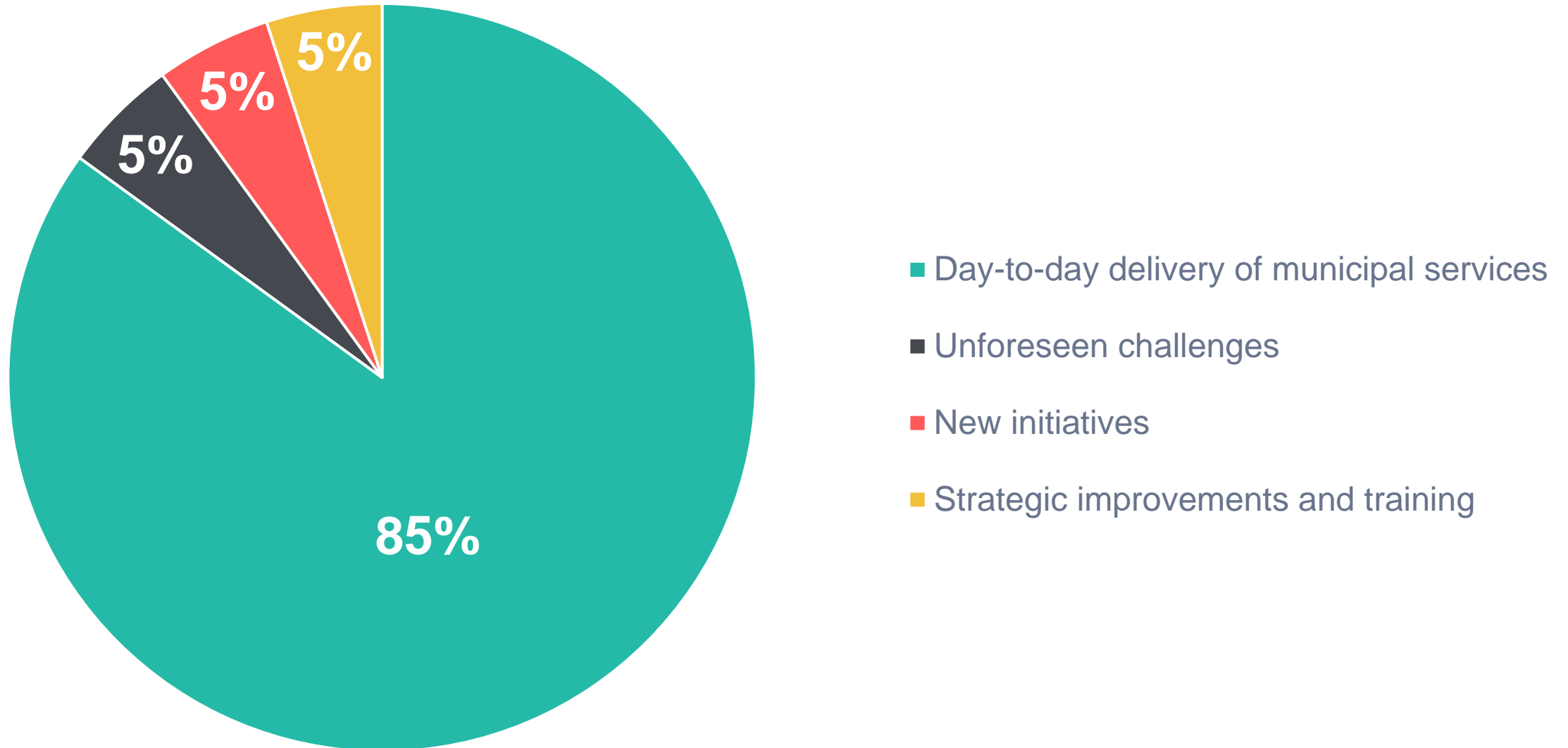


# Key Challenges

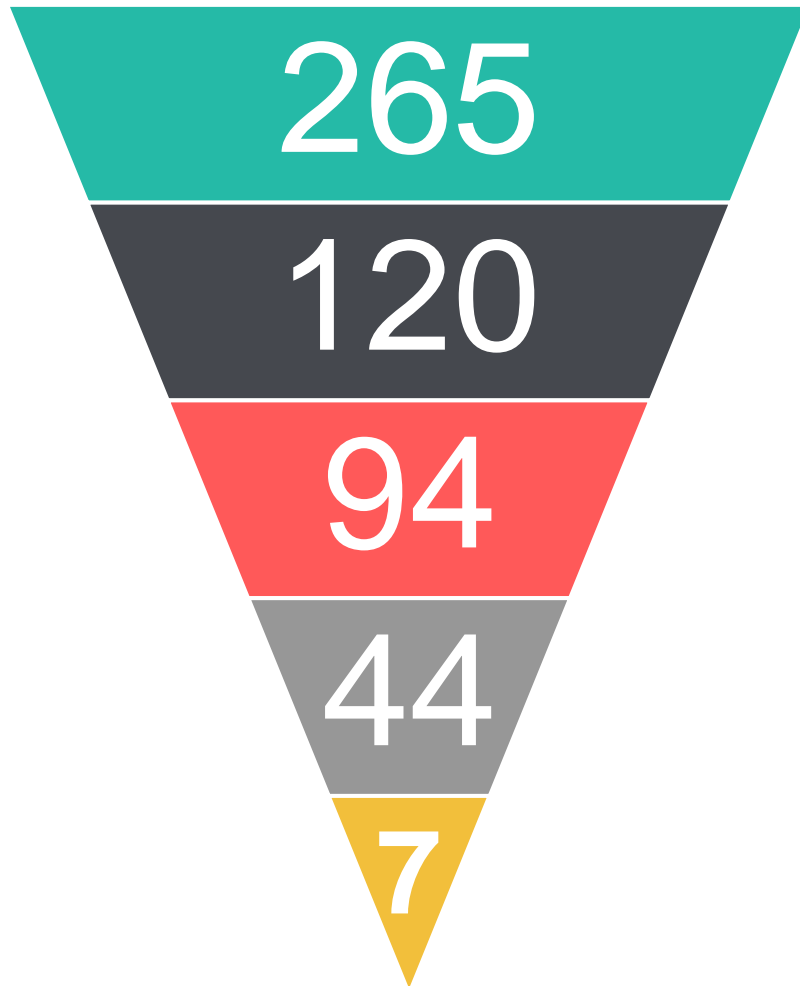
- Balancing community needs (north v south)
- Funding infrastructure repairs and maintenance
- Economic development, attracting businesses
- State housing mandates
- Succession planning, key staff retirements, retention
- Fiscal limitations, financial stability



# How Management Typically Allocates Their Time



# Staff at a Glance



## Total Staff

- The City has 265 authorized staff positions for FY 2023-24

## Public Safety

- 120 of these position are assigned to the Police Department.

## Operations/Technical Staff

- 94 of these position are filled by specialty trained operations and technical staff

## Vacancies

- 44 of these positions are currently vacant

## Available Staff

- 7 of these positions are available to assist with special projects

Staff available to work on special projects or Council initiatives include the executive team who have ongoing day-to-day responsibilities in their roles.

# Financial Outlook

FY 2024-25 SUMMARY OF SOURCES AND USES										
Fund	Estimated Fund Balance (Unassigned) 7/1/24	FY 2024-25 Estimated Revenue	Transfers In	Available Sources	2024-25 Operating Expenditures	Capital Improvement Projects	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/25
General Fund	\$ 9,585,260	\$ 61,671,040	\$ -	\$ 61,671,040	\$ 61,458,660	\$ -	\$ -	\$ 61,458,660	\$ 212,380	\$ 9,797,640
Special Revenue Funds	39,128,770	16,842,990	-	16,842,990	12,122,140	22,713,900	-	34,836,040	(17,993,050)	21,135,720
Capital Project Funds	26,528,100	4,451,710	-	4,451,710	73,920	10,624,950	-	10,698,870	(6,247,160)	20,280,940
Enterprise Funds	49,728,590	57,478,850	265,000	57,743,850	65,601,670	26,814,840	265,000	92,681,510	(34,937,660)	14,790,930
Internal Service Fund	2,761,540	20,930,160	-	20,930,160	22,177,160	-	-	22,177,160	(1,247,000)	1,514,540
Private Purpose Trust Fund	(8,480,890)	2,800,520	-	2,800,520	2,798,430	-	-	2,798,430	2,090	(8,478,800)
<b>Grand Total</b>	<b>\$119,251,370</b>	<b>\$164,175,270</b>	<b>\$ 265,000</b>	<b>\$164,440,270</b>	<b>\$164,231,980</b>	<b>\$ 60,153,690</b>	<b>\$ 265,000</b>	<b>\$224,650,670</b>	<b>\$ (60,210,400)</b>	<b>\$ 59,040,970</b>



# Financial Outlook

FY 2025-26 SUMMARY OF SOURCES AND USES										
Fund	Estimated Fund Balance (Unassigned) 7/1/25	FY 2025-26 Estimated Revenue	Transfers In	Available Sources	2025-26 Operating Expenditures	Capital Improvement Projects	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/26
General Fund	\$ 9,797,640	\$ 63,331,790	\$ -	\$ 63,331,790	\$ 63,135,270	\$ -	\$ -	\$ 63,135,270	\$ 196,520	\$ 9,994,160
Special Revenue Funds	22,635,720	16,414,510	-	16,414,510	10,603,510	13,691,670	-	24,295,180	(7,880,670)	14,755,050
Capital Project Funds	20,280,940	2,819,550	200,000	3,019,550	76,470	2,548,580	-	2,625,050	394,500	20,675,440
Enterprise Funds	26,790,930	61,526,490	265,000	61,791,490	67,218,520	6,550,000	265,000	74,033,520	(12,242,030)	14,548,900
Internal Service Fund	1,514,540	20,868,790	-	20,868,790	22,810,810	-	200,000	23,010,810	(2,142,020)	(627,480)
Private Purpose Trust Fund	(8,478,800)	2,812,390	-	2,812,390	2,810,870	-	-	2,810,870	1,520	(8,477,280)
<b>Grand Total</b>	<b>\$ 72,540,970</b>	<b>\$167,773,520</b>	<b>\$ 465,000</b>	<b>\$168,238,520</b>	<b>\$166,655,450</b>	<b>\$ 22,790,250</b>	<b>\$ 465,000</b>	<b>\$189,910,700</b>	<b>\$ (21,672,180)</b>	<b>\$ 50,868,790</b>



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# **Establishing Goals**

# Proposed Goals

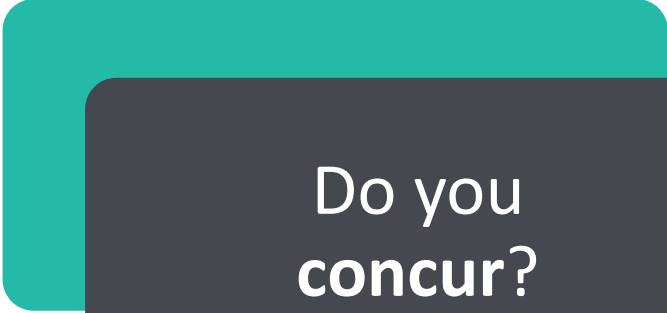
1. Explore opportunities to increase revenues through new funding sources.
2. Invest in infrastructure improvements and maintenance (sidewalks, streets, alleys, City-owned housing complexes).
3. Continue to implement the vision plan for downtown.
4. Improve the quality of life for residents in all districts.
5. Address staff recruitment, retention, and appreciation.
6. Modernize technology to improve efficiency and customer service.



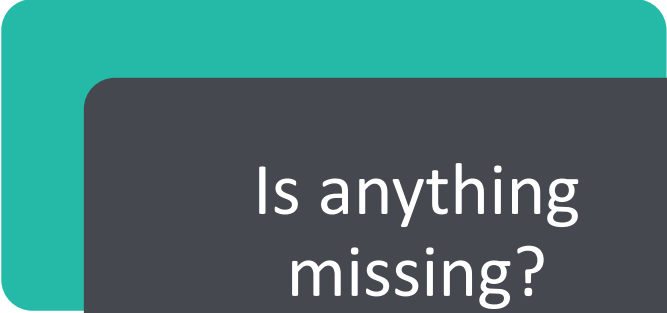
## Dot Voting

- **Three** dots each for preferred **goals**

# Consensus



Do you  
concur?



Is anything  
missing?



**Break**

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# ARPA Funds

# American Rescue Plan Act (ARPA) Projects

Project	Estimated Cost \$
1. Citywide Slurry Seal Project	Scalable*
2. Website and City App Upgrade	75,000
3. A.I. Platforms for Customer Service	100,000
4. Sidewalk Replacement	Scalable*
5. Parks Infrastructure	Scalable*
6. Demolish Tiny Tots Building	90,000
7. Facilities Building Inspection Report	30,000
8. Parks Master Plan	200,000
9. Downtown Parking Structure Design	200,000
10. Restroom Upgrades at City Hall and Library	600,000
11. Euclid Avenue Beautification	1,200,000
12. Ballfield Lighting Upgrades	500,000
13. Tree Planting	400 per tree
14. Recreation Parking Lot Paving	Scalable*
15. Alley Paving	Scalable*



Estimated  
\$ 2.5 to  
3 million  
available

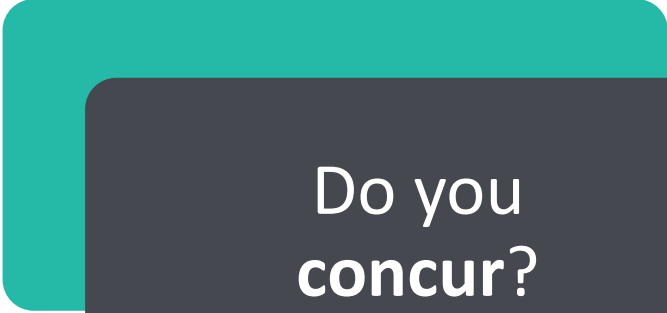
\*Amount of work can be adjusted to fit available funding.



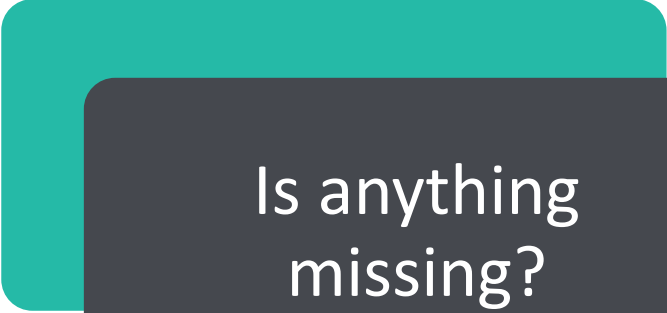
## Dot Voting

- **Three** dots each for using **ARPA funds**

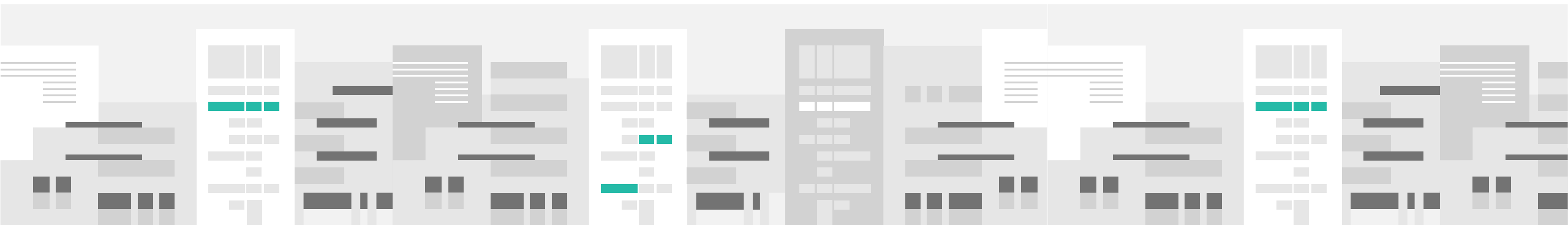
# Consensus



Do you  
concur?



Is anything  
missing?





## Wrap Up

- Baker Tilly will prepare a workshop report
- Staff to build Council direction into workplans and budget

# **Closing Comments**



**Carol Jacobs**  
MANAGING DIRECTOR

**Steve Mermell**  
SPECIAL ADVISOR

**Pam Baird**  
SENIOR CONSULTANT

**Mary Locey**  
CONSULTING MANAGER

**Thank you**

