



NOTICE IS HEREBY GIVEN, that the undersigned Mayor Debbie Stone of the City of Upland, pursuant to legal requirements, does hereby call a special workshop of the Upland City Council.

Saturday, February 8, 2020

9:30 a.m.

City Council Chamber

Debbie Stone, Mayor

AGENDA ATTACHED



Special Meeting

February 8, 2020

9:30 AM

City Council Chamber

CITY COUNCIL WORKSHOP

1. CALL TO ORDER AND ROLL CALL
2. ORAL COMMUNICATIONS

Pursuant to Government Code Section 54954.2, any member of the public may address any item listed on the agenda. Anyone wishing to address the legislative body should submit a speaker card to the City Clerk at or prior to speaking. Speakers shall keep their comments to no more than three (3) minutes.

3. GOAL SETTING WORKSHOP
4. ADJOURNMENT

The next regularly scheduled City Council meeting is Monday, February 10, 2020.

NOTE: All Agenda items and back-up materials are available for public review at the Upland Public Library, downstairs reference desk at 450 North Euclid Avenue, the City Clerk's Office at 460 North Euclid Avenue and the City website at www.uplandca.gov.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at 909.931.4120. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. [28 CFR 35.102-35.104 ADA Title II]

POSTING STATEMENT: On February 4, 2020 a true and correct copy of this agenda was posted on the bulletin boards at 450 N. Euclid Avenue (Upland Public Library) and 460 N. Euclid Avenue (Upland City Hall), and on the City website at www.uplandca.gov.

CITY OF UPLAND

Special City Council Meeting
Goal Setting Workshop

February 8, 2020

Workshop Schedule

- Welcome: City Manager
- July 20, 2019 Meeting Recap: Paul Conor
- Update on City Survey: City Manager
- Review Roles: Paul Conor
- Determine Next Steps

July 20, 2019 Meeting Recap

- Listened to public comments
- Reviewed Strategic Direction element of strategic planning
- Discussed next steps
 - City survey
 - Employee survey
 - City Council strategic priorities

4 Foundations



Strategic Direction

- Strategic direction is the unpacking and development of an organization's:
 - Mission
 - Vision
 - Values
 - Strategic Priorities



4 Major Priority Areas Expressed

- FINANCES
- COMMUNITY DESIRABILITY
- INFRASTRUCTURE
- PERSONNEL

Finances

- Unfunded Liability Plan
- PERS Liability Reduction Plan
- Sales Tax Measure
- Economic Development
- Public/Private Partnership
- Reliable Accounting Projection
- 5 – 10 Year Emergency Services Plan
- Improved Bond Rating
- Use of Volunteers

Community Desirability

- Quality of Life
- Attractive
- Innovative
- Economically Vibrant
- Transparency
- Trust
- Honesty
- Residential Buy-In
- Work on the City as a whole

Infrastructure

- Maintaining Service Levels
- Deferred Maintenance
- Street Conditions
- Sidewalk Conditions
- Public Tree Maintenance (frequency – every 3 years)
- Investing in Downtown

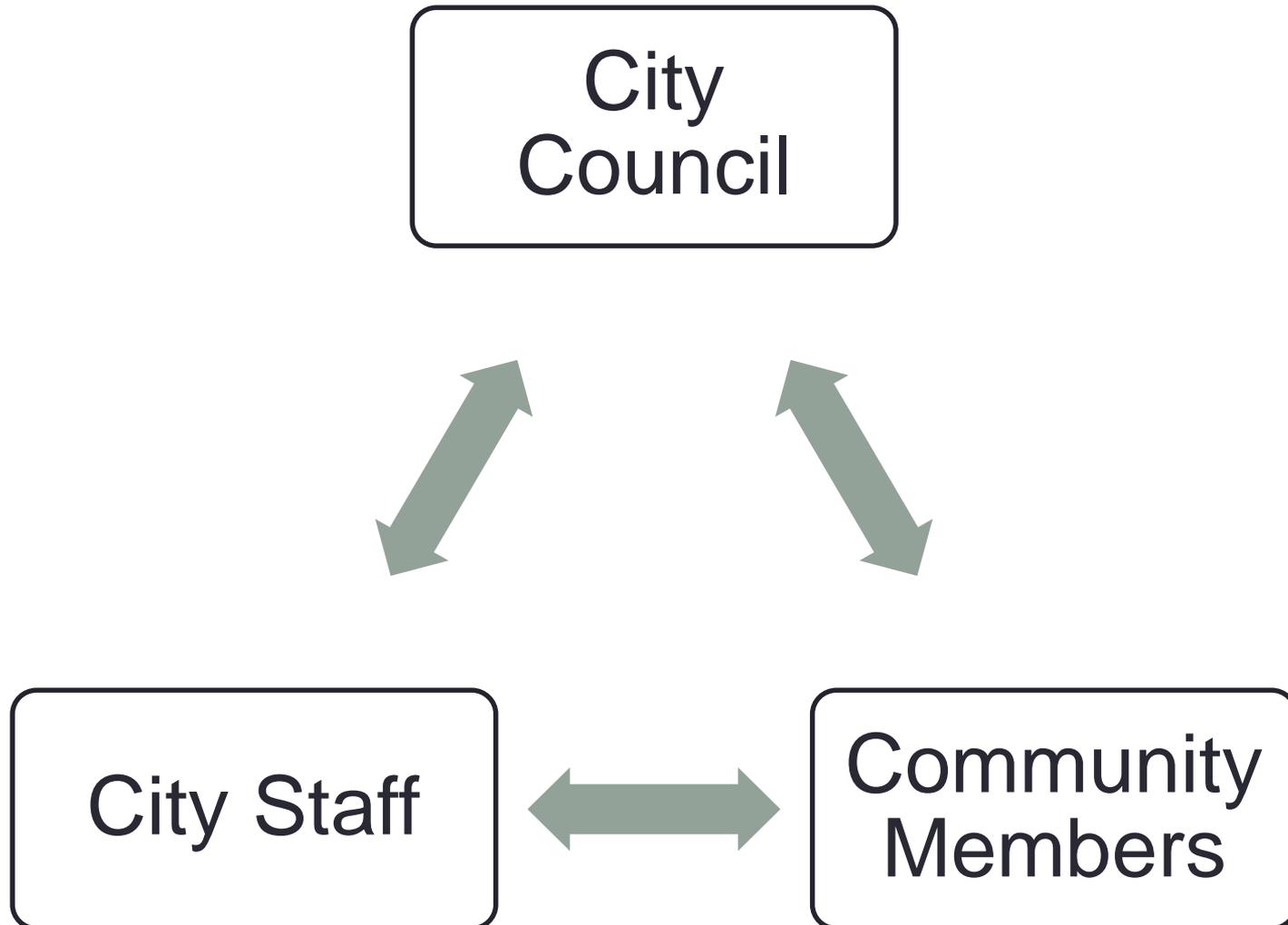
Personnel

- Employee Negotiations
- Salary Surveys
- Fill Vacancies
- Succession Planning
- Employee Moral
- Improve Productivity
- Measure Progress
- Policy on Staff Expectations

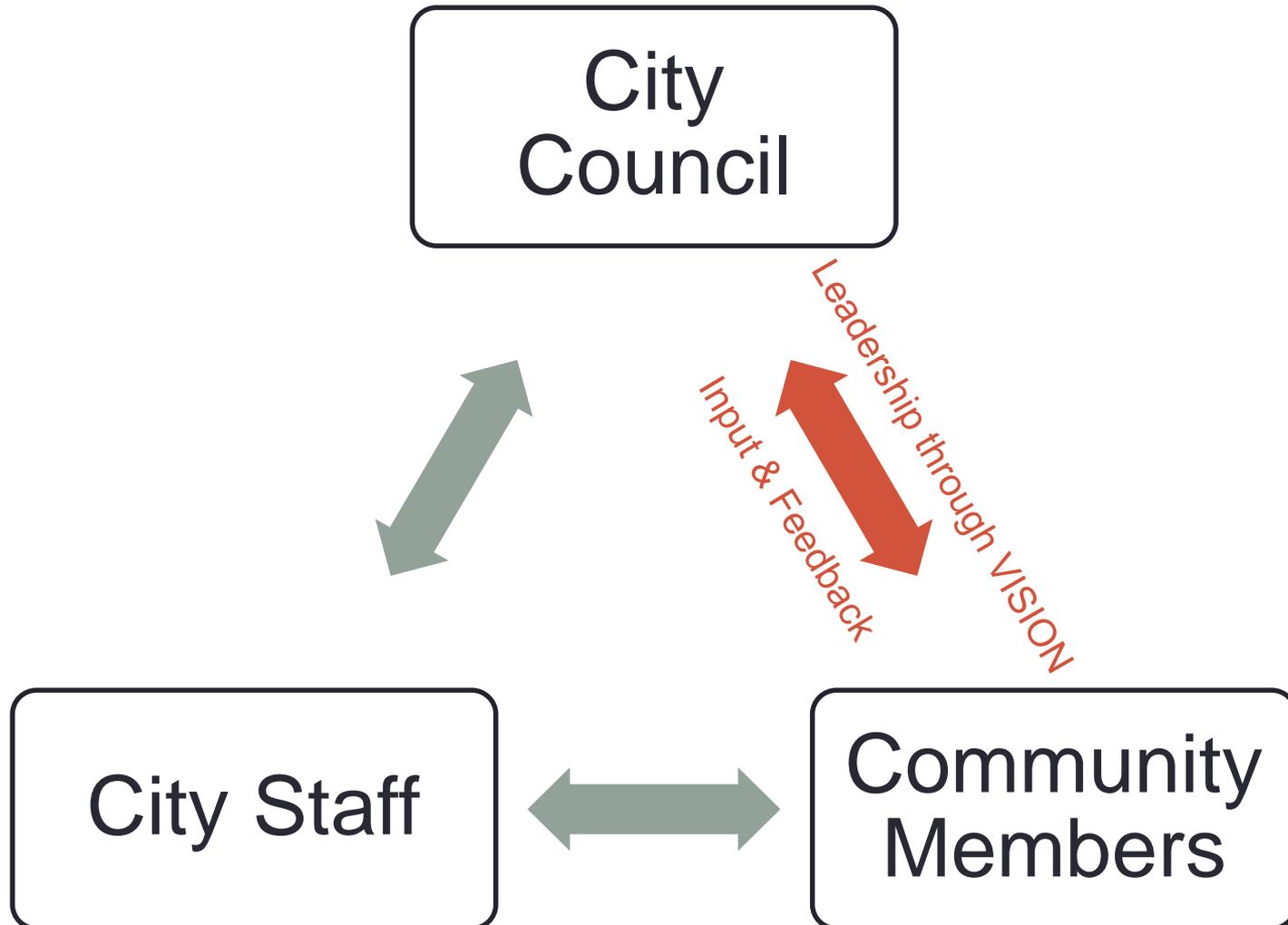
Update on City Surveys

- Economic Development
- Sales Tax Measure
- Employee

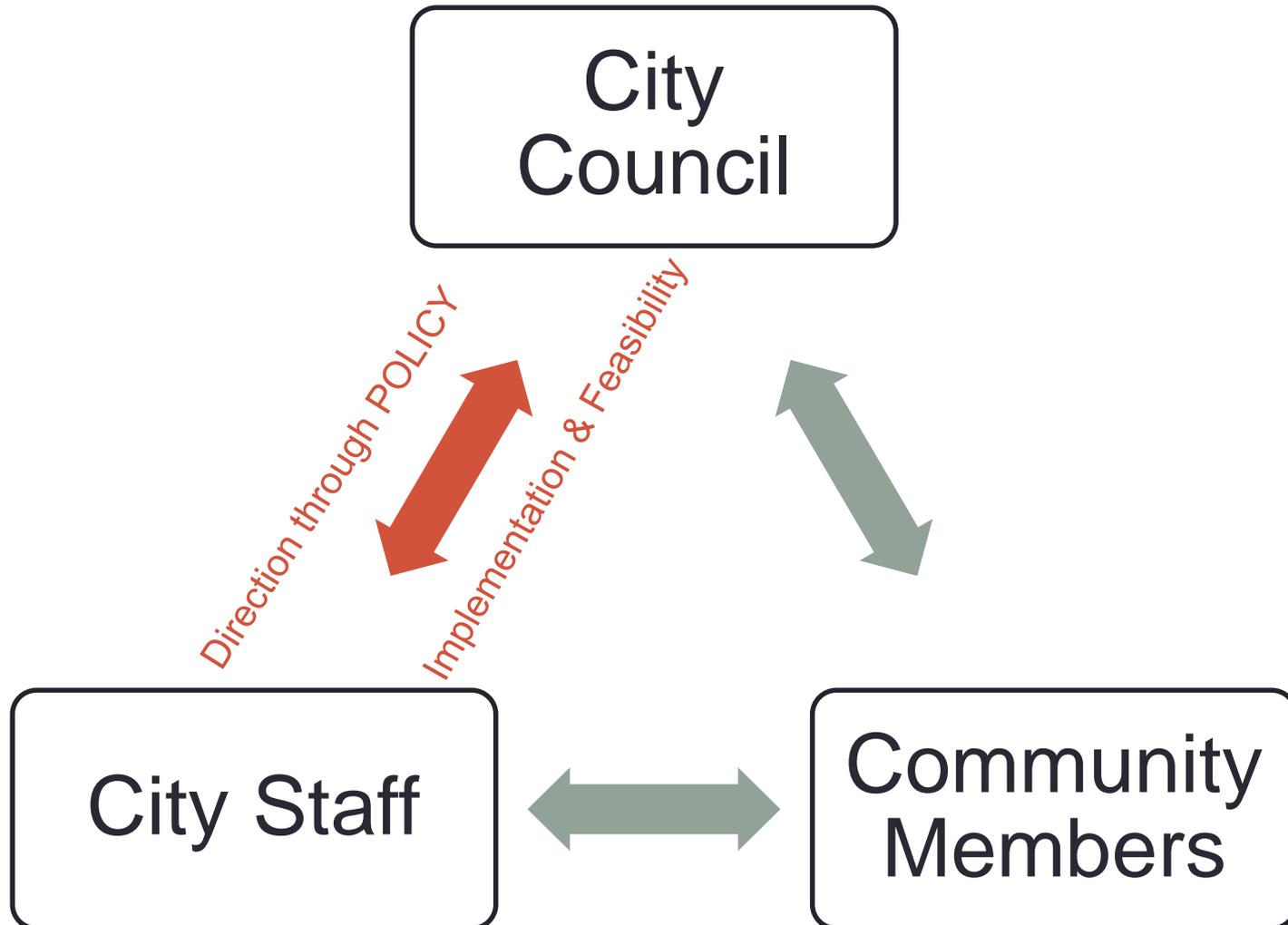
Healthy Municipal Functioning



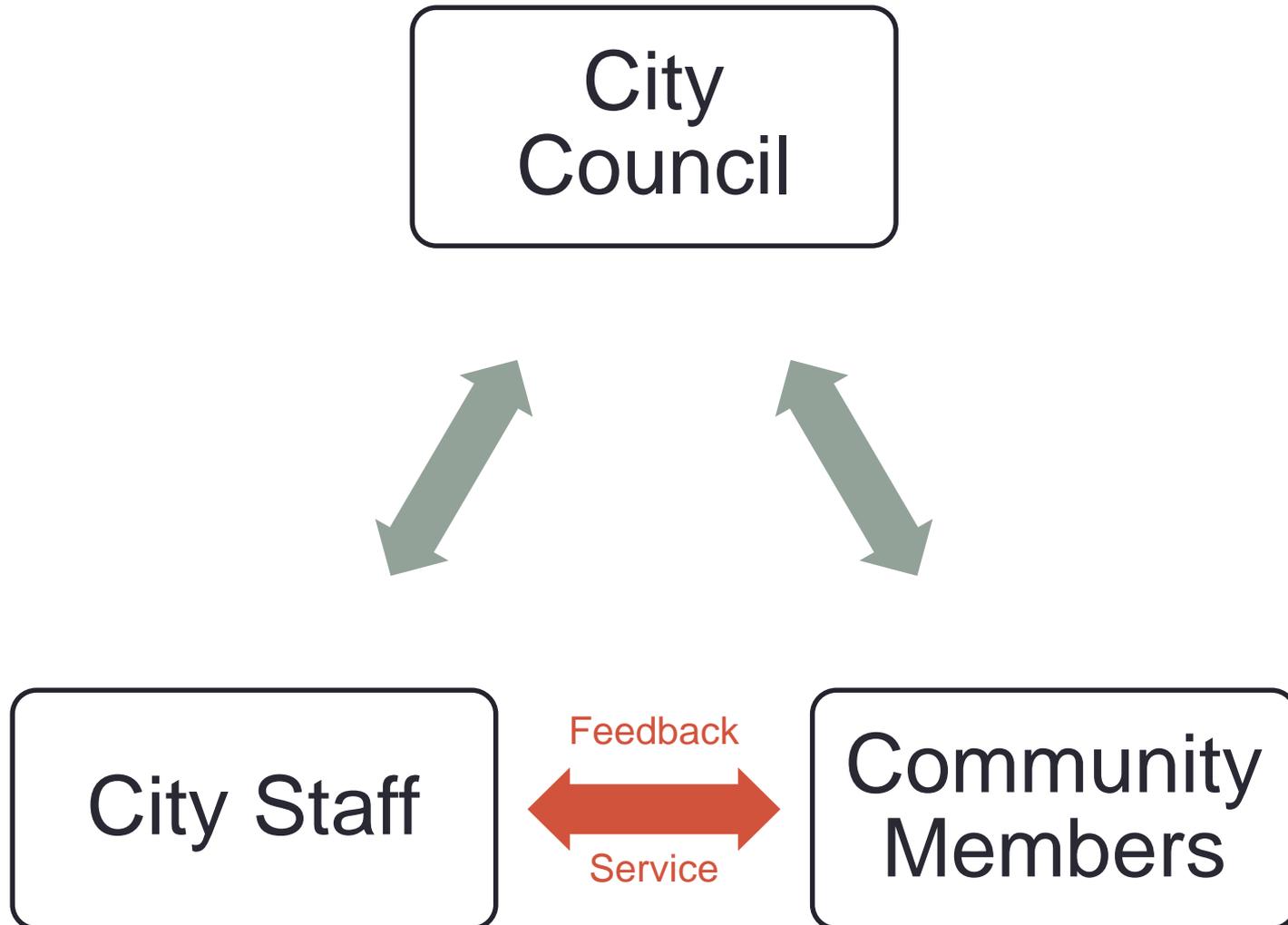
Healthy Municipal Functioning



Healthy Municipal Functioning



Healthy Municipal Functioning



Upland General Plan

- Adopted September 2015
- Pages I-4 – I-6
 - Vision Statement
 - Key Values
 - Maintaining an Excellent Quality of Life
 - Strengthening Community Identity
 - Growing the Local Economy
 - Growing Green
 - Responsive Leadership

Two Questions for Today

- What should be the City of Upland's top three objectives for the upcoming two to four years?
- Why these three?

Review Roles

4 Foundations



Role Clarity



Role Clarity Definition

- A clear understanding of each member's roles and responsibilities within the organization.
- Includes identification and expectations of vertical and horizontal relationships.

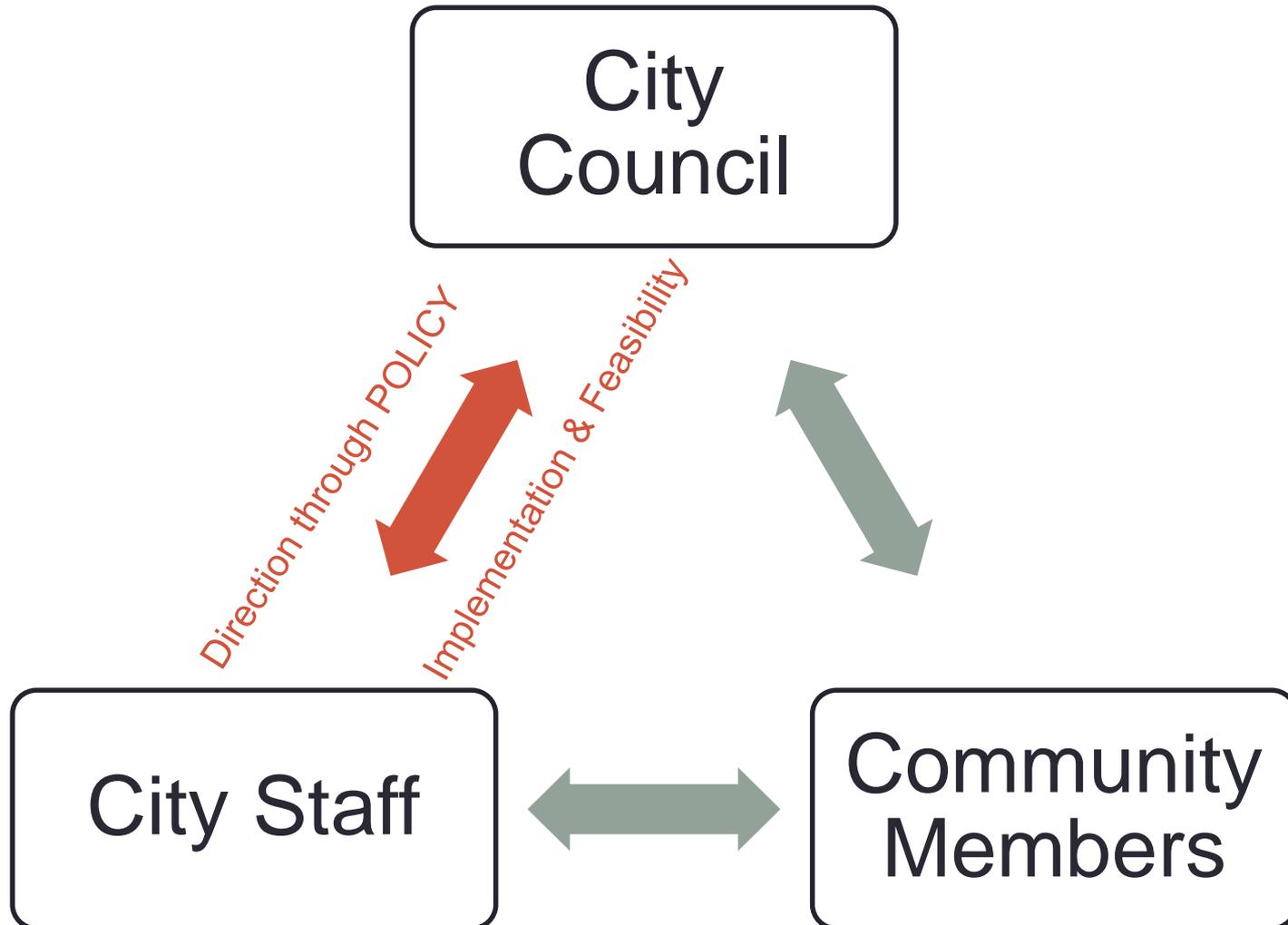


Role Clarity Challenges

- Lack of role clarity can be a source of problems and assumptions about roles and responsibilities can result in conflicts.
- We have expectations of others and others have expectations of us, and when these expectations are not clearly articulated, we make assumptions.
- Often, we then base our actions on unfounded assumptions.



Healthy Municipal Functioning



Role Clarity Benefits

- When every member is clear about his/her role and takes responsibility for carrying it out, members:
 - Build trust in each other
 - Build confidence in each other
 - Reduce non-constructive conflict
 - Reduce duplication and rework



Role Clarity Questions

- What is my role in this organization?
- What are my responsibilities to this organization?
- What aspects of my role would I like to have clarified?
- What do others expect of me?
- How will I clarify those expectations?



Next Steps