

CITY OF SEBASTOPOL CITY COUNCIL  
AGENDA ITEM REPORT FOR MEETING OF: September 17, 2024

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To: Honorable Mayor and City Councilmembers  
From: Don Schwartz, City Manager  
Subject: Facilitator for February, 2025 Council Goal-Setting

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**RECOMMENDATIONS:** Approved contract amendment #2 with Baker Tilly for facilitation services for February, 2025 Council goal-setting session.

**EXECUTIVE SUMMARY:** February 4, 2025 has been established as the date for the Council to hold a goal-setting session. These are typically held annually or at least at the start of the term of new Councilmembers. The purpose is to establish priority goals for the Council.

**BACKGROUND AND DISCUSSION:** The City Council has not established goals since 2019. Having well-defined goals helps the Council and staff focus on the topics of highest importance to the City Council.

It is common practice for cities to hire outside facilitators to assist in goal setting. The project includes reviewing City documents and interviewing staff and the Council prior to the session, preparing an agenda and supporting materials, facilitating the session, and providing a report summarizing the results.

Staff conducted a competitive procurement for a facilitator. We received five proposals, attached to this report. The firms who applied were:

- 1. Baker Tilly
- 2. The Mejorando Group
- 3. LEAP Solutions
- 4. Miller Consulting Group
- 5. Praxis

We narrowed the options to two firms (Baker Tilly and The Mejorando Group), and requested supplemental materials from prior engagements; these are also attached. We also conducted reference checks.

Based on the overall assessment of the firms and their qualifications, staff recommend hiring Baker Tilly as the facilitator. They come highly recommended, with a long history in working with city governments.

**COMMUNITY OUTREACH:**

This item has been noticed in accordance with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours prior to schedule meeting date.

**FISCAL IMPACT:** The contract amount is \$10,000, including all expenses. This is what the City has budgeted for this item.

**OPTIONS:**

- 1. The City Council could choose another firm to facilitate the session.
- 2. Staff could facilitate the session, which would make it more challenging to participate at the same time.

- 3. The Council could forego a goal-setting session.

**ATTACHMENTS:**

- 1. Amendment #2 to initial Baker Tilly contract
- 2. Proposals from the firms identified above, with supplemental materials from Baker Tilly and The Mejorando Group

APPROVALS:

Department Head Approval: Approval Date: 8-21-2024

CEQA Determination (Planning): Approval Date: 8-21-2024

The proposed action is not a project under the California Environmental Quality Act (CEQA)

If it is a project – Planning will need to include language

Administrative Services (Financial) Approval Date:8-21-2024

Costs authorized in City Approved Budget:  Yes  No  N/A

Account Code (f applicable) \_\_\_\_\_

City Attorney Approval: Approval Date: 8-21-2204

City Manager Approval: Approval Date: August 21, 2024

AMENDMENT NUMBER 2  
to contract  
Between the City of Sebastopol and Baker Tilly

THIS FIRST AMENDMENT TO CONTRACT for consultant services is entered into by and between the City of Sebastopol ("City") and Baker Tilly ("Consultant") this 3rd day of September, 2024.

The City and Consultant agree as follows:

Recitals

The following recitals are a substantive part of this Agreement:

WHEREAS, City and Consultant entered in the Personal Services Independent Contract Agreement dated as of January 31, 2024 (the "Agreement").

WHEREAS, City and Contractor desire to modify the Agreement on the terms and conditions set forth herein to increase the contract amount from a maximum of \$50,000 by \$10,000 and expand the Scope of Services to include regarding facilitation services, and

WHEREAS, the amendment of the Contract for Consultant Services is in the best interest of the City of Sebastopol; and

WHEREAS, Effect on the Agreement. Except as expressly set forth herein, the terms and conditions of the Agreement shall remain in full force and effect. In the event of any inconsistency between the Agreement and this Amendment, the terms of this Amendment shall control; and

WHEREAS, Entire Agreement; Conflicts. This Amendment and the Agreement contain the entire agreement between the Parties with respect to the subject matter hereof. Except as otherwise specified herein, no prior oral or written understanding shall be of any force or effect with respect to those matters covered herein. This Amendment and the Agreement shall not be modified or altered except in writing signed by both parties.

**NOW, THEREFORE**, the City and the Consultant agree that the Contract shall be amended as follows:

Scope of Work: See Attached August 5, 2024 Letter Proposal Regarding Facilitation Services

Fee Schedule: \$10,000 for all fees and expenses

Maximum Total Compensation: \$10,000

Term of Amendment: All tasks to be completed by February 28, 2025.

All other terms and conditions of the Contract dated January 31, 2024, as amended, shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this First Amendment to Consultant Services Contract the day and year first hereinabove written.

SEBASTOPOL

Baker Tilly

By \_\_\_\_\_  
Don Schwartz, City Manager

By  \_\_\_\_\_  
Carol Jacobs, Managing Director

ATTEST:

By \_\_\_\_\_  
Mary C Gourley Assistant City Manager/City Clerk, MMC



August 5, 2024

Baker Tilly US, LLP  
2570 W El Camino Real, Suite 640  
Mountain View, CA 94040  
+1 (949) 809 5588  
bakertilly.com

Mr. Don Schwartz  
City Manager  
City of Sebastopol  
7120 Bodega Avenue  
Sebastopol, CA 95472

*Delivered electronically*

Dear Mr. Schwartz:

Thank you for the opportunity to provide a proposal to facilitate a goal-setting workshop for the Sebastopol City Council on February 4, 2025. We understand the value to a council and manager of allocating time to ensure that scarce resources are allocated through a thoughtful priority-setting process. We understand that the City does not currently have a set of goals, however, there are plans to establish a set of priorities for the next few months prior to the broader goal-setting effort.

In addition to goal setting, we will also discuss norms, roles and best practices associated with effective councils. Special Advisor Steve Mermell will serve as facilitator for this workshop, with assistance from Senior Consultant Suzanne Martin.

## Proposed plan of work

To optimize Councilmembers' time during the workshop, we are proposing that careful advance planning be done. This will include meeting with you to discuss the workshop and your desired outcomes, conducting interviews with the Mayor and each Councilmember, preparing and reviewing an agenda, and coordinating with staff about workshop logistics. Following the workshop, we will prepare a written report that documents the direction provided by the Council.

### **The following describes the plan of work anticipated for the engagement.**

#### **Activity 1 – Gather background information and conduct interviews**

Steve will start by having a conversation with you via videoconference to discuss the work plan and schedule. He will then conduct individual interviews with each Councilmember via videoconference. He will ask questions such as:

- What are the key accomplishments of the City over the past year?
- What are the key challenges facing the City over the next two years?
- What goals and objectives would you like to see discussed at the workshop?

Steve will also meet with Sebastopol department directors via videoconference to identify key priorities and work plans. The results of the interviews will be summarized for discussion during the workshop.

#### **Activity 2 – Design and facilitate workshop**

We will prepare a draft agenda which typically includes the following but can be modified as desired:

City of Sebastopol  
August 5, 2024

- Welcome by the Mayor
- Public Comment
- Comments from the City Manager
- Agenda Review
- Icebreaker
- Discussion of What Makes for Effective Councils
- Introduction and Context for Priority Setting Discussions
- Establishing Goals
- Wrap up and next steps

We will then review the draft agenda with you and finalize it, along with other workshop materials. We will also prepare a PowerPoint presentation to aid in the workshop process.

Participants in the workshop will include Councilmembers and the management team. The discussions will likely include several items, such as:

- A discussion about current and completed projects during the past year
- Financial outlook
- Results of Council interviews and priorities they identified
- Consensus about goals and objectives for the following year
- Norms and roles associated with effective councils

### **Activity 3 – Prepare Workshop Report**

Following the workshop, we will prepare a report summarizing the results and follow-up steps to be taken.

## **About Baker Tilly**

### **Celebrating more than 90 years serving our valued clients**

As a future-looking firm, we celebrate over 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that local governments can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



### **Delivering specialized expertise to our public sector clients**

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. We recognize this complexity, and we are eager to serve as a truly valued advisor to the public sector. Nationwide, our state and local government practice has served nearly 4,000 state and local governmental entities, including municipalities, special districts, counties, public utilities, school districts and transit.

## Public sector: Experience that matters



**4,000 public sector clients**



**90+ years of industry experience**



**Serving clients nationwide**

**SUPPORTING STATE AND LOCAL GOVERNMENTS WITH SPECIALIZED EXPERTISE**  
*The City of Sebastopol will benefit from the insight Baker Tilly has gained from serving thousands of public sector clients across the United States.*

### Comprehensive services for local governments

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

FULL RANGE OF KEY SERVICE OFFERINGS FOR LOCAL GOVERNMENTS	
Accounting services and assurance	Housing and economic development
Capital planning	Human capital services
Cybersecurity consulting	Management services
Classification and compensation study	Organizational assessment
Efficiency studies	Organizational development
Executive coaching	Process improvement
Executive performance assessment	Rate and user fee studies
Executive recruitment	Risk advisory and internal audit
Federal funding advisory	Service sharing and service consolidation
Financial planning, budgeting and analysis	Strategic planning

### References

We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly. Each client will offer a different perspective as you consider your own needs.

City of Sebastopol  
August 5, 2024

CITY OF MENLO PARK, CALIFORNIA			
<b>Name</b>	Mr. Justin Murphy	<b>Title</b>	City Manager
<b>Phone</b>	1-650-330-6600	<b>Email</b>	<a href="mailto:Jmurphy@menlopark.gov">Jmurphy@menlopark.gov</a>
<b>Description</b>	Baker Tilly was engaged to facilitate a City Council and strategic goals and priorities workshop. The workshop's purpose was to establish a list of realistic and achievable priorities for the year and an agreement on a method of handling new and emerging issues during the year. Individual interviews with Councilmembers were held in preparation for the workshop, and the team prepared information regarding projects that were underway or planned. The outcome was a set of agreed-upon priorities.		
CITY OF MURRIETA, CA			
<b>Name</b>	Kim Summers	<b>Title</b>	City Manager
<b>Phone</b>	1-951-461-6005	<b>Email</b>	<a href="mailto:KSummers@MurrietaCA.gov">KSummers@MurrietaCA.gov</a>
<b>Description</b>	Baker Tilly facilitated a priority-setting workshop for the Murrieta City Council, which also included a review of governance best practices. As part of the engagement, Baker Tilly interviewed each member of the City Council as well as the City Manager. The workshop enabled the City Councilmembers to better understand their role in setting the strategic direction for the organization. It also afforded an opportunity to prioritize limited financial resources across numerous capital improvement projects and identify priority projects for the future.		
CITY OF SACRAMENTO, CA			
<b>Name</b>	Mr. Howard Chan	<b>Title</b>	City Manager
<b>Phone</b>	1-916 808-7488	<b>Email</b>	<a href="mailto:HChan@cityofsacramento.org">HChan@cityofsacramento.org</a>
<b>Description</b>	Baker Tilly was engaged by the City to conduct a workshop to establish City Council priorities for the City Manager's attention. Through individual interviews with the Mayor and each member of City Council, we distilled the seven core goal areas of the City Council. In collaboration with the executive team, we then identified major ongoing projects (strategies) that aligned with the goal areas. City Council members then voted on their top priorities achieving consensus. The workshop resulted in a clear report reaffirming the four top priorities set by the City Council. This set the stage for the City Manager to lead a productive offsite meeting with the executive team to develop practical work plans in line with the established priorities. This approach reflects the collaborative spirit of the City Council and lays a solid foundation for effective governance.		

## Aligning key engagement team members with your goals

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, and this means a personal interest in the City of Sebastopol from some of our most experienced team members. Engagement team members are introduced below.



City of Sebastopol  
August 5, 2024

**ENGAGEMENT TEAM FOR CITY OF SEBASTOPOL**



**Steve Mermell, Special Advisor**

**Role: *Facilitator***

Steve has more than 30 years of local government experience, most recently as city manager of the City of Pasadena, California. His service also includes assistant city manager, finance director, and a variety of other management positions. Steve’s broad experience covers virtually every aspect of municipal operations, making him well-suited to manage a variety of engagements and complex projects. He is a specialist in local government financial management and has developed and implemented strategies to address structural budget deficits. Steve has led successful drives to obtain voter approval for measures related to an increase in local sales tax, cannabis regulation and taxation, a special tax to support library operations, and continuation of annual transfers from the power utility fund to the city’s general fund. As assistant city manager, Steve restructured the Pasadena Public Health Department and, as city manager, oversaw the response to the COVID-19 pandemic.



**Suzanne Martin, Senior Consultant**

**Role: *Workshop Support***

Suzanne Martin performs benchmarking analyses, organizational assessments and analytical research for a wide variety of projects, including operations reviews, user fee assessments, service consolidation studies, and budget stabilization projects. She has worked on several projects listed in the References section of this proposal. Suzanne brings expertise in conducting qualitative and quantitative research. Suzanne spent two years as a graduate student intern at the California Public Utilities Commission, where she conducted business services-related program evaluation and policy analysis.

**Professional fee**

The total cost of this project is \$10,000, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

**Conclusion**

The City of Sebastopol will be a valued client of Baker Tilly, and I will be personally involved in all aspects of our relationship, from planning through completion. Thank you for the opportunity to make tangible contributions to your success. Our team is excited to earn your trust, and we look forward to discussing your questions and feedback.

Sincerely,

Carol Jacobs, Managing Director  
Baker Tilly US, LLP  
+1 (949) 809 5588 | carol.jacobs@bakertilly.com

City of Sebastopol  
August 5, 2024

Accepted for the City of Sebastopol by:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Baker Tilly US, LLP is currently undergoing a restructuring of its organization which is anticipated to occur on or around June 1, 2024. Following the closing of such restructuring, all consulting and tax engagements will be performed by Baker Tilly Advisory Group, LP. All assurance engagements will continue to be performed by Baker Tilly US, LLP.

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**City of Menlo Park  
City Council Workshop  
Held March 12, 2024**

**March 2024**





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## Workshop Report

The City of Menlo Park City Council held a priority setting workshop from 5:00 p.m. to 9:00 p.m. on Tuesday, March 12, 2024, in the Council Chambers. The workshop provided an opportunity for Councilmembers to learn more about each other; review elements of effective governance; discuss and establish priorities for the coming year; review the City's mission, vision, and values; and strengthen teamwork. This report summarizes the workshop results.

Steve Mermell and Mary Locey with Baker Tilly facilitated the workshop.



### **Workshop Overview**

#### **Objectives**

Create consensus on mission, vision, and values

- Establish Council priorities for Fiscal Year 2024-25
- Prioritize strategic housing and planning-related projects
- Provide direction for the City Council procedures manual
- Strengthen teamwork

#### **Agenda**

- Welcome and call to order by the Mayor

- Comments from the City Manager
- Icebreaker exercise
- Effective governance
- Discuss the procedures manual
- Review and establish priorities
- Public comment
- Discuss and create consensus on housing and planning-related projects
- Review the City’s mission, vision, and values
- Staying on track with priorities
- Wrap-up and next steps

### Participants

#### *Council*



Mayor  
Cecilia Taylor



Vice Mayor  
Drew Combs



Councilmember  
Maria Doerr



Councilmember  
Betsy Nash



Councilmember  
Jen Wolosin

#### *Executive Staff*

- City Manager Justin Murphy
- Assistant City Manager Stephen Stolte
- Deputy City Manager Nikki Nagaya
- City Attorney Nira Doherty

### Workshop Preparation

In preparation for the workshop, the facilitators conducted individual interviews with Councilmembers; prepared an agenda, PowerPoint presentation, and other materials; and reviewed the workshop plan with the City Manager and Assistant City Manager.



## **Opening Comments**

The workshop began with a welcome by Mayor Celia Taylor, who called the meeting to order. City Manager Justin Murphy then offered some opening comments about why the workshop was important, and what he hoped the participants would gain from the discussions. The City Manager turned the session over to the facilitators, who reviewed the workshop agenda, objectives, and ground rules for a successful session.

## **Bike Rack**

Steve explained that items that were brought up but would not be discussed today would be added to a bike rack, for future attention. No items were added to the bike rack during the workshop.

## **Icebreaker Exercise**

Mary led the group in an icebreaker exercise. The purpose of this activity was to kick off the workshop informally and to learn more about each other. Each Councilmember was asked to reflect on and share their first job, and what they learned from the experience. The responses varied from having a newspaper route, sales, food service, to being a reporter. The experiences gained included listening, the customer is always right, and being persistent.



## **Effective Governance**

Following the icebreaker exercise, the group discussed good governance, teamwork, and attributes of effective Councils. The discussion's purpose was to share perspectives and ideas for effectively serving as a team, and to set the foundation for a productive and fulfilling year. It served as a short refresher on good governance practices and what makes a Council effective.

Steve provided an overview of why effective governance is important. He explained that effective City Manager and Council teamwork makes for good policy and a solid organization. He reviewed attributes of *effective* Councils and compared those to characteristics of *ineffective* Councils.

Steve asked Councilmembers to reflect on what they are doing well, and what could be improved.



## City Council Procedures Manual

Steve engaged Council in a discussion about the City Council procedures manual. This discussion reviewed elements of the document and clarified where direction was needed to finalize the document.

The Assistant City Manager presented a suggested process for placing items on the Council agenda, as shown on the slide below.

### Suggested Process for Placing Items on the Council Agenda

- City Councilmembers make request:
  - Via email to CCIN or to City Manager with Cc to Mayor no later than two business days before publication of the meeting agenda
  - Via verbal request during City Council reports at a City Council meeting
  - Item will appear under "City Council initiated items" for further discussion
  - City Council can direct City Manager to prepare staff report, direct item to advisory body, defer action to workshop
- Members of the public make request:
  - Via email to CCIN
- Non-agendized items:
  - City Council must make appropriate findings
  - Requires four-fifths vote
- Emergency items:
  - Item must affect public health or safety, like work stoppages, disasters, severe emergencies
  - Requires majority vote


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It was noted that members of the public can submit suggestions for items for Council consideration, but they cannot request items to be added to an agenda. The procedures will be updated to clarify this.

Additional comments/suggestions made by Councilmembers included the creation of a form that has space for listing the request's relationship to the Council goals or a regular business need, and determining, if any, a limit to how many requests can be made.

Staff will consider all the comments provided and will bring forward a revised Council procedures manual for Council consideration in the near future.

## Discussion of Goals

Steve started the goals conversation by setting the context through a review of the City’s recent accomplishments and challenges that were mentioned during the Council interviews. The accomplishments and challenges cited by Councilmembers are listed in Table 1 below.

Table 1. Recent Accomplishments and Upcoming Challenges

Accomplishments	Challenges
<ul style="list-style-type: none"> <li>• Approval of the Housing Element</li> <li>• Filling key vacancies</li> <li>• Completion of park projects</li> <li>• Completion of protected bike lane</li> <li>• Zero emissions landscape equipment ordinance</li> <li>• Return of community events that were on hold due to COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of revenue and increased operating costs</li> <li>• Staff vacancies, attrition, and, in some cases, lack of experience</li> <li>• Court ruling limiting the City's ability to take action on climate change</li> <li>• Elections by district promote parochialism and loss of citywide focus</li> <li>• Addressing loss of affordable rental units; illegal evictions and housing discrimination</li> <li>• Effectively managing development both large and small</li> </ul>


Mr. Stolte then presented information on the City’s financial outlook and indicated that staff was evaluating the overall structural balance between the City’s expenditures and revenues. He pointed out the following two important items:

1. For every dollar paid in property taxes, Menlo Park only receives 12 cents; and
2. There are significant impacts from Vehicle License Fee (VLF) shortfalls in the amounts owed to Menlo Park by the State of California, which also impact the City’s budget forecasting. The current fiscal year shortfall is \$2.8 million.

To further set the context for priority setting, Steve reviewed how staff currently allocate their time, and showed staff numbers at a glance. This helped illustrate why prioritization is so important. When looking at the City’s total staff and current responsibilities and vacancies, there are only eight staff positions available to assist with special projects.

### Status of Current Goals

Mr. Stolte provided an update on the Council’s five current priorities, which are listed below, and reviewed the City’s current work plan.

-  Housing
-  Emergency preparedness
-  Climate action
-  Activating downtown/economic development
-  Safe streets

### Priorities Mentioned by Councilmembers

Steve noted the difference between goals and priorities and strategies and projects, which are often used interchangeably. To provide clarification, he informed the group that the Council is a policymaking body that sets the goals and priorities that provide direction to the City Manager and staff. The City Manager, in conjunction with his staff, identifies the strategies and projects to further the goals established by the Council.

In response to a Councilmember’s question, members of the public should continue to advocate for projects that interest them. However, the City Manager needs to triage the various requests while considering the Council’s goals and the City’s available resources. Occasionally, projects take a long time to rise in relative priority given the many demands on the City.

Steve then reviewed the potential priorities that were suggested during the interviews. These priorities are listed below.



## Community Input

Mr. Stolte provided information on a February 2024 community input survey that showed continued support for the established goals into the next year. The results are shown below.

### Community Input

Main themes of **53 online submissions**:

- Overall, strong support for existing goals
- Climate action (63%)
- Safe streets (52%)
- Housing (41%)
- Emergency preparedness (25%)
- Activating downtown / economic development (21%)
- Other theme: quiet zone

Additionally, Mr. Stolte reviewed the results of the larger community survey conducted in November 2023 by Godbe Research. Those results are below.

### City service priorities – community survey

Identified in community survey in Nov. 2023 by Godbe Research

- **Maintain street and pothole repair** (28.3% much support/42.6% somewhat support)
- **Maintain parks, open space, sports fields and children & play structures at City parks** (33% much support/37.1% somewhat support)
- **Keep public areas healthy, safe and clean** (26.4% much support/44.1% somewhat support)
- **Maintain police 9-1-1 emergency response and preparedness** (30% much support likely/34.7% somewhat support)
- **Enhance emergency preparedness for storms, flooding and wildfires** (28.5% much support/39.8% somewhat support)
- **Provide safe sidewalks and bike paths** (32.3% much support/36.7% somewhat support)

Based on a question from the Mayor, Steve mentioned that a best practice is to identify how items coming before the Council align with the Council goals, as this helps illustrate how progress is being made.

Following a short break, the Mayor opened public comments to hear from the 23 speakers in the Chambers and online.

### Establishing Priorities

Following the discussion and establishment of the potential priorities for the coming year, and with the public comments received, public safety and quality of life were added as proposed goals.

Steve then led the group in a dot voting exercise. Each Councilmember was given four sticker dots and were asked to place their dots on their top four priorities. The results of the dot voting are presented in Table 2 below.

Table 2. Prioritization Exercise

Goal	Votes
Climate action (mitigation, adaptation, and resilience)	4
Emergency and disaster preparedness*	4
Housing	3
Safe streets (routes)	3
Support for children and youth	2
Quality of life / public amenities	2
Activating downtown / Economic development	1
Financial sustainability*	1
Public safety	1
Addressing infrastructure needs	0
Advancing equity	0

\*One half vote was placed for emergency and disaster preparedness and financial sustainability.

Comments from Councilmembers about the identified goals are listed below.

- Support for children and youth includes seeking their input and providing resources and infrastructure;
- Public safety should foundationally be provided for everyone, not only after a recent event or issue;
- The City does not have exclusive control over climate change but does have exclusive control over providing for the community’s desired quality of life;
- Emergency preparedness should include disaster preparedness;
- Does housing include affordable housing and protecting existing affordable housing;
- Since streets include sidewalks, pedestrians, and bicycles; should the goal be “safe routes?”; and

- The downtown/economic development is mostly under the control of property owners. However, the City can provide the environment for encouraging business development.

Steve reiterated that as staff develops its workplan to further the goals, the strategies will be identified and clarified.

### **Housing and Planning-related Projects**

The City’s Community Development Director, Deanna Chow, provided an overview of the Housing Element and shared that staff will now be committed to its implementation. There are over 30 programs to implement, and staff is seeking Council’s feedback on the proposed prioritization. Two slides were presented and shown below.

#### **Housing Element – major projects**

*Currently underway:*

- Development of affordable housing on downtown parking lots

*Comprehensive approach recommended:*

- Anti-displacement strategy
- Update to Below Market Rate (BMR) Guidelines

*Council direction needed at future meeting:*

- Accessory Dwelling Unit (ADU) amnesty program
- Objective residential design standards

#### **Planning-related projects**

*Undertake as staff capacity allows:*

- Encourage/require community-serving, non-office ground floor uses along El Camino Real and Santa Cruz Ave
- Encourage/require community-serving, non-office ground floor uses in R-MU zoning district
- Park preservation ordinance
- Single-family residential use permit requirements review

Council engaged in a robust conversation about the various projects, the limited resources, and what priorities will benefit the community at large

without increasing the burden on staff and the Planning Commission. A consensus to reorder the priorities is as follows:

1. Single-family residential use permit requirements review;
2. Encourage/require community-serving, non-office ground floor uses in R-MU zoning district;
3. Encourage/require community-serving, non-office ground floor uses along El Camino Real and Santa Cruz Avenue; and
4. Park preservation ordinance (Councilmember Doerr noted that additional public input is needed).

### ***Mission, Vision, and Values***

Steve presented the draft mission and vision statements and values that were developed from the dialogue received during the Councilmember interviews. Councilmembers were then invited to select their preferred vision and mission statement and up to four values using the dot voting method.

Following the dot voting, Steve confirmed the mission statement that received three dots and the vision statement that received four dots. He then asked if any edits were needed to the statements. The draft statements are shown below.

#### **Mission Statement**

The City of Menlo Park services the community by addressing the current and future needs in alignment with residents' values and priorities.

#### **Vision Statement**

Menlo Park is a healthy, and safe place to live, learn, work, play, exercise, socialize, and thrive.

#### **Values**

Each Councilmember was given four dots to select from 10 suggested values. The results of the dot voting revealed the top six values as shown below with the votes indicated.

- Integrity, five votes
- Inclusion, three votes
- Diversity, two votes
- Service, two votes
- Accessibility, one vote

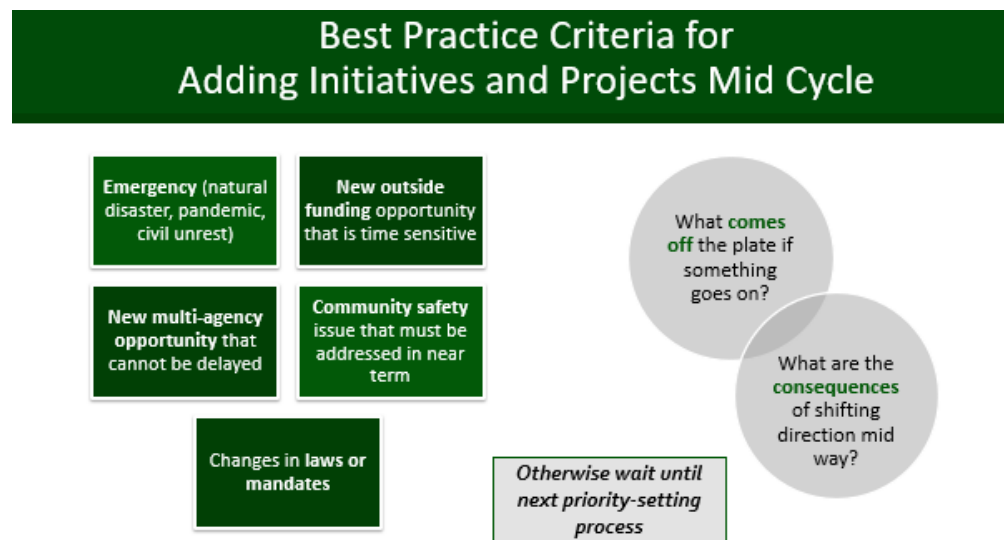


- Transparency, one vote

There was consensus that the draft mission and vision statements might need some additional work, which can be done at a subsequent Council meeting.

## Staying on Track

Steve then reviewed best practices for staying on track with the established goals and priorities by staff providing regular progress reports and holding off on new Council initiatives until the next goal setting cycle. However, he did note, there may be times where adjustments mid cycle are needed and presented the below slide.



## Wrap-Up and Next Steps

To wrap up, Steve explained that Baker Tilly would prepare this summary report and summarized the City Manager's next steps. The participants filled out workshop evaluations, which are summarized in the attachment to this report.

## Closing Comments

- To conclude the workshop, each Councilmember and the City Manager offered a key takeaway from the day's discussions. The comments that were offered are summarized below.
- Helpful process and frustrating; wanted an easy button. We have made progress.
- Appreciate annual opportunities to step back and look holistically at goals and priorities.

- The goal-setting process is helpful for us and the community. We are working with limited resources and tradeoffs. It is a good reminder of how much our staff does and their support toward these efforts.
- To hear from the community reminds us that we represent the entire city.
- Agree with what has been said. We have made good progress. Shout out to Stephen for the regular reports on priorities.
- The City Manager thanked the community for its input, the Council for its patience with the process and noted that Council's input is valuable to staff. The executive and management staff will work on delivering and reporting on progress.

Attachment – Workshop Evaluation Summary

City of Menlo Park  
City Council Workshop  
March 12, 2024

Workshop Evaluation

Facilitator(s): Steve Mermell and Mary Locey with Baker Tilly

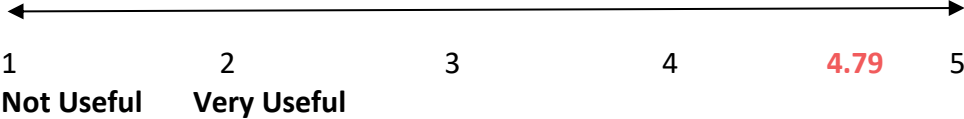
**The best thing about this workshop was...**

- Council and staff being together focused on priorities with excellent facilitation
- Having an honest dialogue with colleagues
- Clearly led with precise direction and kept moving without diversion
- The opportunity to have a broad discussion
- Harmonious – great tone
- Icebreaker – good addition!
- Appreciate the rapport developed with the Councilmembers to keep focused on high-level priorities

**Something(s) which could have been better...**

- Being able to send in comments on mission, vision and values handles my need to think and process this task
- Not sure – more dots
- These definitely work better on Saturdays
- Really good – nothing
- Not sure how useful the mission, vision and values process is
- Council needed clearer instructions on the mission, vision and values voting exercise

**Overall usefulness of the workshop:**



**Overall quality of the workshop:**



**Other Comments**

- Thank you – I appreciate your style of leadership – it has improved the goalsetting process
- You guys are great!
- Instead of goals, call them focus areas or topics – “housing” is not a goal – confusing for residents



**City of Menlo Park  
City Council Workshop  
Handout Agenda  
March 12, 2024  
5:00 pm to 9:00 pm  
City Council Chambers**

**Workshop Objectives**

- Create consensus on vision, mission and values.
- Establish Council priorities for FY 2024-25.
- Prioritize strategic housing priorities.
- Provide direction for the City Council Procedures Manual.
- Strengthen teamwork.

1. Welcome by the Mayor
2. Comments from the City Manager
3. Agenda review
4. Icebreaker
5. Best practices in governance
6. Receive Council input on procedures manual update
7. Public comment
8. City Council priorities for FY 2024-25
9. Prioritize community development projects
10. Mission, vision and values
11. Wrap up and next steps

*Facilitators: Steve Mermell and Mary Locey*

**City of Menlo Park**  
**City Council Workshop**  
*City Hall Council Chambers*

March 12, 2024



**Steve Mermell, Special Advisor**  
**Mary Locey, Consulting Manager**

# Welcome from Mayor Taylor



Mayor  
Cecilia Taylor



Vice Mayor  
Drew Combs



Councilmember  
Maria Doerr



Councilmember  
Betsy Nash



Councilmember  
Jen Wolosin

# Opening Comments from the City Manager



City Manager  
Justin Murphy





# Today's Agenda



Review best practices in governance

Receive Council input on procedures manual update

Review Council goals for FY 2024-25

Prioritize community development projects

Discuss and create consensus on mission, vision and values

Strengthen teamwork

Review next steps

Wrap up

# Workshop Ground Rules



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



**Seek  
consensus**



**Assume good  
intent**



**Speak up if we  
need course  
correction**



**Stay focused**

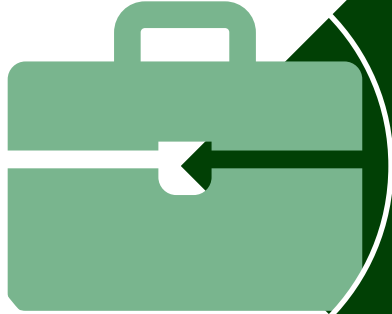
# Bike Rack



# Icebreaker



# Icebreaker Exercise



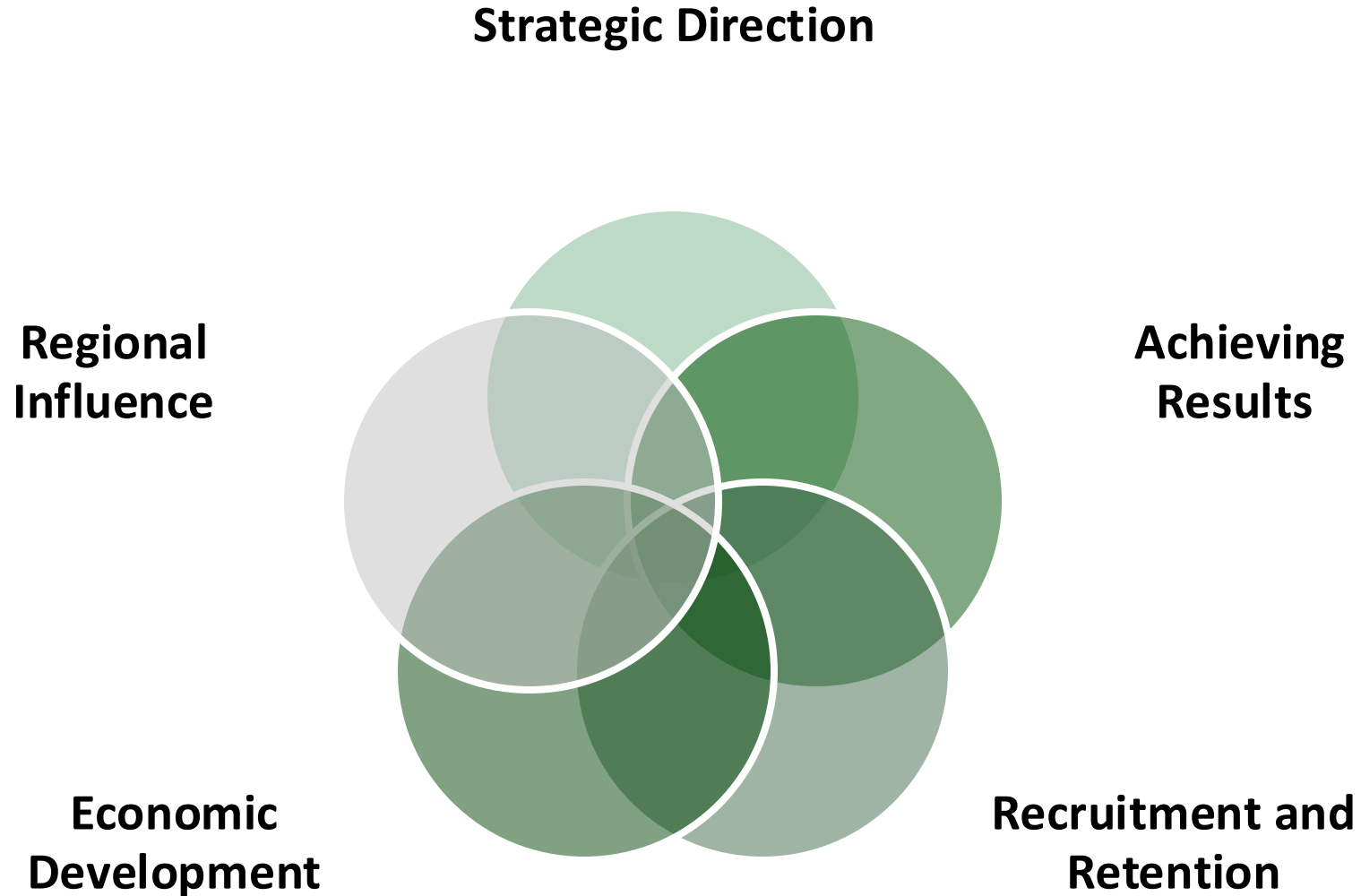
What was your first job?



What did you learn or take away from the experience?

# Why is Effective Governance Important?

**Council  
teamwork  
affects how  
the City is  
perceived**



# Effective City Manager – Council Teamwork Makes for Good Policy and Solid Organizations

## *City Council*

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

## *City Manager*

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

*Best practices based on Institute for Local Government, League of California Cities, International City/County Management Association*

# Attributes of Effective Councils

## Effective Councils

- Develop a sense of team – a partnership with the city manager to govern the city.
- Have a clear roles and responsibilities that are understood and adhered to.
- Honor the relationship with staff and each other.
- Routinely conduct effective meetings.
- Hold themselves and the city accountable.
- Have members who practice continuous personal learning and development.



# Attributes of Effective Councils

## Doing your part as a Councilmember

- Do your homework – read the agenda packet and send questions to the City Manager ahead of the Council meeting.
- Don't grandstand or pack the Council Chambers.
- Be willing to compromise, understand it takes a majority to take an action.
- Be nice, be patient, be kind.
- Be respectful of city staff, they are professionals who seek to do good work. Understand they may not understand the political dimension as you do.
- Respect the role of the City Manager and work through them.



# Characteristics of Ineffective Councils



- Don't regularly meet with the City Manager.
- Don't read the agenda packet before the Council meeting.
- Don't seek consensus with their Council colleagues.
- Grandstand.
- Attack staff publicly.
- Fail to transition from campaigning to governing.
- Pack the Council Chambers with advocates for their position.
- Go around the City Manager to direct staff.
- Seek to relitigate issues that have been decided.
- Have a win-lose mindset.
- Don't see themselves as part of the municipal organization.

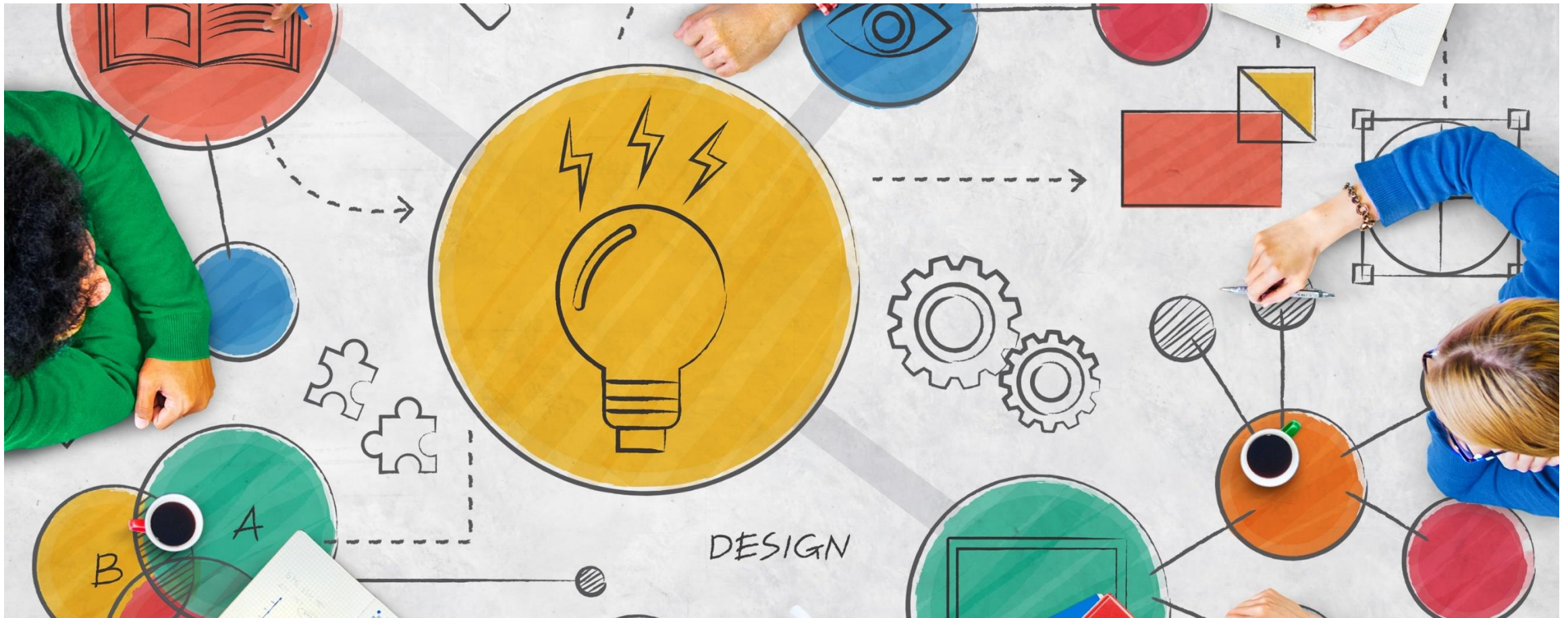
# Discussion of the City Council Procedures Manual



# Suggested Process for Placing Items on the Council Agenda

- City Councilmembers make request:
  - Via email to CCIN or to City Manager with Cc to Mayor no later than two business days before publication of the meeting agenda
  - Via verbal request during City Council reports at a City Council meeting
  - Item will appear under “City Council initiated items” for further discussion
  - City Council can direct City Manager to prepare staff report, direct item to advisory body, defer action to workshop
- Members of the public make request:
  - Via email to CCIN
- Non-agendized items:
  - City Council must make appropriate findings
  - Requires four-fifths vote
- Emergency items:
  - Item must affect public health or safety, like work stoppages, disasters, severe emergencies
  - Requires majority vote

# Discussion of Goals



# Goal Setting

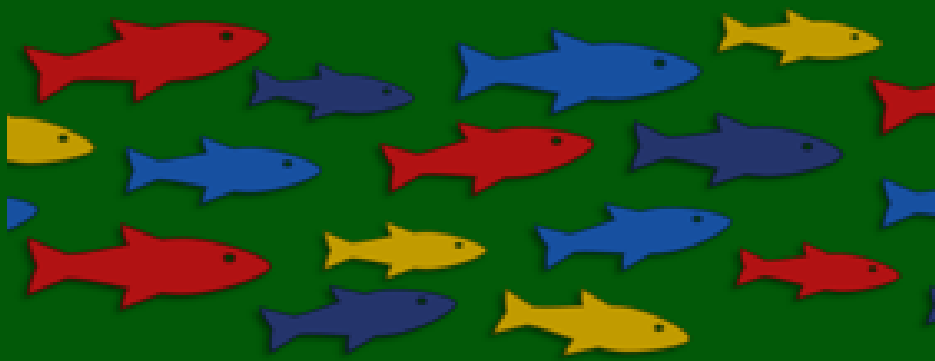
We can't  
do  
everything



But we can do  
some things very  
well if we are  
focused

## Successful City Governments

- Have a **collaborative, trusting relationship** between the City Council and staff
- Select a **few key goals**, with staff to achieve them
- Respect the **ongoing work** of City departments as the **day-to-day operations** must be well managed; that takes time



# "Big Rocks"

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

Put the **big  
rocks in first**

Then add the small  
ones where there is  
**room**

Stephen Covey  
"First Things First"

# Accomplishments cited by Councilmembers



- Approval of the Housing Element
- Filling key vacancies
- Completion of park projects
- Completion of protected bike lane
- Zero emissions landscape equipment ordinance
- Return of community events that were on hold due to COVID-19 pandemic



# Challenges mentioned by Councilmembers

Loss of revenue and increased operating costs

Staff vacancies, turn-over and in some cases lack of experience

Court ruling limiting the City's ability to take action on climate change

Elections by district promote parochialism and loss of citywide focus

Addressing loss of affordable rental units; illegal evictions and housing discrimination

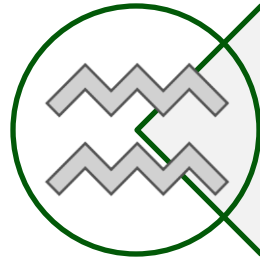
Effectively managing development both large and small

# Financial Outlook



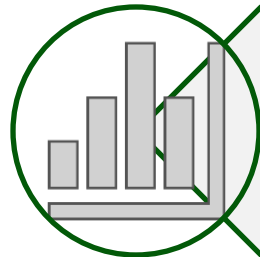
## General Fund revenues recovery

- Sales taxes show the first year of growth since the pandemic
- Hotel occupancy taxes have recovered



## Economic uncertainty

- Inflation, higher interest rates, lower investment returns, lingering supply chain disruptions, staffing challenges



## Long-term financial planning

- Evaluate the overall structural balance of the General Fund
- Plan for future capital improvements

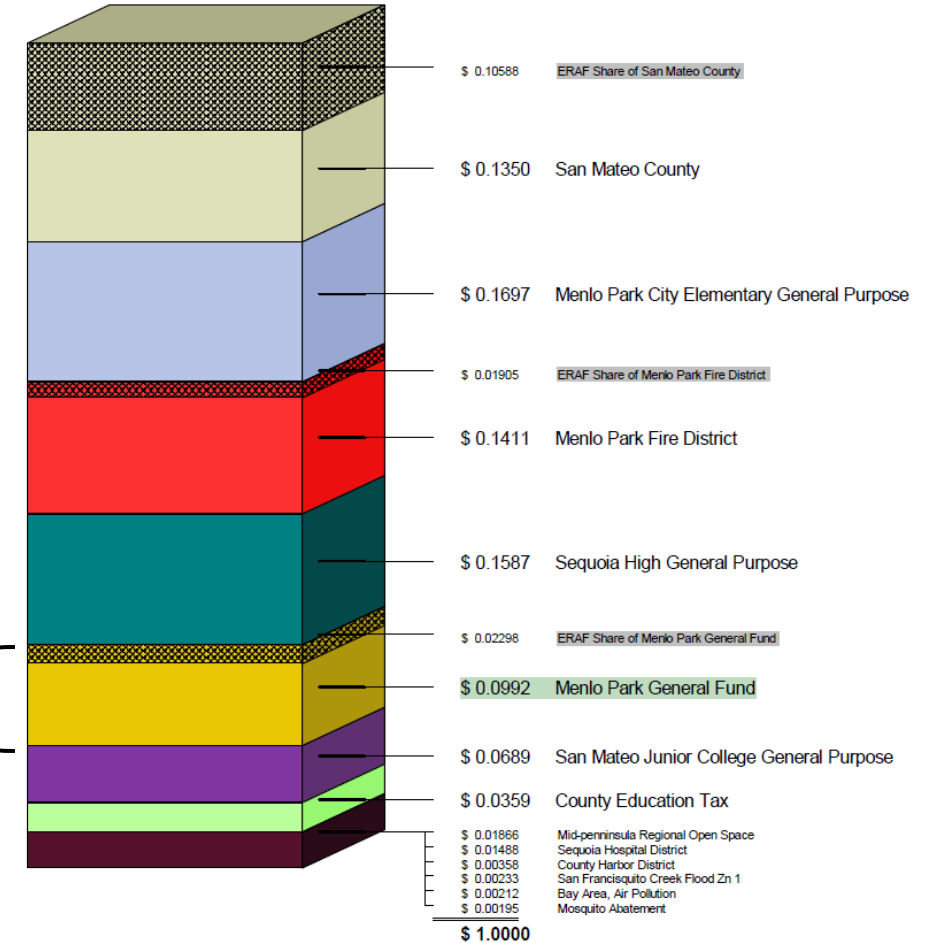
# Monitoring and Forecasting Revenues:

## Property Taxes

- Most significant revenue source for the City
- Property tax revenue continues to grow, but the overall share of property tax revenue in the General Fund has declined since 2020
- The City only receives \$0.12 for every \$1.00 of property tax paid.



### THE CITY OF MENLO PARK PROPERTY TAX DOLLAR BREAKDOWN



# Financial Outlook

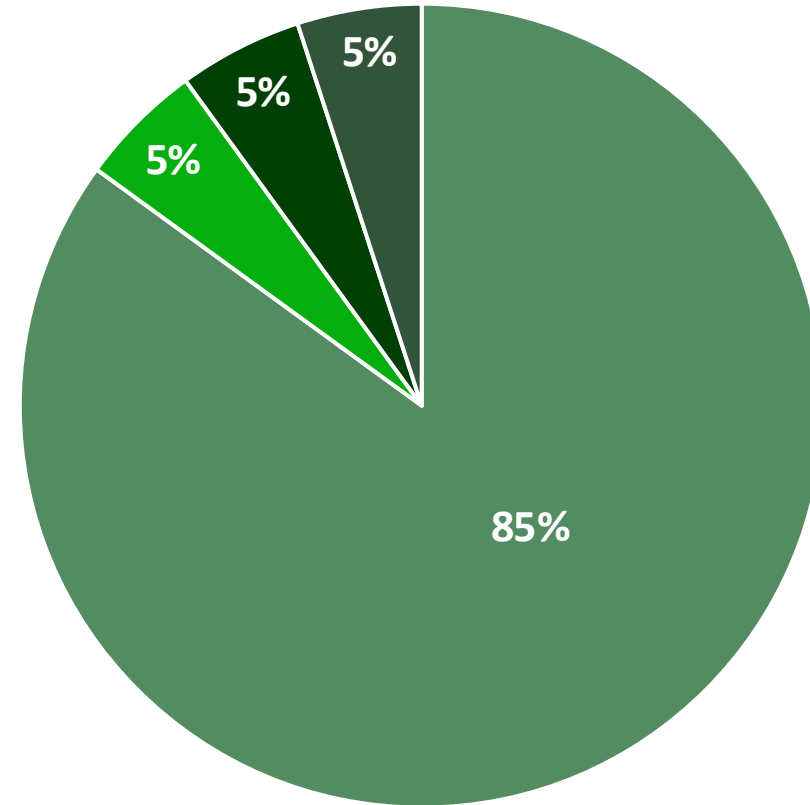
# Financial Outlook

## Monitoring and Forecasting Revenues: Vehicle License Fee (VLF)

- Significant impacts to VLF revenue in recent years
- Current CA State deficit of \$76 billion could reduce VLF contributions
- Current shortfalls:
  - Fiscal year 2023-23 shortfall is \$1.8 million (amount due = \$6.3 million)
  - Fiscal year 2023-24 shortfall is \$2.8 million (amount due = \$6.6 million)
- Uncertainty and fluctuations due to lag time for payments: in fiscal year 2022-23, the City received partial backfill for fiscal years 2020-21 and 2021-22.

# How Staff Allocate Their Time

## Average Allocation of Staff's Time

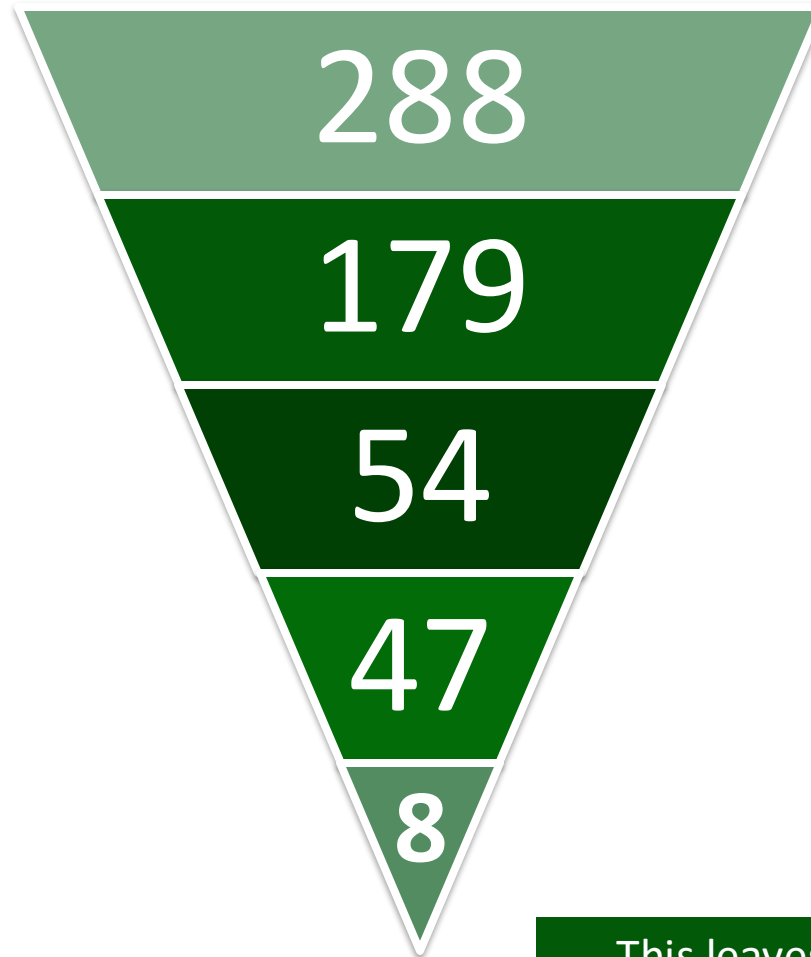


- Day-to-day delivery of municipal services
- Unforeseen challenges
- New initiatives
- Strategic improvements and training

# Staff Numbers at a Glance

Staff available to work on special projects or Council initiatives include the Executive Team, Managers, and Management Analysts.

All have ongoing responsibilities in their roles and assignments.



## Total Staff

- The City has 288.5 authorized staff positions for FY 2023-24

## Operations Staff

- 179 of these position are filled by specialty trained operations staff

## Vacancies

- 54 of these positions are vacant

## Public Safety

- 47 of these positions are filled by sworn public safety personnel

This leaves 8 staff positions available to assist with special projects

# Status of Current Goals



Housing



Emergency preparedness



Climate action



Activating downtown/economic development



Safe streets

# Goals Mentioned by Councilmembers

**Financial  
sustainability**

**Emergency  
preparedness**

**Climate action**

**Activating  
downtown/Economic  
development**

**Safe streets**

**Housing**

**Advancing equity**

**Support for children  
and youth**

**Addressing  
infrastructure needs**



# Community Input

## Main themes of **53 online submissions**:

- Overall, strong support for existing goals
- Climate action (63%)
- Safe streets (52%)
- Housing (41%)
- Emergency preparedness (25%)
- Activating downtown / economic development (21%)
- Other theme: quiet zone

# City service priorities – community survey

Identified in community survey in Nov. 2023 by Godbe Research

- **Maintain street and pothole repair** (28.3% much support/42.6% somewhat support)
- **Maintain parks, open space, sports fields and children & play structures at City parks** (33% much support/37.1% somewhat support)
- **Keep public areas healthy, safe and clean** (26.4% much support/44.1% somewhat support)
- **Maintain police 9-1-1 emergency response and preparedness** (30% much support likely/34.7% somewhat support)
- **Enhance emergency preparedness for storms, flooding and wildfires** (28.5% much support/39.8% somewhat support)
- **Provide safe sidewalks and bike paths** (32.3% much support/36.7% somewhat support)

# Public Comment



# Goals Dot Voting

*Select your top 4*



# Discussion



# Discussion of Community Development Project Priorities



# Housing Element – major projects

## *Currently underway:*

- Development of affordable housing on downtown parking lots

## *Comprehensive approach recommended:*

- Anti-displacement strategy
- Update to Below Market Rate (BMR) Guidelines

## *Council direction needed at future meeting:*

- Accessory Dwelling Unit (ADU) amnesty program
- Objective residential design standards

# Planning-related projects

*Undertake as staff capacity allows:*

- Encourage/require community-serving, non-office ground floor uses along El Camino Real and Santa Cruz Ave
- Encourage/require community-serving, non-office ground floor uses in R-MU zoning district
- Park preservation ordinance
- Single-family residential use permit requirements review



# Discussion of Community Development Project Priorities



# Mission, Vision and Values



MISSION



VISION



VALUES

# Mission Statement

A mission statement tells the ***purpose*** of the City of Meno Park

- **Clearly states** the purpose of the organization – the reason for the organization’s existence
- **Short** enough to be remembered
- **Does not repeat** what is in the vision statement
- Is written in the **present tense** because it is what we do now

## Key words/phrases mentioned in Council interviews

Quality of life

Meeting  
community  
needs

Providing  
services to the  
community

Vibrant

Sustainable

Welcoming

Play/Playful

It is the mission of the City government to ensure that Menlo Park is a desirable and vibrant community in which to live and do business, and to respond to the values and priorities of the residents so as to provide for the community's current and future needs.

Explicitly, the City fulfills its function by:

- Addressing the needs of the residents through the City Council, the appointed commissions and the City staff.
- Providing easy and open access to information and encouraging dialogue, enabling residents to actively engage in civic life.
- Providing for the safety of its residents, businesses and visitors.
- Providing timely and responsive service.
- Providing special assistance to those in need.
- Functioning effectively, efficiently and with accountability.
- Creating a positive and desirable workplace environment for City employees.
- Managing change for the betterment of the City.
- Creating and maintaining a viable revenue stream and providing for the unpredictable nature of our economy.
- Implementing and maintaining City infrastructure, facilities and programs.
- Formulating sound environmental policies.
- Recognizing and supporting the City's diverse neighborhoods and population.
- Acting as a responsible member of the greater region.

# Current Mission Statement

# Mission – Draft Options

1. The City of Menlo Park services the community by addressing current and future needs in alignment with residents' values and priorities

2. The City of Menlo Park provides outstanding municipal services, safeguarding and improving the quality of life for all its residents.

3. Through the provision of exceptional municipal services, the City of Menlo Park supports its residents and business community to thrive and achieve success.

4. The City of Menlo Park exists to provide municipal services to the community it serves and to allocate limited resources for the benefit of all.

# Vision Statement

A vision statement is about the ***desired future*** of the City of Menlo Park

- ***Should be short enough*** to be easily remembered
- ***Does not repeat*** what is in the mission statement
- Is written in the **present tense**, as if the City is already there in the future

Key words suggested most frequently for Menlo Park’s vision statement from the Council interviews

Good governance

Vibrant

Transparency

Welcoming

Model  
community/  
leader/Center of  
Silicon Valley

Healthy and safe

Innovation

Quality  
neighborhoods

# Vision – Draft Options

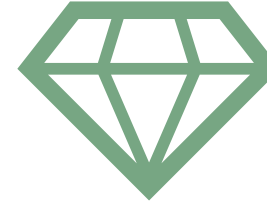
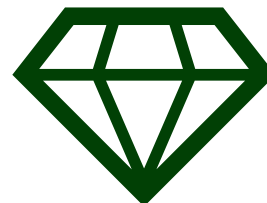
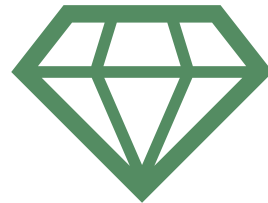
1. Menlo Park is a healthy, and safe place to live, learn, work, play, exercise, socialize, and thrive.

2. Menlo Park is a desirable and vibrant community in which to live and do business.

3. Menlo Park is a model of innovation and good governance at Silicon Valley's heart, fostering transparency, vibrancy, and quality living.

# Values

- Values **drives the behaviors** of all members of the organization
- Should be clear enough for people to **understand** their meaning
- Ideally limited to **three to five** so they can be easily remembered





# Suggested Values

Accessibility	Inclusion	Equity	Fairness
Diversity	Integrity	Efficiency	Transparency
	Service	Neighborilness	

# Dot Voting on Mission, Vision and Values



## Mission

- (1) Choose between one of the alternative draft mission statements
- (2) Place **ONE dot** by the mission statement you think best represents the purpose of the agency



## Vision

- (1) Choose between one of the alternative draft vision statements
- (2) Place **ONE dot** by the vision statement you think best represents the future of the agency



## Values

Select the **top three values** you think are most important for Menlo Park to embrace and place one dot on each of them.

# Dot Voting Results!



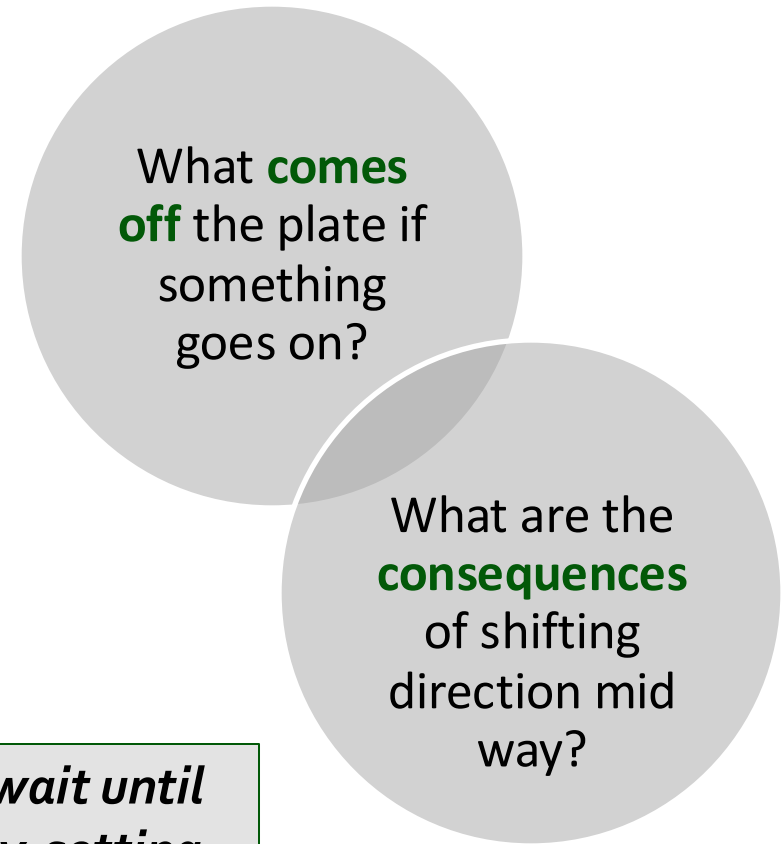
# Staying on Track with Priorities



Regular progress reporting

Hold off on new Council initiatives until next goal setting cycle

# Best Practice Criteria for Adding Initiatives and Projects Mid Cycle



*Otherwise wait until next priority-setting process*

# Next Steps



# Closing Comments



***Please share a comment about what was useful about today's discussions.***



Thank you!

Steve Mermell | [steve.mermell@bakertilly.com](mailto:steve.mermell@bakertilly.com)  
Mary Locey | [mary.locey@bakertilly.com](mailto:mary.locey@bakertilly.com)





# City of Upland

## City Council Goal Setting Workshop Report Held May 22, 2024

June 2024





June 10, 2024

Mr. Michael Blay  
City Manager  
City of Upland  
460 N. Euclid Avenue  
Upland, CA 91786

Dear Mr. Blay:

Baker Tilly is pleased to transmit our report on the Council Goal Setting we conducted with your team on May 22, 2024. The report provides you with the consensus of the Council for your goals and priorities for the next year.

Should you have any questions on the report, please feel free to contact me at [carol.jacobs@bakertilly.com](mailto:carol.jacobs@bakertilly.com) or 949-809-5588.

Sincerely,



Carol Jacobs, Managing Director - Baker Tilly US, LLP  
+1 (949) 809 5588 | [carol.jacobs@bakertilly.com](mailto:carol.jacobs@bakertilly.com)



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## Workshop Report

The City of Upland City Council held a goal-setting workshop from 9 a.m. to 2 p.m. on Wednesday, May 22, 2024, in the Carnegie Building. The workshop provided an opportunity for Councilmembers to learn more about each other; review elements of effective governance; discuss and establish goals for the coming year; create the City's vision, mission, and values, and strengthen teamwork. This report contains a summary of the results of the workshop.

Carol Jacobs, Steve Mermell, Pam Braid, and Mary Locey facilitated the workshop.



### Workshop Overview

#### Objectives

- Discuss good governance and norms of behavior
- Create consensus on City vision, mission statement and values
- Establish City Council goals
- Obtain consensus on using remaining American Rescue Plan Act (ARPA) funds
- Strengthen teamwork

#### Agenda

- Welcome and call to order by Mayor Velto
- Public comment
- Comments from City Manager Blay
- Agenda review
- Icebreaker
- What makes for effective councils
- Vision, mission, and values
- Introduction and context for priority-setting discussions
- Establishing goals
- Determine the best use of unallocated ARPA funds
- Wrap-up and next steps

## Participants

### City Council



Mayor  
Bill Velto



Mayor Pro Tem –  
District 2  
James Breitling



Councilmember –  
District 1  
Shannan Maust



Councilmember –  
District 3  
Carlos A. Garcia



Councilmember –  
District 4  
Rudy Zuniga\*

*\*Councilmember Rudy Zuniga was absent.*

### City Executive Staff

- City Manager Michael Blay
- Assistant City Manager Stephen Parker
- City Clerk Keri Johnson
- Chief of Police Marcelo Blanco
- Development Services Director Robert Dalquest
- Interim Public Works Director Chris Alanis
- Deputy Director of Human Resources/Risk Manager Terry Doyle
- Executive Assistant to the City Manager Meagan McLees

## Preparation

In preparation for the workshop, the facilitators conducted individual interviews with Councilmembers; held an executive team data-gathering meeting; prepared an agenda, presentation, and other materials; and reviewed the workshop plan with the City Manager. A copy of the workshop presentation is included as Attachment A.



## Opening Comments

Mayor Velto called the meeting to order, noted that Councilmember Zuniga was absent; and provided opening comments regarding setting a direction for the Council, City, and community. The Mayor then opened and closed public comments.

City Manager Blay then provided his opening comments. He noted that staff normally work on what is right in front of them and have been unable to be proactive. He was looking forward to the workshop and stressed its importance for him and staff to have the opportunity for Council to weigh in on priorities and set future goals. Mr. Blay also noted the City’s executive team was present and ready to support the Council and their established goals. Mr. Blay then turned the meeting over to the facilitators, who reviewed the workshop agenda, objectives and ground rules for a successful session.

## Bike Rack

Carol explained that items brought up during the workshop but not relevant to today’s discussions would be added to a bike rack, for future attention by the City Manager. The following items were added to the bike rack during the workshop:

- Magnolia Park rehabilitation
- Ensuring Councilmembers have the same information and talking points when speaking to state and federal elected officials regarding projects and funding needs.

## Icebreaker Exercise

Carol led the group in an informal icebreaker exercise to kick off the workshop and for participants to learn more about one another. Councilmembers and staff answered the first question and only Councilmembers answered the second question. A summary of the responses is listed in Table 1.

Table 1. Icebreaker Exercise Responses

Question	Responses
<p><b>What do you like most about Upland?</b></p>	<ol style="list-style-type: none"> <li>1. It's home</li> <li>2. Robust community; it's different and has diversity and passionate community members</li> <li>3. Its hometown charm</li> <li>4. Public safety</li> <li>5. Beauty</li> <li>6. Pride of community toward the town</li> <li>7. Great place to raise a family</li> <li>8. Supportive community</li> <li>9. Quality of life</li> <li>10. Fellow employees</li> <li>11. Hometown</li> <li>12. People involved in the community</li> </ol>
<p><b>What inspired you to serve on the Upland City Council?</b></p>	<ol style="list-style-type: none"> <li>1. Wanted a way to give back to the community I call home that has given me so much; there is no place like it</li> <li>2. Being part of what makes the city special</li> <li>3. Past turmoil; did not want to just sit on the sidelines</li> <li>4. Got involved to make a difference</li> </ol>

## Effective Councils

Following the icebreaker exercise, the group engaged in a discussion of good governance, teamwork, and attributes of effective councils. The purpose of the discussion was to share perspectives and ideas for effectively serving the community as a team and to set the foundation for a productive and fulfilling year.

Steve provided an overview of why effective governance is important. He explained that effective city manager and council teamwork make good policy and a solid organization. He reviewed the attributes of effective councils and the roles of an effective team as listed below.

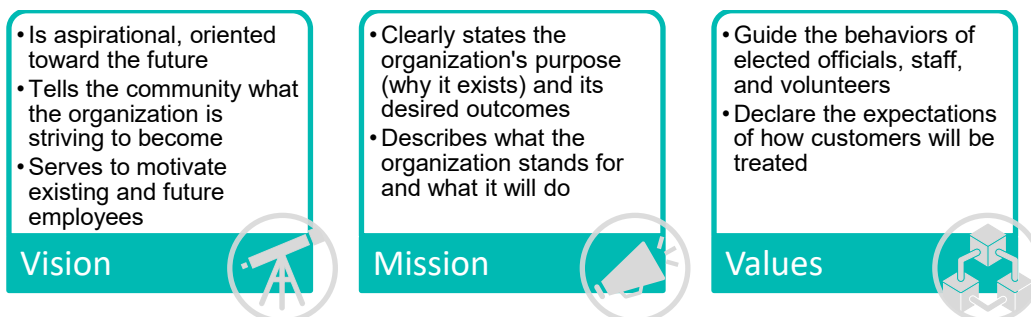
- **Mayor** presides over the meetings.
- **Council** sets organizational goals and policies.
- **City Manager** implements council-established goals and policies and directs and manages staff.
- **City Attorney** provides legal advice.

Steve reviewed typical norms for effective governance and successful council-manager teamwork. He encouraged the Council to review and consider adopting a code of conduct or norms. He also noted the following insights:

- As the elected body of the city, Councilmembers are a team, and collaboration with colleagues is vital to moving the needle.
- Potential staff often watch Council meetings to get a glimpse of how the organization is functioning. Since the Council sets the tone, a lot can be determined by watching behaviors and interactions during the meetings.
- Council districts provide representation of the community, but we are seeing elected officials focused on “my district” versus thinking about the needs of the whole city.
- Training is provided for Councilmembers through various outlets; it is important to attend and take refresher training as needed.
- Understanding roles and not directing staff are critical to good governance. Council may go directly to department heads, but the City Manager should be kept in the loop.

## Vision, Mission, and Values

Carol then discussed the importance of an organization having a clear vision, mission statements and values so that staff model behaviors that meet the community's expectations. She also reviewed the basic criteria for each as shown below.



Carol then showed draft vision and mission statements and suggested values developed based on what was learned through the Council interviews and the meeting with the executive team.

The Council was invited to “dot” vote on their preferred vision and mission statements and three values. The results of the dot voting were reviewed and, following a robust conversation, edits were made to each statement. The final versions that garnered Council consensus are reflected below.

**Vision Statement**

*Upland is a safe community with historic character where residents enjoy a high quality of life.*

**Mission Statement**

*The City of Upland is committed to delivering superior services that meet community needs with transparency and integrity.*

**Values**

- Transparency
- Integrity
- Excellence

**Introduction and Context for Priority Setting**

**Recent Accomplishments**

Steve then introduced the importance of establishing priorities and addressing the big rocks<sup>1</sup> first. Next, he reviewed a list of recent accomplishments mentioned during interviews with Council and staff. He also asked if there were items missing from the list. Table 2 reflects the noted accomplishments.

*Table 2. Recent Accomplishments*

Upland Recent Accomplishments
<ol style="list-style-type: none"> <li>1. Keeping city manager for multiple years</li> <li>2. Council working well together</li> <li>3. Stronger relationships between Council and staff</li> <li>4. Stable and balanced budget</li> <li>5. Focusing on and addressing infrastructure needs</li> <li>6. Retaining staff, improved morale, recent salary increases</li> <li>7. Regaining public trust, increased transparency</li> <li>8. Downtown revitalization</li> <li>9. Blast program for pension liability (saving \$66 million)</li> <li>10. Group A crime reduction (when other crime groups are going up)</li> </ol>
<p><b>Additional accomplishments noted during the workshop:</b></p> <ol style="list-style-type: none"> <li>1. Well/reservoir infrastructure improvements</li> <li>2. Brought back the Lemon Festival without using City funding</li> <li>3. Tesla dealership opened in town</li> <li>4. Tax-sharing agreement at the point of sale</li> <li>5. Tax-sharing agreement with Holliday Rock using Upland as a point of sale</li> <li>6. Council doing a great job staying on point and doing the City’s business</li> </ol>

<sup>1</sup> The big rocks concept is taken from *The 7 Habits of Highly Effective People* by Stephen R. Covey.

### Opportunities and Challenges

Steve reviewed the opportunities and challenges heard during the Council interviews and staff meetings as shown below in Table 3.

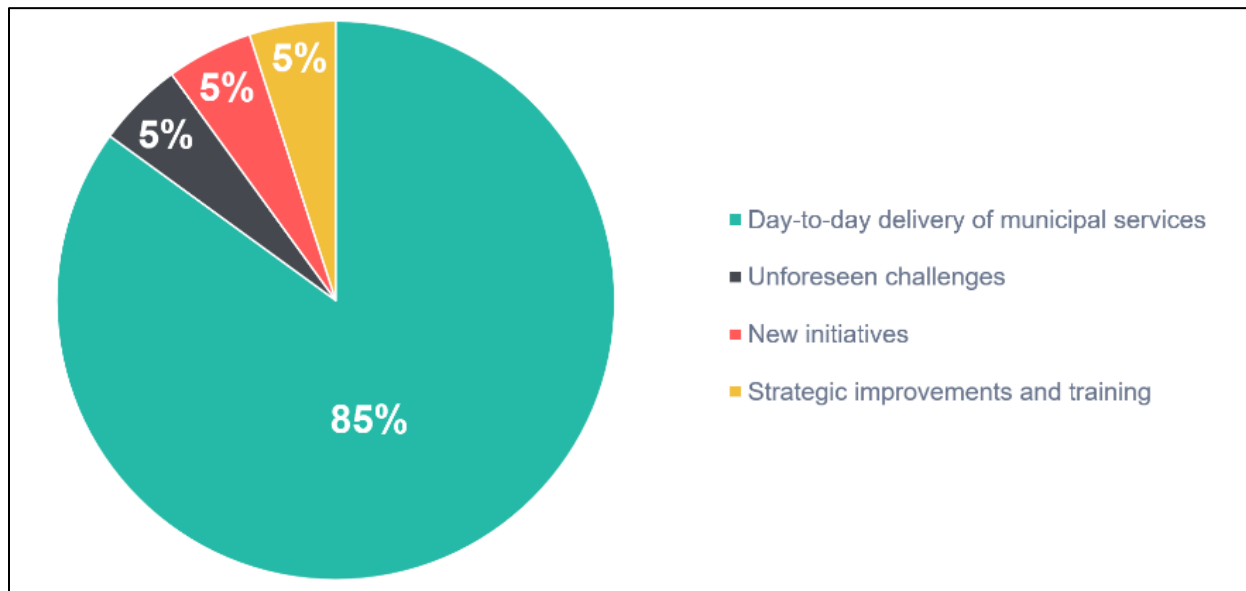
Table 3. Key Opportunities and Challenges

Opportunities	Challenges
1. Downtown revitalization	1. Perception that the City cares more about the north part of town than the south
2. Commercial corridors and shopping	2. Funding infrastructure repairs and maintenance
3. Change in reputation and public perception	3. Economic development and attracting businesses
4. Sustained growth	4. State housing mandates
5. Staff recruitment and retention	5. Succession planning, key staff retirements, and staff retention
6. Increased revenues	6. Fiscal limitation and financial stability

### City Staff

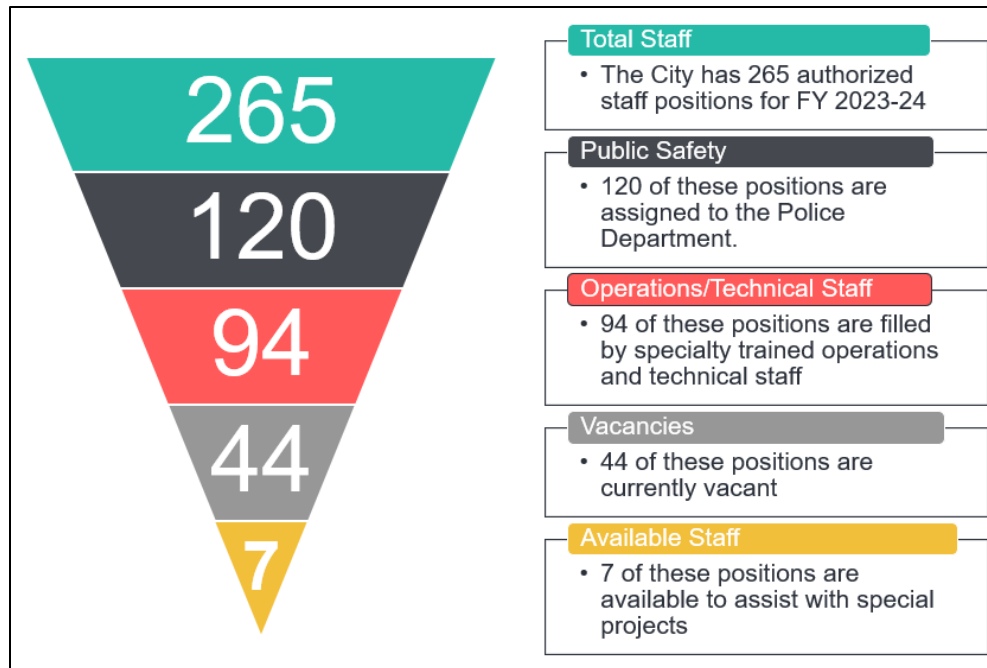
Next, Steve presented information on how management’s time is allocated. This information, shown in Figure 1, was anecdotally prepared by Baker Tilly based on industry knowledge and general best practices. It is not specific to any one agency. As depicted, management allocates 85% to the day-to-day delivery of municipal services, 5% for addressing unforeseen challenges, and 5% for strategic improvements and training, leaving 5% of management’s time available for new initiatives.

Figure 1. How Management Typically Allocates Their Time



Furthermore, based on current staffing information provided by the City, only seven employees are available to work on new initiatives or special projects. The specific breakdown of Upland’s staffing is shown in Figure 2 and is further described below.

Figure 2. Upland Staff at a Glance



- **265** total authorized staff positions for fiscal year 2023--24.
- **120** assigned to the Police Department, inclusive of sworn and non-sworn, code enforcement, and animal control staff.
- **94** assigned to operations and technical positions in Public Works, Administrative Services, and Development Services.
- **44** vacant positions within the public safety or operations and technical staff.
- **7** staff remain to work on special projects, including the City Manager, Assistant City Manager, Public Works Director, Development Services Director, Chief of Police, Finance Officer, and Deputy Director of Human Resources.

## Financial Outlook

Next, Assistant City Manager Stephen Parker provided a financial overview to provide context for the limited funding available to support the Council-established priorities. Mr. Parker highlighted the following:

- The City has seen an increase in sales tax revenue due to adding businesses such as Tesla; however, adding large businesses and receiving an increase in sales tax revenue does not consistently happen and should not be relied upon as future opportunities for new funding.
- The City has borrowed funds from its fleet maintenance and employee benefits funds to balance the budget.
- The City is implementing its class and compensation study and, while it has a large price tag, it will provide stability in the City's workforce.
- The new memorandum of understanding (MOU) with the police association contains future increases that will enable the City to keep officers and recruit and retain future officers.
- Contributions to the City's reserves will set aside money to place future Councils in a strong position and provide the City the opportunity to pivot if needed without cutting resources.

## Establishing Goals

Based on the Council interviews, six goals were identified. Following a brief overview of the listed items, the Councilmembers were invited to “dot” vote on their top three priorities. The results of the “dot” voting are shown in Table 4.

*Table 4. “Dot” Voting Results for Council Goals*

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

Based on the “dot” voting results, Councilmembers commented that technology (Goal 6) could be included in Goal 2 as an investment in the City’s infrastructure. Additionally, by working on Goals 1 and 2, the remaining goals would fall into place.

Steve informed the Council that the top two priorities will set the course for next year and that staff will continue to work on the others as time permits.

## Using Unallocated ARPA Funds

The Upland City Council has a unique, one-time opportunity to consider how to use unallocated American Rescue Plan Act (ARPA) funds. Due to the ARPA grant funding terms, all funds received must be allocated by September 2024. Thus, City staff prepared a list of projects that need to be addressed along with a cost estimate that is eligible for allocating the remaining ARPA funds, currently estimated between \$2.5 and \$3 million. The Council conducted another “dot” voting exercise and selected their top three priorities. The results are shown below in Table 5.

*Table 5. “Dot” Voting Results for ARPA Funds*

Project	Estimated Cost	Votes
Citywide slurry seal project	Scalable	4
Sidewalk replacement	Scalable	3
Alley paving	Scalable	2
Parking lot paving at parks and recreation facilities	Scalable	2
City app and website upgrade	\$75,000	1
Artificial Intelligence platforms for customer service	\$100,000	0
Ballfield lighting upgrades	\$500,000	0
Demolish Tiny Tots building	\$90,000	0
Downtown parking structure design	\$200,000	0
Euclid Avenue beautification	\$1,200,000	0
Facilities inspection report	\$30,000	0

Project	Estimated Cost	Votes
Magnolia Recreation Center kitchen	Scalable	0
Parks and Recreation Master Plan	\$200,000	0
Parks infrastructure	Scalable	0
Restroom upgrades at City Hall and Library	\$600,000	0
Tree planting, per tree	\$400	0

Upon review of the “dot” voting results, Council asked about the Foothill Boulevard project that is stalled due to a lack of funding, estimated to be approximately \$2 million. A discussion ensued regarding the potential for funding from the County and/or state to close the gap. The Council indicated that \$2 million in ARPA funding should be allocated to the Foothill Boulevard project. However, if funding is secured from other sources, a like amount of dollars would be shifted from the Foothill project to supplement other roadway improvements, such as slurry seal.

## Wrap Up

Carol explained that Baker Tilly would prepare a workshop summary report. She then invited each participant to provide a closing comment, which are shown below, and to complete a workshop evaluation (See Attachment B).

- Good conversations, like to hear from others and it helps me to hear what others are thinking and sometimes changes my way of thinking.
- Thank you for the entire program. We have never had these types of conversations; it is a great starting place and an important opportunity for the executive team.
- Grateful for executive staff to bring us the workshop; being able to speak with each other and extract information and use it in ways to do right by the city. This type of training would be helpful for staff and new Councilmembers to set them up for success.
- Bringing everyone together and being able to talk about the issues.
- We have needed this for some time. Staff are always putting out fires. It was nice to be able to listen to Council and understand/hear their direction.
- Thankful for the opportunity for Council to be together. Staff has not had strategic goals and now have direction from Council to move forward.
- To hear directly from Council on the direction, and setting policies that staff will carry out.
- We now have a structure with a vision, mission, and values to build on the goals for where the Council wants to take Upland. We have a good future ahead of us. We can incorporate the information learned today into the City’s onboarding program for every employee to know our culture.
- It was nice to see everyone comfortable. Staff has been talking about a vision, mission, and values; it’s nice to have Council identify them and that they are aligned with staff’s thinking.
- Enjoyed watching the Council collaborate and hearing directly from the Council to help with messaging. It was a huge benefit to hear what everyone had to say.

## **Attachment A – Workshop Presentation**











# City of Upland

City Council Goal Setting Workshop  
May 22, 2024 | 10 a.m.

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1

## Welcome by Mayor Velto








2

# Public Comment

3



## City Manager Comments


4

## 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

5

## 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

6

### 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

7

### Bike Rack

- Time management tool
- Items to discuss later

8

### Icebreaker Exercise

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

9

## What makes for effective councils?

10

### Effective Governing is a Team Sport

You can be a solid Council member and a team player

Requires clear roles, cooperation, persuasion, compromise, and a commitment to relationships

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### What Makes a Governing Body Work Well?

#### Effective City Councils

Unity of purpose	Clear roles and responsibilities
Positive governance culture	Norms, protocols, and policies

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### 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**.

**Attributes of Exceptional Councils**

Leading public organizations and governing with colleagues in a council is a challenge, not an easy task. The Institute recognizes that many aspects of leadership and governance are not obvious. This report is written to provide comprehensive and practical guidance for the development of exceptional councils, as well as the process for how 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 major characteristics and to manage the team:

- Develop a sense of team
- Develop a sense of partnership
- Develop a sense of responsibility
- Develop a sense of accountability
- Develop a sense of transparency
- Develop a sense of integrity
- Develop a sense of honesty
- Develop a sense of respect
- Develop a sense of trust
- Develop a sense of collaboration
- Develop a sense of communication
- Develop a sense of listening
- Develop a sense of empathy
- Develop a sense of compassion
- Develop a sense of understanding
- Develop a sense of tolerance
- Develop a sense of patience
- Develop a sense of kindness
- Develop a sense of generosity
- Develop a sense of humility
- Develop a sense of modesty
- Develop a sense of simplicity
- Develop a sense of clarity
- Develop a sense of focus
- Develop a sense of determination
- Develop a sense of perseverance
- Develop a sense of courage
- Develop a sense of conviction
- Develop a sense of faith
- Develop a sense of hope
- Develop a sense of love

Source: Institute for Local Government

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### 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

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### Discussion About Norms

Norms are agreed upon standards of behavior and practices

Many Councils have a set of adopted norms for governance

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### Typical Norms for Effective Governance

1. Maintain a **citywide perspective**, while being mindful of our districts.
2. Move **from I 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.

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### Effective v. Ineffective Governance

<p><b>Effective Governance</b></p> <ul style="list-style-type: none"> <li>• <b>Respect</b> council-manager form of government</li> <li>• <b>Accept the outcome</b> of a majority vote</li> <li>• Ability to <b>make unpopular</b> but necessary <b>decisions</b></li> <li>• <b>Disagree respectfully</b></li> <li>• Being <b>trustworthy</b>; doing what you say you will do and doing it transparently</li> <li>• Engage with the public in <b>productive</b> ways</li> </ul>	<p><b>Ineffective Governance</b></p> <ul style="list-style-type: none"> <li>• Personal <b>attacks</b></li> <li>• <b>Dominate</b> discussions</li> <li>• Purposely being <b>uncooperative</b></li> <li>• Attempt to <b>embarrass</b> each other</li> <li>• Despite majority vote, continue to <b>speak against</b> vote/people who voted</li> <li>• <b>Stack</b> the audience</li> <li>• View colleagues as <b>enemies or competitors</b></li> </ul>
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### Effective Council – Manager Teamwork

<p><b>City Council</b></p> <ul style="list-style-type: none"> <li>• Focus on policy and <b>do not get into the weeds</b></li> <li>• Ask <b>questions in advance of Council meetings</b> to get as many answered as possible</li> <li>• Give the City Manager a heads up; <b>practice the "no surprise" rule</b></li> <li>• <b>Refrain from directing staff</b>, even informally</li> <li>• Create a <b>"no blame" culture</b>; bring concerns to the City Manager privately, do not criticize staff in public.</li> <li>• <b>Respect City Manager's role</b> as chief executive</li> </ul>	<p><b>City Manager</b></p> <ul style="list-style-type: none"> <li>• Be <b>clear and direct</b> with the Council</li> <li>• Translate Council policy into <b>action and budgets</b></li> <li>• Provide heads up and practice the <b>"no surprise" rule</b></li> <li>• <b>Communicate</b> with all members of the Council <b>equally</b></li> <li>• Ensure that staff provides <b>options, clear analysis, and recommendations</b> to Council</li> <li>• Work to help the Council see the <b>"big picture"</b> including impacts of policy positions</li> </ul>
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Best practices based on Institute for Local Government, League of California Cities, International City/County Management Association

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### Governance Discussion Summary

<p><b>1</b></p> <p>Carry out our <b>respective roles</b> (each in our own lanes)</p>	<p><b>2</b></p> <p>Practice the <b>typical norms</b> for effective governance</p>	<p><b>3</b></p> <p>Contribute to a <b>positive governance culture</b></p>	<p><b>4</b></p> <p>Respect the <b>chain of command</b> and use established processes</p>
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We can **get things done** when everyone respects **each other** and our **roles**



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# Vision, Mission and Values

20

### 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**

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### 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**

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### 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**.

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### 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.

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**Draft Mission Statements**

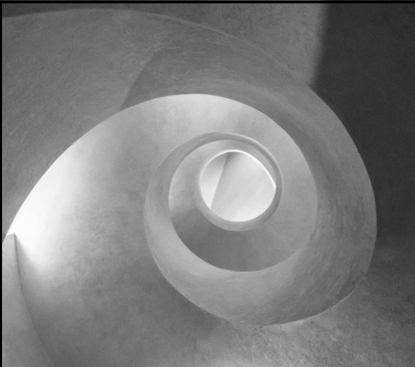
1. The City of Upland provides superior services that support a high quality of life for the community.
2. The City of Upland provides superior services in a resident-focused, transparent manner.
3. The City of Upland provides superior services to our residents, businesses, and visitors.
4. The City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

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**Suggested Values**

Dedication	Integrity	Trustworthy	Respect
Transparency	Honesty	Action-oriented	Compassion

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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

27

**Consensus**

Do you concur?

Is anything missing?



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**Break**

29

**Priority Setting**

30

### 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

Source: *The 7 Habits of Highly Effective People* by Stephen R. Covey 31

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### 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)

32

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### Key Opportunities

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

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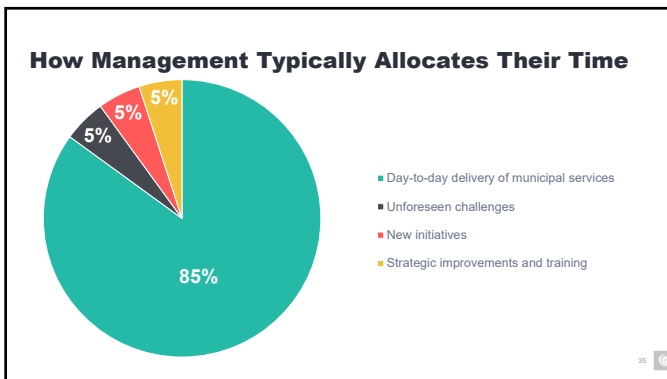
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### Key Challenges

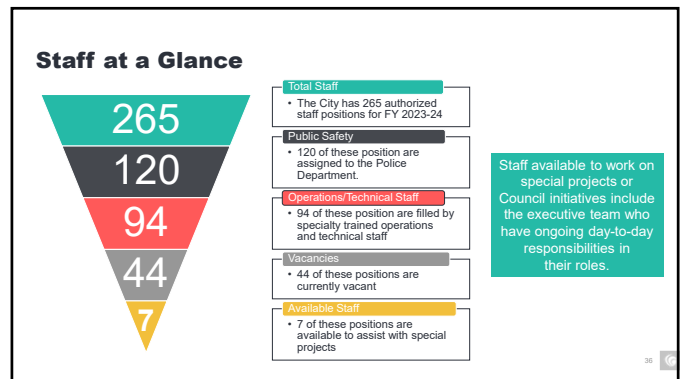
- Balancing community needs (north v south)
- Funding infrastructure repairs and maintenance
- Economic development, attracting businesses
- State housing mandates
- Succession planning, key staff retirements, retention
- Fiscal limitations, financial stability

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### Financial Outlook

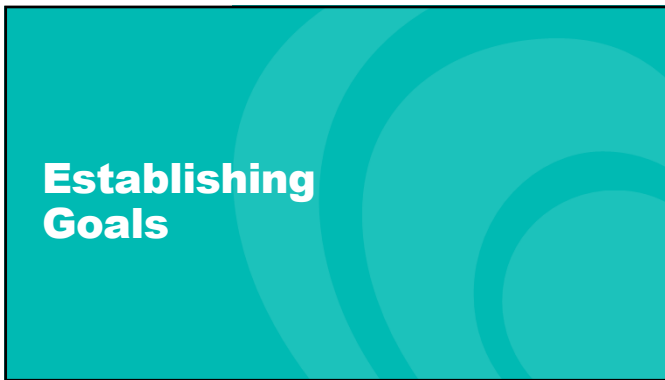
FY 2024-25 SUMMARY OF SOURCES AND USES										
Fund	Estimated Fund Balance (Unassigned) 7/1/24	FY 2024-25 Estimated Revenue	Transfers In	Available Sources	2024-25 Operating Expenditures	Capital Improvement Projects	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/23
General Fund	\$ 9,585,200	\$ 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	17,478,850	265,000	17,743,850	65,601,670	26,818,840	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>

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### 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	(12,242,090)	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>

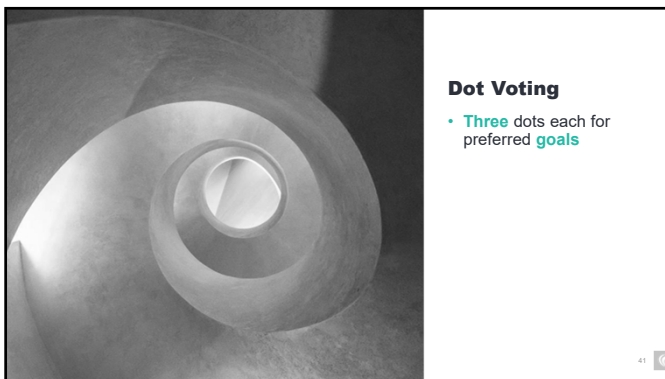
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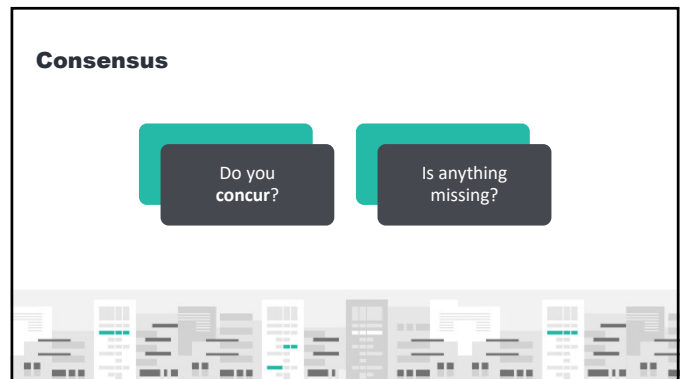
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- ### Proposed Goals
1. Explore opportunities to increase revenues through new funding sources.
  2. Invest in infrastructure improvements and maintenance (sidewalks, streets, alleys, City-owned housing complexes).
  3. Continue to implement the vision 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.

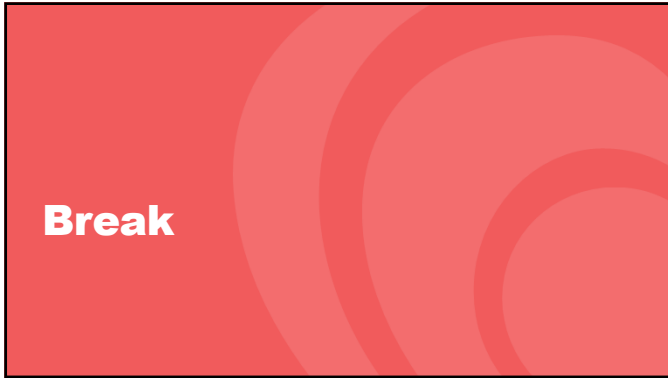
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**American Rescue Plan Act (ARPA) Projects**

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.

45

**Dot Voting**

- Three dots each for using ARPA funds

46

**Consensus**

Do you concur?

Is anything missing?

47

**Wrap Up**

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

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**bakertilly**

<p><b>Carol Jacobs</b> MANAGING DIRECTOR P: +1 (949) 809-5588 E: carol.jacobs@bakertilly.com</p>	<p><b>Steve Mermell</b> SPECIAL ADVISOR P: +1 (818) 321-6817 E: steve.mermell@bakertilly.com</p>
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**Thank you**

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# Attachment B – Workshop Evaluations

City of Upland  
City Council Workshop  
Held May 22, 2024  
Workshop Evaluation



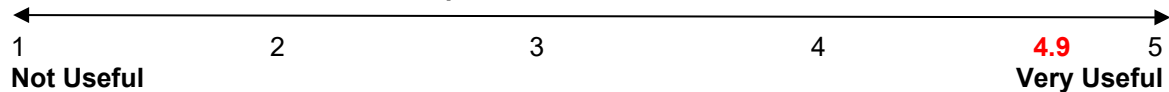
**The best thing about this workshop was...**

- Open dialogue
- The conversation
- Time set aside to work on the vision, mission and values led by facilitators
- Good opportunity to have open dialogue with department heads and others
- Getting Council together for the first time in an environment like this
- The facilitation and opportunity to break things down

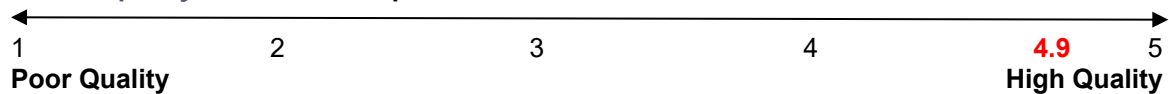
**Something(s) which could have been better...**

- All councilmembers present
- Fifth councilmember being here
- Chairs

**Overall usefulness of the workshop:**



**Overall quality of the workshop:**



**Other Comments**

- Greatly appreciate. Your workshop allowed us to speak to one another sincerely.
- Thank you.
- Can't wait to use you for a new Councilmember training class in the future.

***Thank you!***



# 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**

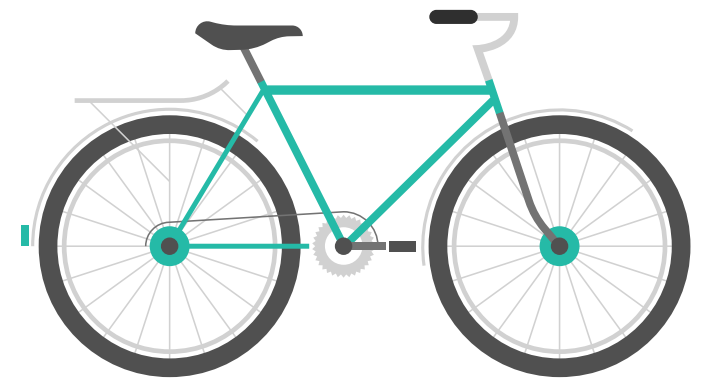
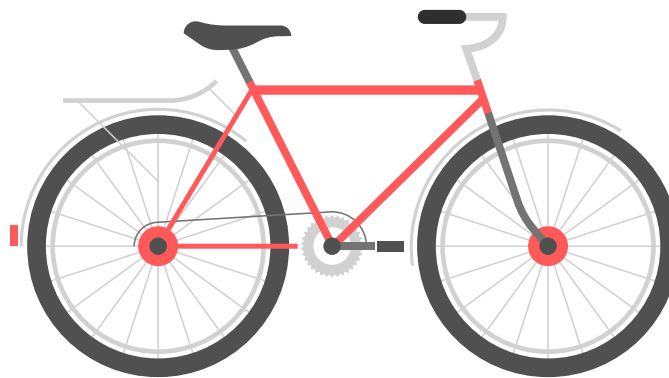
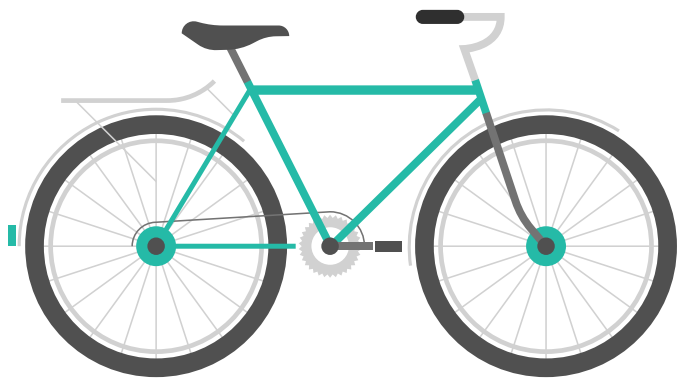


**Stay  
focused**



# Bike Rack

- Time management tool
- Items to discuss later



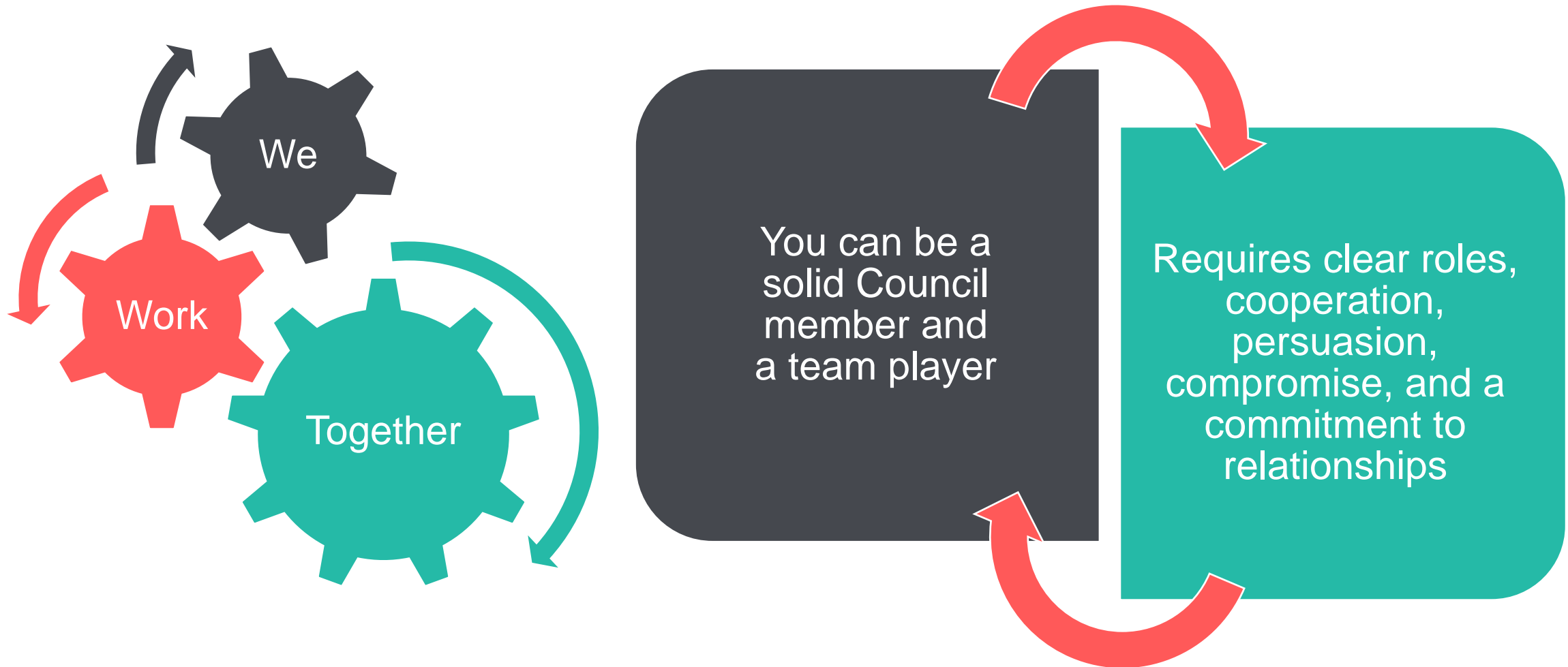
# Icebreaker Exercise

- 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

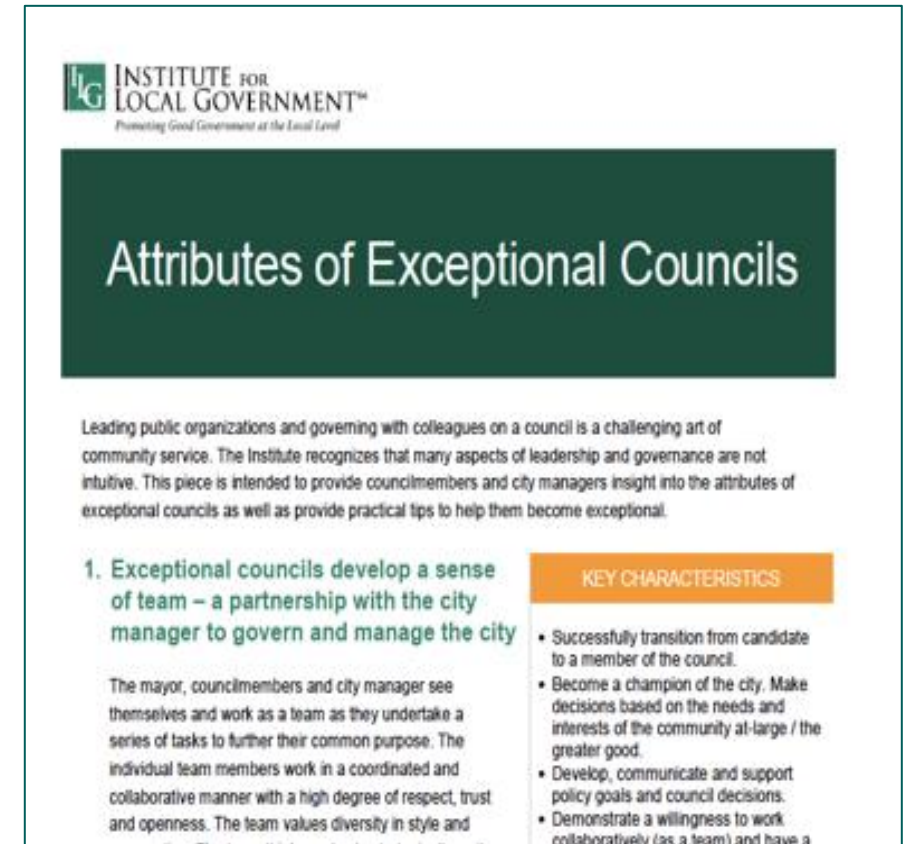
Positive  
governance  
culture

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**.



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.”**





# 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**

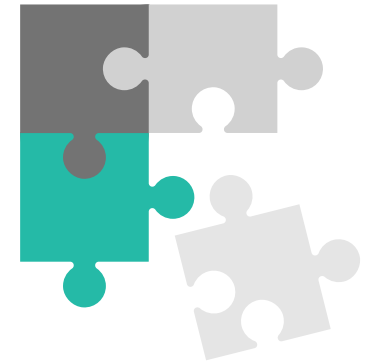
**We can get things done when everyone respects each other and our roles**



# 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

Compassion



## 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

# Priority Setting



# 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



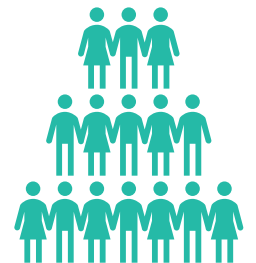
# Recent Accomplishments

- 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)



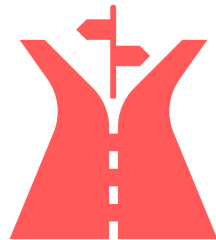
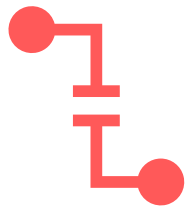
# Key Opportunities

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

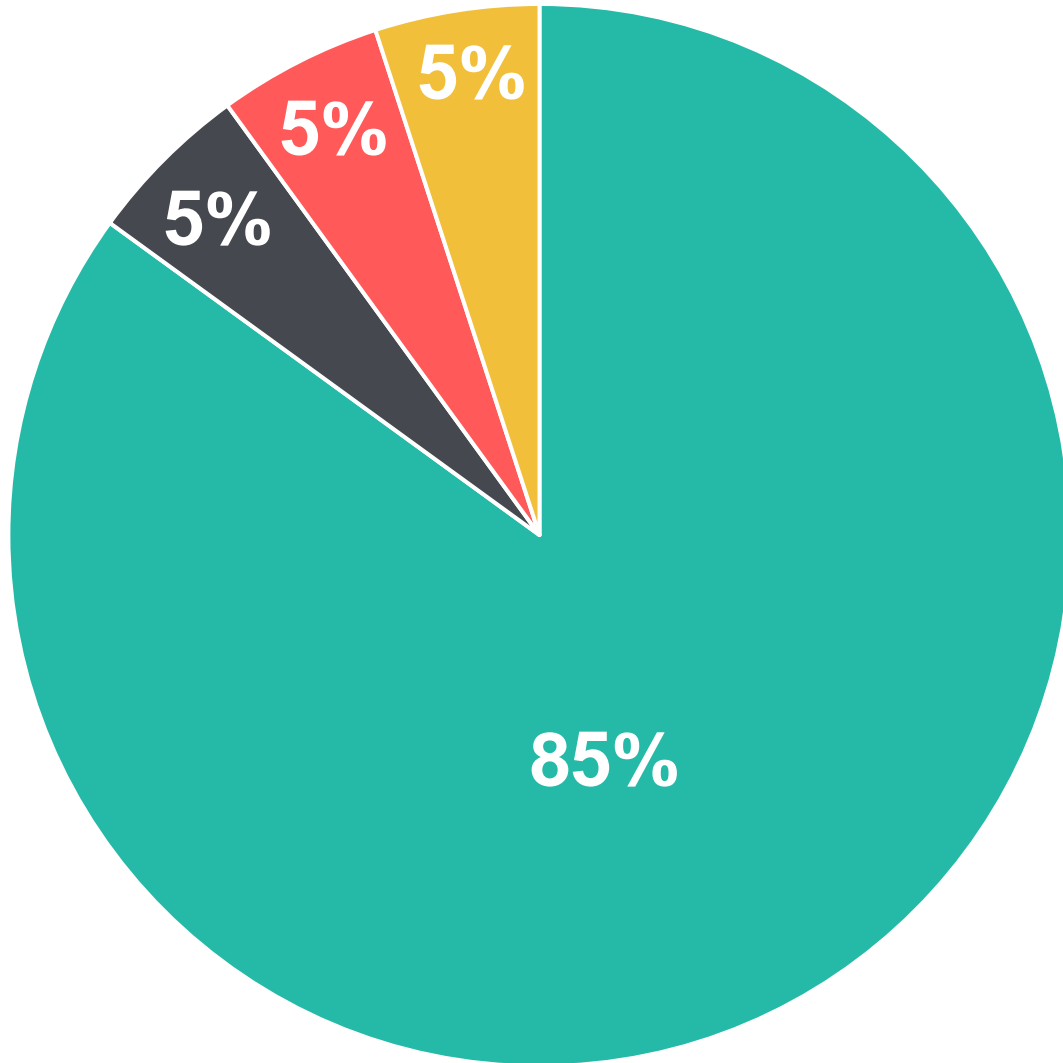


# Key Challenges

- 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



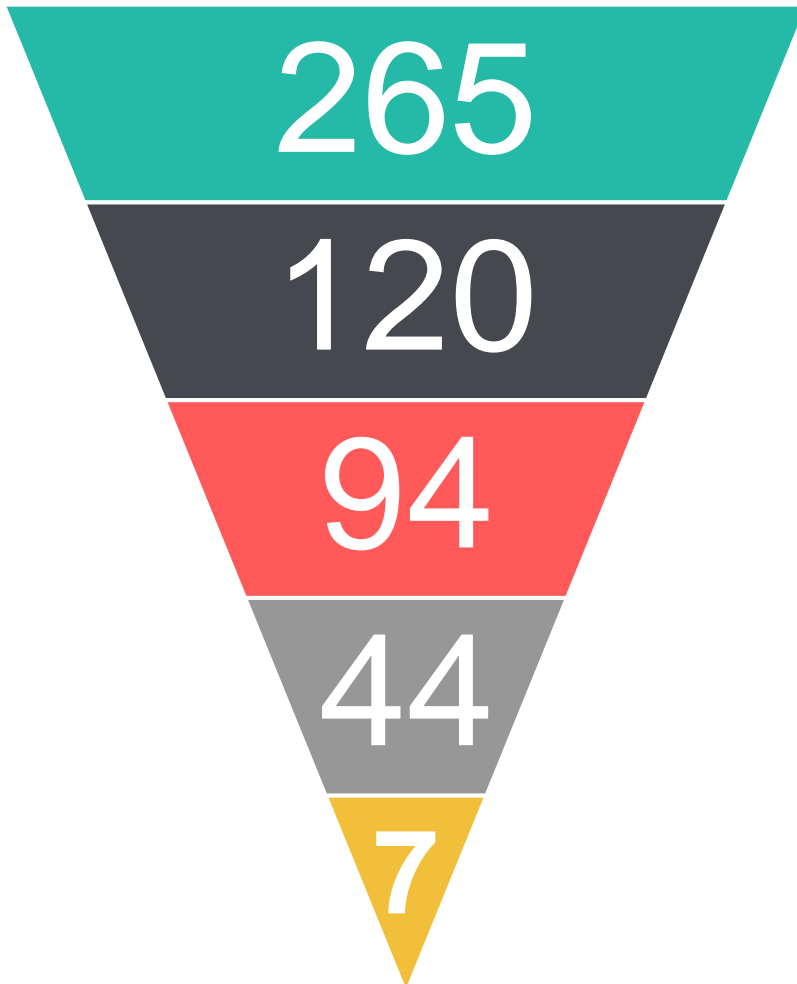
# How Management Typically Allocates Their Time



- Day-to-day delivery of municipal services
- Unforeseen challenges
- New initiatives
- Strategic improvements and training



# Staff at a Glance



## Total Staff

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

## Public Safety

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

## Operations/Technical Staff

- 94 of these positions 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>





# 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

# 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



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**Thank you**



**City of Upland  
City Council Goal Setting Workshop  
May 22, 2024  
10 a.m. to 2:30 p.m.  
Carnegie Library**

**Agenda**

**Workshop Objectives**

- Discuss good governance and norms of behavior.
- Create consensus on City mission statement and values.
- Establish City Council goals.
- Obtain consensus on using remaining ARPA funds.
- Strengthen teamwork.

1. Welcome by the Mayor
2. Public Comment
3. Comments from the City Manager
4. Agenda Review
5. Icebreaker
6. Discussion of What Makes for Effective
7. Mission Statement and Values
8. Introduction and Context for Priority Setting Discussions
9. Establishing Goals
10. Determine Best Use of Unallocated ARPA
11. Wrap up and next steps



## Proposal

August 7, 2024



# *Strategic Planning Facilitation Services*

Submitted By:

Patrick Ibarra  
The Mejorando Group  
13 Muirfield Road  
Cumberland, ME 04021  
925-518-0187

[www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)

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August 7, 2024

Don Schwartz  
City Manager  
City of Sebastopol

Dear Don:

On behalf of the Mejorando Group, I am pleased to offer our expertise to the City of Sebastopol as a partner engaged to assist your efforts aimed at creating a Strategic Plan to ensure it reflects the newly minted governing body's vision and direction.

The actions that position the City for the future differ from a "we've always done it that way" approach. Maintaining a healthy balance between the status quo and innovation is hard work. Striking the right balance between sustaining a legacy organization and building for the future requires judgment. In fact, strategic planning will ensure City leaders make changes *before* you have to, instead of *because* you have to. More than a project, strategic planning serves as a catalyst to marshal precious resources towards the desired goals.

An effective and robust strategic planning process will fortify relationships among members and increase a shared understanding about the future of the City of Sebastopol, help guide City staff in building budgets, serve to prioritize services and resources, ensure alignment about expectations between elected officials and City staff and determine the optimal path forward in the collective quest to deliver high quality public services and programs towards a stronger community over the next several years.

Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be useful. The Mejorando Group, a Certified Minority-Business Enterprise (MBE) – Hispanic owned, has **extensive experience and in-depth expertise facilitating Strategic Planning processes and has performed similar engagements for several municipalities nationwide including in Northern California – Antioch, Martinez, Newark (planned for January 2025), Pinole, Pittsburg, San Bruno, San Pablo, and San Ramon along with several in Southern California.** The Mejorando Group considers [Strategic Planning facilitation services](#) to be one of our core competencies of our overall consulting practice.




We honor the history and heritage of a community and tailor our approach according to what best suits their needs. Our role during the process is to serve as a “flashlight” and a “mirror” helping City officials identify the impacts of potential trends on the vitality of Sebastopol, incorporate feedback from the various sources into themes, share how other municipalities are addressing similar issues/challenges and helping craft a Strategic Plan that achieves Cohesion among elected officials and staff, Clarity about priorities and Commitment to implementation. We pride ourselves on the ability to effectively disrupt the status quo thinking of the “we’ve always done it that way” approach and replace it with a forward-looking mindset on how community leaders can realize their community’s potential.

Offering consultation, facilitation, and training, my firm brings fresh thinking, innovation and “next practices” to help governments succeed in the 21st century. Established in 2002, we take our name from the Spanish word, Mejorando, which means “Getting Better All the Time.” This reflects our commitment to our approach to clients who are seeking new ways to improve constantly. **As a former city manager, and a person who invested over 15 years of my career in local government,** I am extremely familiar with the issues and constraints confronted by those dedicated individuals, within organizations who choose daily to recommit themselves to high quality public service. Based on my experience and expertise, I bring government leaders a valuable perspective and offer practical advice and contributions enabling them to lead their organizations more effectively.

If you have any questions regarding the content of this proposals or need more information, please contact me at 925-518-0187 or via e-mail at [patrick@gettingbetterallthetime.com](mailto:patrick@gettingbetterallthetime.com).

Sincerely,

A handwritten signature in black ink that reads "Patrick Ibarra". The signature is written in a cursive, flowing style.

Patrick Ibarra  
Co-Founder and Partner

## A. SCOPE OF SERVICES

### 1. Background and Understanding

Local government directly affects the daily existence and quality of life for residents within the community. The political leadership of local government is about making things happen that might not otherwise happen and preventing things from happening that ordinarily might happen. It is a process that helps transform intentions into positive actions, visions into reality. The role of government is evolving, but the question is in what direction is it moving?

The Sebastopol community isn't static, it's highly dynamic with lots of disruption and change so what got you here may not get you there. This is where convening members of the governing body along with the executive leadership team in a process to enhance trust among members and determine organizational priorities into the foreseeable future, is beneficial. An effective and robust process will fortify relationships, clarify roles, increase a shared understanding about the future, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services.

Our view is that strategic planning must be seen as both a **process** and a **product**. Regarding the process, strategic planning is designed to obtain input from a broad range of stakeholders and equip policy makers with the ability to toggle between being responsive and proactive while recognizing the limited capacity for City finances and staff time. It's a priority-setting process to enhance the quality of life for your residents and operationalizing intent into action. Concerning the product, the Strategic Plan is a document that once adopted by the governing body is shared with the public and updated periodically to demonstrate progress on various items. While not entirely a budget-centric document, a strategic plan is intended to provide a link between authorized spending and broad organizational goals.

There are several purposes for undertaking this process:

- *Increased effectiveness.* The City's performance is enhanced, the mission is furthered, mandates are met, values are honored, and real public value is created. In addition, City government responds effectively and plans for rapidly changing circumstances.
- *Increased efficiency.* The same or better results are achieved with fewer resources.
- *Improved understanding and better learning.* The City understands its situation far more clearly. Leaders are able to re-conceptualize the situation and establish

an interpretive framework that can guide strategy development and implementation.

- *Better decision making.* A coherent, focused and prudent basis for decision making is established, and today's decisions are made in light of their future consequences.
- *Enhanced organizational capabilities.* Broadly based organizational leadership is improved, and the capacity for further strategic thought, action and learning is enhanced.

Conversations will deal with two worlds – the world of facts and data, and the world of ideas and perceptions. Dialogue, conversation quality, and engagement will allow them to experiment with ideas and perceptions by taking facts and data into imagined or speculative worlds for the future of your community.

Creating a shared understanding about the future of Sebastopol and activating a path towards its realization is the ultimate outcome. Moreover, for any organization, the ability to concurrently run the business (i.e., government is in the business of public service) and reinvent it has become a determinant of long-term success.

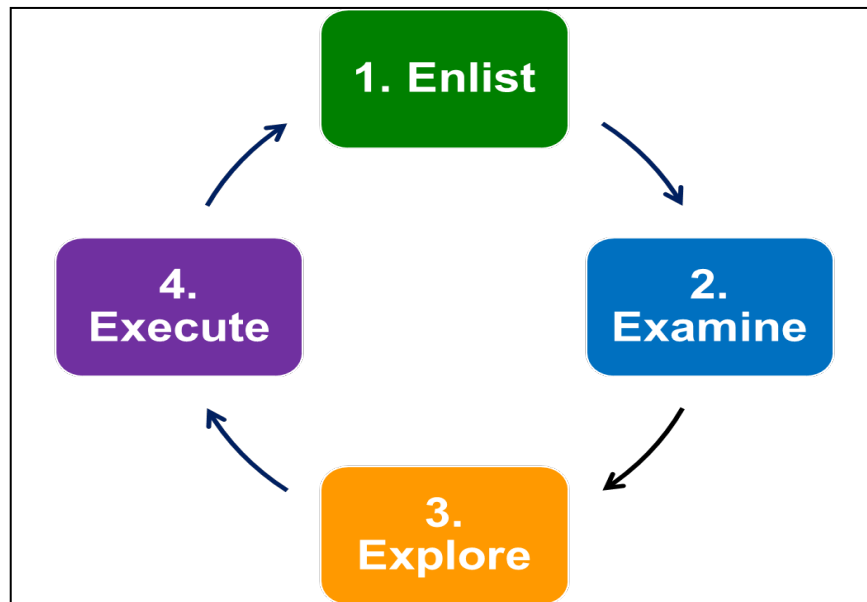
## 2. Work Plan

The Mejorando Group is uniquely qualified to provide professional facilitation services for the City of Sebastopol. ***We are experts at striking a healthy balance between our two roles: content and process.*** Based on our in-depth experience of local government and our extensive record of consulting with other governments we can provide substantive content to the Mayor and Council and Executive Leadership Team, as they seek practical and imaginative solutions (i.e., content) to adopt top priorities, along with seasoned facilitation skills in helping elected officials blend their capabilities and approach as colleagues.

Our approach and accompanying work plan in developing the strategic plan satisfies the criteria by which successful strategic planning efforts are evaluated and the City of Sebastopol is seeking:

- Evaluates current conditions to identify opportunities to maximize and potential issues to mitigate.
- Leads to action that is both innovative and effective.
- Is an inclusive, participatory process in which elected officials and City staff take on a shared ownership role.
- Vision for the future is reaffirmed.
- Reaffirms the Mission statement.
- Serves as a means to prioritize Goals.
- Develop an Implementation plan.

**Our work plan** merges the experience and insight from key stakeholders along with a reliable process and the capable facilitation and consulting services from the Mejorando Group. Our Approach is based on the **Four E's**:



Execution is the strategy so our results-based approach will ensure a genuinely collaborative process for prudent and thoughtful risk-taking by elected officials and executives in their desire to build a more vibrant community, while maintaining a strong emphasis on creating a meaningful outcome – a credible road map that accelerates your upward trajectory towards an even better future.

## 1. Enlist - Obtain Input

1) **Enlist** (*Pre-Meeting Research*) key stakeholders by obtaining their input about expectations for the process and topics/areas to be strongly considered at the strategic planning workshop. To ensure the content of the session is aligned with the expectations of members of the governing body, individual interviews/meetings will be held with the City Manager, Mayor, and Councilmembers. Reading materials may be suggested to provide these key stakeholders, prior to the calls/interviews, as a means to enlarge perspectives and expand imaginations about the impacts of trends on the Sebastopol community and organization.

Specific questions may include:

- What topics/subjects need to be addressed in the near, short- and long-term?
- What do you want to achieve at the end of the advance/retreat?
- What processes occurred at past workshops that you found useful and not useful?

- How will success of the advance/retreat affect the organization and community?

Information from the interviews will be summarized and an agenda finalized with the City Manager.

## 2. & 3. Examine and Explore Design and Facilitate Retreat/Advance Workshop

**At the actual retreat/advance (Meeting Facilitation):**

- 2) **Examine**– the focus (subject to additional discussion and subsequent customization) of this segment of the session is to:
  - ❖ Examine the role of local government in general and the City of Sebastopol in particular.
  - ❖ Discuss the foundations of healthy governing bodies in their pursuit as community builders.
  
- 3) **Explore** – While the input has not yet been gathered for this process, **here is a sample agenda** based on experience in similar situations with other local governments:
  - a) Benefits of Good Government – Group discussion about the positive impacts to the quality of life for residents in Sebastopol, which are the result of decisions made by the Mayor and Councilmembers.
  - b) Refresher on the form of government – Discuss the various roles and expectations of the Mayor, Councilmembers, City Manager, department directors, City staff and community members.
  - c) Enhancing Credibility as a Governing Body - Review and discuss the Seven Factors which comprise a credible Governing Body.
  - d) “Headwinds: Review external and internal factors” - Similar to an environmental scan, factors will be examined to determine their individual and collective impact on the operations of the city both at the present and in the future. Types of questions that may be asked during this segment may include:
    - ☑ What are the relevant population trends for the next two to five years?
    - ☑ What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?

- What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?
- e) **“Our Strategic Plan”** – The next step is to create **Strategic Goals that are policy-centric. The focus for the Mayor and Council is to establish policy-centric goals while relying on the City Manager and his staff to create Objectives for each of the Goals.** Essentially, the setting of Goals will serve to manage the gap between the present and desired future by defining where the city and community wants to be and establishing the steps needed for the desired outcome. The intent supporting this discussion is to find a reasonable level of depth so as not to complete an exhaustive inventory nor a cursory review.

The number of **Goals** cannot be predicted. Strategic plans may concentrate on four or five goals, or they may list dozens of areas that will component parts of the focus for Sebastopol during the next several years. The plan must consist of what the Mayor and Council feel comfortable with and believe the city and community can implement in a reasonable amount of time.

Strategic Goals are typically in place for several years. What differs from year to year are specific goals and objectives which support the successful execution of the strategic initiatives.

**The desired outcome at the conclusion of the session with the governing body is to have a unified group with a laser focus on building an even stronger, more vibrant Sebastopol community.**

#### 4. Execute – Implement

Subsequent to the session, a summary will be prepared. The City Manager will then work with department directors in creating objectives to reach each Strategic Goal accompanied by a schedule of milestones which will be brought before the Mayor and Council for their adoption. Based on the plan adopted implementation will ensue. Periodic progress updates on the various items in the Plan will be provided.

Sharing the final results of the Strategic Planning process is an opportunity for elected officials, City staff, residents, businesses, community leaders and stakeholders to celebrate the effort and set sight on the future. Creative design of executive summaries, animated explanatory videos, and an overall presentation that matches the City of Sebastopol brand can help the community quickly understand the final product.

### 3. Approach to Facilitation

Taking control of uncertainty and successfully steering the organization and community through frequent bends in the road is the fundamental leadership challenge of our time. And it will call for a distinctly different type of leadership than traditionally expected. The advantage now goes to those who don't just learn to live with change, but who create change and fashion themselves as catalysts. The most effective leaders anticipate where their community is headed and see changes before others do.

A passionate curiosity and relentlessly inquisitive mind are the hallmarks of success in interpreting the changes occurring. Increasingly, leaders are reconsidering their approach by referencing the following shift in mindset:

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> <li>• Adoption of the plan is the strategy.</li> <li>• Deficit closing strategy.</li> <li>• Change is dangerous.</li> <li>• An event.</li> <li>• Wish list – the longer the better.</li> <li>• Arithmetic - sequential</li> <li>• Assumption that existing advantages will persist.</li> <li>• Community is static.</li> <li>• Conversations that reinforce existing perspectives.</li> <li>• Precise but slow.</li> <li>• Prediction oriented.</li> <li>• Extending a trajectory</li> </ul>	<ul style="list-style-type: none"> <li>• Execution of the strategy.</li> <li>• Capitalize on strengths.</li> <li>• Stability is dangerous.</li> <li>• A process.</li> <li>• Prioritize list – less is more.</li> <li>• Calculus – lots of moving parts</li> <li>• Assumption that existing advantages will come under pressure.</li> <li>• Community is dynamic.</li> <li>• Conversations that candidly question the status quo.</li> <li>• Fast and roughly right</li> <li>• Discovery driven.</li> <li>• Promoting continual shifts</li> </ul>

In brief, the benefits of our approach to strategic planning are to address the key ingredients:

- **Council management** – Is a springboard for helping the governing body be intentional, purposeful, and deliberate.
- **Group Relationships** – Strengthen the relationships among members.
- **Goals and Objectives** – Are a plan for what to do.
- **Decision aid** – Serves as a guide for making tough decisions in difficult situations such as where to invest energy, where to invest capital, and how to adjust to a rapidly changing environment.
- **Inspiration** – Acts as a tool for generating organization and community motivation and excitement.

As a **former city manager** who invested over fifteen years in local government management, and consultant for over eighteen years collaborating with leaders of public-sector agencies nationwide, I consider myself extremely effective as a catalyst partnering with groups by utilizing my in-depth understanding about local government operations with a highly interactive, stimulating, and practical approach to group facilitation. The result is a group recommitted to tackling, with a laser-like focus, today's toughest challenges confronting local government leaders.

Beyond meeting facilitation, I bring expertise partnering with city managers and elected officials in navigating team building/group development and priority-setting processes – blending a productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

We refer to the gatherings of elected and appointed officials we design and facilitate as an **Advance** as opposed to a Retreat, the commonly referred term applied to these types of meetings. Our work is aimed at helping governing bodies perform better while satisfying individual needs at the same time.

My role as **meeting facilitator** is an essential element to a successful process and achieving desired outcomes. These key skill sets reflect my philosophy and approach:

- ✓ Effective facilitation skills and meeting management
- ✓ Extensive knowledge of local government
- ✓ Add value during the discussion and throughout the process.
- ✓ Fair, objective, and impartial to all participants.
- ✓ Stimulate and encourage discussion and creative ideas.

I will facilitate the meeting by utilizing an approach that encourages the full participation of attendees, creates a relaxed and productive meeting environment, and keeps the group on-track with accomplishing agreed upon objectives.



## B. QUALIFICATIONS

Founded in 2002, the Mejorando Group, a Hispanic owned and Certified Minority-Business Enterprise (MBE), is a consulting practice focused on improving the management and operation of government organizations. Offering consultation, facilitation, and training services the Mejorando Group values building and sustaining customer relationships by helping align your most important resource – your people – so that your organization moves faster and more successfully toward accomplishing your goal of high-quality public service. **We take our name from the Spanish word, Mejorando, which translated means “Getting Better All The Time.” This reflects our commitment to our approach to clients who are seeking new ways to improve constantly.**

Against a backdrop of changing mission requirements, shifting workforce demographics and increased public expectations of what the government can deliver, local governments are striving to attain the next level of performance – incorporating mission changes while they implement new technologies, equip an emerging workforce, adapt operating practices, and maintain stable budgets. These multiple challenges are having a profound effect on the resources public sector agencies require, creating a need for organizations to adjust the size and mix of their workforce, leverage alternate workforce resources, and strengthen workforce capabilities.

We have earned a national reputation by delivering quality work products to our clients, helping them accelerate high performance. We feature a proven record of partnering with organizations through the myriads of issues influencing individual performance, group/team interactions, and overall organizational effectiveness. Our “hands-on” approach and ability to collaborate with all levels, from field personnel to executive management, enable us to integrate strategy, structure, process, quality, and culture to the desired end: optimal performance.

The Mejorando Group is comprised of professionals that have served as executives and managers in organizations from both the public and private sector, and together have several years of experience working in all aspects of local government management. As a result, we bring you extensive experience, breadth of expertise, strong people management skills, seasoned judgment and a valuable perspective that provides for an immediate connection with your organization’s employees.

Our full range of services includes the following:

- **Facilitation Services** – Our approach to facilitation, from group development to strategic planning, enables a group to focus on future conditions and generate progressive strategies and innovative tactics to effectively anticipate and respond to those often-changing circumstances. This results in a proactive and dynamic

approach to sustaining a high-quality, high-performance organization. We are certified in Facilitation Skills from Development Dimensions International (DDI).

- **Talent Management Programs and Services:**
  - **Succession Planning Programs** – We are one of the country’s leading experts in effectively addressing the impacts from the changing workforce and designing succession planning programs. We design and implement all aspects of a robust Succession Planning Program which focuses on establishing job-level Competencies and recommending targeted improvements to Recruitment, Selection, Leadership Development, Workforce Learning/Training, and Promotional processes – in which all are synchronized towards equipping an agency’s workforce with the skills and capabilities to maintain high-quality service delivery and effective local government.
  - **Learning/Training – Design and Delivery** - We develop learning/training strategies, design workshops, deliver and evaluate training, and provide coaching to executives and managers. Our “instructor-led, participant centered” approach to training limits lecture and focuses on using a variety of instructional methods (e.g., discussions, video-clips, case studies, small group exercises, handouts to complete, skill-practices, and group discussions) to maximize the use of Adult Learning. Our goal is for participants to master the knowledge, skills and behaviors emphasized in the training program and apply them to their day-to-day activities. We feature over 25 competency-based training workshops for workforce members from all areas of your organization, front-line to executives.
- **Organizational Analysis and Process Improvement** – We review and analyze various functional areas within an organization to help discover more effective ways to manage and perform management and organizational activities. The Mejorando Group helps organizations succeed in their efforts to excel by utilizing a results-oriented approach that assesses the current effectiveness of existing strategies, structures, programs, work processes, and measurement systems. Strategies and tactics are provided to disrupt the status quo, and breakthrough practical solutions are implemented to align the organization’s people and work processes toward high performance.

Ours is a virtual consulting firm in which we blend our expertise and experience with that of other boutique-type firms to benefit our clients. This arrangement generates multiple dividends, including the application of extensive subject-matter experts and seasoned organizational development practitioners combined with the vast experience and expertise of former local government executives. Together, we help to effectively disrupt the status quo and bring leading-edge solutions to improve employee performance and organizational effectiveness.

## C. FEE

The Fee Schedule is:

- The hourly rate is @\$325 and the estimate is ten hours for interviews, agenda preparation, report summary, etc. The Total fee is \$3,250.
- The rate for facilitation services of a full day session is \$4,800.

The total fee to design and facilitate a Council workshop is \$8,050.

Travel reimbursement is in addition to the fee.

## D. EXPERIENCE AND REFERENCES

*Sample of references located in Northern California:*

### **City of Pittsburg, California (pop. 72,141)**

Each year since 2019, facilitated a [Strategic Planning](#) session with the Mayor and Councilmembers. The purpose was to help the group coalesce in their governance role and identify priorities for the upcoming year. **Reference:** Garrett Evans, City Manager, 925-252-4034, [GEvans@ci.pittsburg.ca.us](mailto:GEvans@ci.pittsburg.ca.us)

### **City of San Pablo, California (pop. 31,124)**

In 2021 and 2019, designed and facilitated a Strategic Planning session with members of the governing body, city manager and department directors. The purpose was to help clarify a shared direction including goal setting. **Reference:** Matt Rodriguez, City Manager, (510) 215-3016 [MattR@sanpabloca.gov](mailto:MattR@sanpabloca.gov)

### **City of San Ramon, California (pop. 75,648)**

Every year from 2021 to 2023, designed and facilitated a Strategic Planning session with members of the governing body and city manager. The intent was to establish policy goals to serve as the criteria for upcoming budget priorities. **Reference:** Steven Spedowfski, City Manager, [spedowfski@sanramon.ca.gov](mailto:spedowfski@sanramon.ca.gov) (925) 973-2632

### **City of Pinole, California (pop. 18,821)**

In 2023, designed and facilitated a Strategic Planning session with members of the governing body and city manager. A new Mayor and Councilmember had been elected and the intent was to help coalesce the group along with establishing priorities in the near and short-term.

### **City of Antioch, California (pop. 111,200)**

In 2021, designed and facilitated a Strategic Planning session with members of the governing body and city manager. A new Mayor and Councilmember had been elected and the intent was to help coalesce the group along with establishing priorities in the near and short-term.

### **City of San Bruno, California (pop. 43,083)**

In 2021, designed and facilitated a Strategic Planning session with members of the governing body, city manager and department directors. The purpose was to help clarify a shared direction including goal setting.

## E. PROFILE/RESUME

### **Patrick Ibarra**

#### **Co-Founder and Partner, The Meorando Group**

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As co-founder and partner, Patrick Ibarra is responsible for Strategic Planning Processes and Facilitation, Talent Management (i.e., Succession Planning), and Organizational Effectiveness services. As a Consultant and Manager in both public and private sector organizations, **including as a city manager**, Mr. Ibarra brings organizations over 39 years of experience and a shared understanding of the particular demands and constraints placed on government organizations and their employees.

Patrick has **designed and facilitated group development and strategic planning in 2021, 2022, 2023 and 2024** for the following cities and counties:

#### Arizona

1. Chandler (pop. 249,146)
2. Kingman (pop. 29,726)
3. Queen Creek (pop. 66,146) – 2023

#### California

4. Alhambra (pop. 84,647)
5. Antioch (pop. 111,200)
6. Artesia (pop. 15,944) – 2023
7. Bakersfield (pop. 407,715) – 2023
8. Banning (pop. 30,273) – 2023
9. Claremont (pop. 36,090) – 2024
10. Clayton (pop. 12,083)
11. Coachella (pop. 45,181)
12. Concord (pop. 129,183)
13. Costa Mesa (pop. 110,750) – 2023
14. Fillmore (pop. 16,496) – 2023
15. Kingsburg (pop. 12,662) – 2023
16. Martinez (pop. 38,373)
17. Montebello (pop. 62,742)
18. Monterey Park (pop. 60,439) in 2021, 2022 and 2023
19. Norwalk (pop. 106,084) – 2023
20. Pico Rivera (pop. 64,001) – in 2021, 2022 and 2023
21. Pinole (pop. 18,821) – 2023
22. Pittsburg (pop. 72,141) – 2021, 2022, 2023 and 2024
23. Placentia (pop. 51,274) – 2023
24. San Bruno (pop. 43,083)
25. San Gabriel (pop. 40, 108)
26. San Pablo (pop. 31,124) – 2023

- 27. San Ramon (pop. 75,648) – in 2021, 2022 and 2023
- 28. South Pasadena (pop. 26,314) – 2021 and 2023

Colorado

- 29. Durango (pop. 19,223) - 2021, 2022, 2023 and 2024
- 30. Rifle (pop. 9,650) –2021, 2022 and 2023

Florida

- 31. Pasco County (pop. 584,067) - 2024

Illinois

- 32. Lake Forest (pop. 19,253) - 2024

Kansas

- 33. Hutchinson (pop. 39,712) – 2024

Maine

- 34. City of Augusta (19,066) - 2024
- 35. Franklin County (30,474) - 2024

Michigan

- 36. Ingham County (pop. 284,034) - 2023

Oklahoma

- 37. Bartlesville (pop. 36,412)

Texas

- 38. Argyle (pop. 5,281)
- 39. Arlington (pop. 395,477)
- 40. Carrollton (pop. 135,834)
- 41. Corpus Christi (pop. 325,780)
- 42. Denton (pop. 136,195)
- 43. El Campo (pop. 11,630)
- 44. Flower Mound (78,854)
- 45. Hutto (pop. 30,855) - 2024
- 46. Kyle (pop. 42,706)
- 47. Lewisville (pop. 112,944) – 2023
- 48. Pearland (pop. 125,990) - 2024

Patrick utilizes thought-provoking and relevant exercises to actively engage the group, uses consensus decision-making techniques, guides group discussions to stay on track, manages conflict using a collaborative approach, and creates an environment where members enjoy a positive, growing experience while they work to attain group goals.

## **Employment History**

- The Mejorando Group Consulting Practice, Co-Founder and Partner
- City of Port Angeles, Washington City Manager
- City of Mason, Ohio Assistant City Manager/Human Resource Director
- City of Emporia, Kansas, Management Assistant, Office of the City Manager
- City of Phoenix, Arizona, Management Assistant, Public Works Department

## **Education**

- Master of Human Resources and Organization Development, University of San Francisco
- Master of Public Administration, Arizona State University
- Bachelor of Science degree, Political Science, Central Missouri State University
- Graduate of the University of Virginia Senior Executive Institute for Public Service
- Certified to administer Assessment and Performance Support tools, Center for Creative Leadership
- Certified Facilitator, Development Dimensions International

## **Publications** (recent)

- “Design Thinking and the Consumer Experience” – August 2024 issue of Public Management published by ICMA
- “Comprehensive Guide to Succession Planning: The Time is Right Now! – January 2024 issue of Public Management published by ICMA
- “Break Glass: 10 Emergency Ways to Combat the Hiring Crisis” – February 2023 issue of Public Management published by ICMA.
- “Help Wanted Part Two: The Rapidly Changing Role of Human Resources” – August 2022 issue of Public Management published by ICMA.
- “Help Wanted Part One: Turning Your Workplace into a Talent Magnet” – June 2022 issue of Public Management by ICMA
- “A Healthy Workplace Culture is the “Secret Sauce” for Success, Part 2” – September 2021 issue of Public Management by ICMA
- “A Healthy Workplace Culture is the “Secret Sauce” for Success, Part 1” – August 2021 issue of Public Management by ICMA
- “Don’t Get Ready, Get Started – Your Innovation Fitness Plan” – April 2021 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part Four – Innovating Your Future” December 2020 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part Three – Reimagining Your Community” August 2020 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part Two - Building a Talent Centric Workforce” May 2020 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part One - What’s Next; Leading Change is a Process, not an Event” February 2020 issue of Public Management by ICMA

## City of Pittsburg Mayor and City Council Advance Meeting Agenda January 19 & 20, 2024

Facilitated by Patrick Ibarra  
The Mejorando Group

### Friday, January 19th

1. Benefits of Good Government – Group discussion about the positive impacts to the quality of life for residents in Pittsburg, which are the result of decisions made by the Mayor and Council. (6:30 – 6:45)
2. Review 2023 Accomplishments and Plans for 2024 – City Manager will provide an update on accomplishments for 2023 and what's on the Work Plan for 2024. (6:45 – 7:15)
3. Review Priority Area definitions. Discuss cascading goals process based on Council Priority Areas; what are the take-aways for staff to establish targeted goals and implementation measures based on Council Priorities. (Discuss exercises for 1/20 preparation.) (7:15-7:45)
4. Review agenda for session scheduled for Saturday, January 20<sup>th</sup> (7:45 – 8:00)

### Saturday, January 20<sup>th</sup>

1. Public Comment period (9:00 – 9:05)
2. What's Your Legacy – The Mayor and each Councilmember will briefly share what he/she would like their legacy to be. (9:05– 9:15)
3. Trends in Local Government – Explore the various trends impacting the role of government, the community, and city departments. (9:15 – 9:35)



4. Identify Most Significant Challenges Facing Pittsburg – Each member of the governing body, utilizing small post-it-note sheets, will identify the most significant challenges facing Pittsburg. The Councilmembers will place their post-its to the corresponding Priority Area sheets. Staff will be available to support Council as needed. A discussion will ensue about the impacts from these challenges, and which are the most influential. (9:35 – 10:15)

Break 10:15 – 10:30

5. “FY 2024/2025 Priority Areas” – Review and discuss each Priority Area; mindmap words, actions and/or opportunities associated with each priority area and identified “challenges.” Discuss potential changes to Priority Areas and definitions. (10:30 – 11:15)
6. Determine Goal(s) for each Priority Area – Review mindmap results and identify opportunities to add to the Priority Area sheets. Identify potential changes needed for Priority Areas to address newly established “opportunities” existing goals and emerging opportunities; discuss goals for each Priority Area. (11:15 – 12:00)

Lunch (12:00 – 12:30)

7. Determine Goal(s) for each Priority Area (contd.) (12:30 – 1:45)
8. Next Steps... Explore next steps in which each department will work with their teams to identify implementation measures and timelines for the next fiscal year. (1:45 – 2:00)

# BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the  
facilitator for a  
better quality of life.”***

# EXAMINE THE PRESENT AND THE FUTURE



1. How can the City balance existing priorities with those which are emerging?
2. What is our approach to diversifying our economic base? What can we do to make our community more attractive for business expansion or investment opportunities?
3. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
4. What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?

# PRIORITY AREAS

- Public Safety. Prioritize public safety, health, and welfare in the City Budget and when reviewing projects.
- Public Infrastructure. Improve public facilities and infrastructure and increase beautification of City maintained areas.
- Economic Development. Continuing economic development through strategic partnerships, promotion of diversified housing, and the retention and growth of new and existing businesses.
- Efficiency. Increase efficiency of City operations and services through technology and streamlined processes.
- Quality of Life. Improve the quality of life for all Pittsburg residents.

## City of Hutto Mayor and City Council Meeting Agenda March 23<sup>rd</sup> 2024

Facilitated by Patrick Ibarra  
The Mejorando Group

1. Open Meeting and review Agenda – (8:30 – 8:40)
2. Review Ground Rules and Desired Outcomes for the session (8:40 – 8:50) Always beneficial to start a session with agreed upon ground rules to ensure healthy exchange of ideas.
3. Identify and discuss benefits from Good Government. Group discussion about the positive impacts to the quality of life for residents in Hutto, which are the result of decisions made by the Mayor and Council. (8:50 – 9:10) Refer to page 3.
4. “Headwinds: Change as a Process, not an Event” – Explore the various trends impacting the role of government, the community, and the departments. (9:10 – 9:35) Refer to page 4.
5. Discuss the existing Four Strategic Priorities and Determine Goals for each – intent is to affirm each of these four Priorities and determine potential goals for each that should be pursued the balance of 2024 and considered for inclusion in the 2024/25 Budget: (9:35 – 11:45) Refer to pages 5 thru 10.
  - Highest Quality of Life
  - Sustainable Growth
  - Financial Responsibility
  - Operational Excellence

Lunch 11:50 - 12:30

6. Continue Discussion about Priorities (12:30 – 1:15)
7. Enhancing Credibility as a Governing Body: Review the Seven Factors which comprise a credible Governing Body. (1:15 – 1:35) Refer to page 11.

8. Strategies for Creating a More Collaborative Governing Body – Review and discuss the various dimensions associated with healthy governing bodies. (1:35 – 1:50) Refer to page 12.
  
9. Refresher on the Council-Manager form of government – Discuss the various roles and expectations of the Elected Officials, City Manager, department directors, City staff and community members. (1:50 – 2:15) Refer to page 13.
  
10. Draft a Vision Statement. Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. The vision statement typically represents a view of the ideal community toward which the group is working. The vision is a description of Hutto’s “desired future”. (2:15 – 3:00) Refer to pages 14 and 15.
  
11. Connectivity – Review the Strategic Priorities and Objectives, identified earlier today, to determine their connection to the draft Vision. (3:00 – 3:20)
  
12. Wrap Up and Discuss next steps – City Manager, partnering with his staff, will review the list of strategic goals and objectives created by Mayor and Council, and factoring in the existing priorities, will incorporate them into upcoming internal workplan/budget discussions. (3:20 – 3:30)

# BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the  
facilitator for a  
better quality of life.”***

# HEADWINDS EXAMINE THE PRESENT AND THE FUTURE



1. What are the relevant population trends for the next two to five years? Five to 10 years?
2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?



# CURRENT STRATEGIC PRIORITIES

## 3



### Grow Responsibly and Sustainably

The City of Hutto will leverage its rapid growth through strategic planning, recruiting revenue-generating businesses, and adopting innovative infrastructure policies and projects. 2023-24 strategies include:

- Begin discussions and planning to have SH-130 ramps constructed
- Increase the focus on preventative maintenance of current infrastructure to proactively repair roads, drainage, and utilities
- Continue planning for the long-term effects of new developments, to include traffic, trails, utilities and drainage



### Collaborate for Operational Excellence and Efficiency

The City of Hutto strives to be a beacon that others can look towards by holding each other accountable, achieving leadership alignment, and actively seeking efficiency. 2023-24 strategies include:

- Enhance the annual budget development process with a new budget calendar featuring public input and City Council direction early in the schedule
- Launch strategic work groups among staff, called HUBs, to streamline tactical collaboration and problem-solving
- Implement a project management software across the organization that increases efficiency



## Maintain Financial Stability

The City of Hutto is committed to fiscal responsibility which includes transparency, long-term financial health, and alternate revenue sources. 2023-24 strategies include:

- Implement budgeting software for a more accurate and comprehensive budget, with information available to the public in real time
- Expand creative financing measures over time through more public-private partnerships, grants, and partners
- Move City functions in-house that would increase efficiency and save funds as compared to outside contractors, such as engineering



## Create the Highest Quality of Life

The City of Hutto is proud to be consistently ranked among the safest cities in Texas. In addition to maintaining this standard, Hutto will support a high quality of life by improving the parks system and adding entertainment venues. 2023-24 strategies include:

- Continue improvements of Fritz Park, Durango Park, and Brushy Creek Amphitheater
- Prioritize public safety through increased pay, staffing, and purchasing supportive technological tools
- Establish an Emergency Management Department that is focused on prevention, preparedness, response, and recovery

# EXAMPLES OF STRATEGIC PRIORITIES

## City of Bartlesville, Oklahoma

STRATEGIC PRIORITIES	KEY OBJECTIVES
<p><b>FINANCIAL STRENGTH AND OPERATIONAL EXCELLENCE</b></p>	<p>Focus on staff recruitment, retention, development, department collaborations, and safety programs to improve workplace culture and morale.</p>
	<p>Improve and modernize our workplace including seeking accreditations for operational excellence, developing a performance and reward based evaluation process, and furthering integration of IT systems into our operating departments.</p>
	<p>Develop annual communications and feedback systems to include a standard report to citizens, community survey, and employee survey.</p>
	<p>Adopt governance best practices relating to debt, financial targets, multi-year plans, and a comprehensive Council handbook.</p>
<p><b>EFFECTIVE INFRASTRUCTURE NETWORK</b></p>	<p>Develop Asset Management Program for infrastructure.</p>
	<p>Improve road conditions as captured by Pavement Condition Index (PCI).</p>
<p><b>ECONOMIC VITALITY</b></p>	<p>Reevaluate our development regulatory policies to ensure all rules, regulations, and processes align with best practices and reflect the character of our community.</p>
	<p>Collaborate with economic development partners and experts to optimize development.</p>
	<p>Develop and implement strategies to retain and attract young professionals and families to Bartlesville.</p>
<p><b>COMMUNITY CHARACTER</b></p>	<p>Explore opportunities to embrace the unique cultures of our community.</p>
	<p>Develop and maintain healthy lifestyle options as a segment of our parks, recreation and transportation systems.</p>
	<p>Ensure and maintain clean, bright, vibrant community spaces.</p>
<p><b>EMERGING ISSUES</b></p>	<p>Partner with community groups to discuss, evaluate and report on existing needs and potential solution that address (in order of priority) Child Care, Housing, Homelessness and Others to be Determined.</p>



# CITY OF MINNETONKA STRATEGIC PROFILE

STRATEGIC PRIORITIES	KEY STRATEGIES
<p><b>Financial Strength and Operational Excellence</b></p> <p>Maintain a long-term positive financial position by balancing revenues and expenditures for operations, debt management and capital investments. Provide innovative, responsive, quality city services at a level that reflects community values and is supported by available resources.</p>	<ul style="list-style-type: none"> <li>• Maintain the city's AAA bond rating.</li> <li>• Develop an annual budget that meets community needs and is in alignment with the strategic plan and financial policies.</li> <li>• Provide excellent, meaningful programs and amenities to serve and enhance our community.</li> </ul>
<p><b>Safe and Healthy Community</b></p> <p>Develop programs, policies and procedures that enhance the community's well-being and partner with the community to provide engagement opportunities and build trust. Sustain focus on prevention programs, education, hazard mitigation and rapid emergency response.</p>	<ul style="list-style-type: none"> <li>• Identify and adapt to public safety service models that support evolving changes in service delivery expectations.</li> <li>• Identify safety strategies and practices that promote positive quality of life for all.</li> <li>• Collaboratively review current integrated police and fire policy and training protocols and implement appropriate changes.</li> <li>• Provide a full range of recreational programs, services and amenities.</li> </ul>
<p><b>Sustainability and Natural Environment</b></p> <p>Support long-term and short-term initiatives that lead to the protection and enhancement of our unique and natural environment while mitigating climate change impacts.</p>	<ul style="list-style-type: none"> <li>• Carefully balance growth and development with preservation efforts that protect the highly valued water and woodland resources of our community.</li> <li>• Develop and implement long-term plans to mitigate threats to water quality, ecosystems, urban forests and the unique natural character of Minnetonka.</li> <li>• Take an active role in promoting energy and water conservation, sustainable operations and infrastructure, recycling and environmental stewardship.</li> </ul>
<p><b>Livable and Well-Planned Development</b></p> <p>Balance community-wide interests and respect Minnetonka's unique neighborhoods while continuing community reinvestment.</p>	<ul style="list-style-type: none"> <li>• Implement programs and policies to diversify housing and increase affordable housing options.</li> <li>• Support business retention and expansion and attract new businesses.</li> <li>• Manage and promote the Opus area as a unique mix of uses and increased development reinvestment.</li> </ul>
<p><b>Infrastructure and Asset Management</b></p> <p>Provide safe, efficient, sustainable, cost-effective and well-maintained infrastructure and transportation systems. Build, maintain and manage capital assets to preserve long-term investment and ensure reliable services.</p>	<ul style="list-style-type: none"> <li>• Provide and preserve a quality local street and trail system.</li> <li>• Ensure connectivity through increased access to local and regional means of transportation (new mobility options).</li> <li>• Develop an annual capital improvement plan that supports the sustainable maintenance and replacement of assets.</li> <li>• Expand and maintain a trail system to improve safe connectivity and walkability throughout the community.</li> </ul>
<p><b>Community Inclusiveness</b></p> <p>Create a community that is engaged, tolerant and compassionate about everyone. Embrace and respect diversity, and create a community that uses different perspectives and experiences to build an inclusive and equitable city for all.</p>	<ul style="list-style-type: none"> <li>• Develop and implement inclusive recruiting, application, hiring and retention practices to attract excellent, qualified and diverse candidates from all backgrounds.</li> <li>• Foster an inclusive boards and commissions recruitment and appointment process to increase diversity.</li> <li>• Actively engage the community by working collaboratively to broaden policy outcomes and respond to community's needs, views and expectations.</li> <li>• Remove identifiable barriers to create equal opportunity for accessing programs and services.</li> </ul>

# GOALS AND OBJECTIVES

## Setting Goals and Objectives

Essentially, the setting of Goals and Objectives will serve to manage the gap between the present and desired future (i.e., the Vision) by defining where the city and community wants to be and establishing the steps needed for the desired outcome.

Goals usually address both short and long-term issues. They are directly tied to the vision statement and do not include a great deal of specificity. Specific performance measures will appear at the level of the objectives that support each of the goals. Goals, then, are generalized statements of where Bismarck wants to be at some point in the future.

The number of goals cannot be predicted. Strategic plans may concentrate on four or five goals, or they may list dozens of areas that will component parts of the focus for Bismarck during the next several years.

Each of the goal statements in the strategic plan will be followed by one or more objectives. There is no set number of objectives that are appropriate for each goal. Some goal statements may have relatively few objectives attached to them, while some goal statements could have 10 or more objectives.

## POSSIBLE GOALS AND OBJECTIVES

- Highest Quality of Life
- Sustainable Growth
- Financial Responsibility
- Operational Excellence

# ENHANCING CREDIBILITY AS A GOVERNING BODY



# STRATEGIES FOR CREATING A MORE COLLABORATIVE, EFFECTIVE COUNCIL

- 1) Develop a sense of team – a partnership with the city manager to govern and manage the city.
- 2) Civility and Council Member Behavior
- 3) Think and Act Strategically
- 4) Respect “shared constituency.”
- 5) Understand and Demonstrate the Elements of Teams and Teamwork
- 6) Have Clearly Defined Roles and Relationships
- 7) Honor the Council-Staff Partnership
- 8) Allocate Governing Body Time and Energy Appropriately
- 9) Have Clear Rules and Procedures for Council Meetings
- 10) Practice Continuous Personal Learning and Development as a Leader
- 11) Communication and Problem Solving
  - a. Separate the people from the problem.
  - b. Focus on interests.
  - c. Invent options for mutual gain.
- 12) Distinctions between Values, Interests and Positions
  - a. Insist on using objective criteria.
  - b. Be attentive.
  - c. Ask clarifying questions.
  - d. Let people know you are listening.
- 13) Effective Public Engagement



# REFRESHER ON THE FORM OF GOVERNMENT

- Role of Elected Officials
- Role of City Manager
- Role of Department Directors
- Role of city staff
- Role of community members

# OUR VISION

Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of Hutto's "desired future". In other words, where do the stakeholders believe the community will be in five to ten years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

It's important to note that the vision statement isn't a description of detailed action steps. In fact, it won't describe action at all, but rather describe a statement of condition. It will describe success in the future. The means to that end will come in the form of goals, objectives, and action plans which occur later in the planning process.

## Benefits of Visioning

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Provides continuity and avoids the stutter effect of planning fits and starts.
- Identifies direction and purpose.
- Alerts stakeholders to needed change.
- Promotes interest and commitment.
- Promotes laser-like focus.
- Encourages openness to unique and creative solutions.
- Encourages and builds confidence.
- Builds loyalty through involvement (ownership)
- Results in efficiency and productivity

The entire strategic plan starts with and must consistently relate to the vision statement. The ideal view of Hutto sets the tone for the process and plan. Important to recognize is that because the vision reflects an ideal, it is unlikely that it will ever be fully achieved. The best vision statements are broad without being so broad as to be common and are expressive of the ideal without being inane.

## EXAMPLES OF A VISION STATEMENT

- ❖ Durango is an authentic, diverse, multigenerational, and thriving community. Our residents value and enjoy our unique natural environment and benefit from the management of our city's resources in a fiscally responsible, environmentally, and socially sustainable manner.
- ❖ Minnetonka (MN) is an inclusive community committed to excellence where all residents, workers and visitors are welcome in a beautiful, sustainable place, supported by quality, dependable city services.
- ❖ A Leading Community by Choice (Bartlesville, Oklahoma)
- ❖ In Kingsburg (CA), we take pride in our uniqueness, rooted in a rich heritage that shapes our identity. Together, we celebrate the past, engage the present, and build a future full of possibilities.
- ❖ We are a culturally and economically diverse, and fiercely independent community that cherishes creativity, education our small-town character, committed to building a more just and environmentally and financially sustainable future. (South Pasadena, California)
- ❖ The City of Norwalk (CA) is a safe, family-oriented community that continuously improves the services it provides its citizens and businesses.
- ❖ City of Fort Collins (CO) - To Provide World-Class Municipal Services through Operational Excellence and a Culture of Innovation.
- ❖ Irving (TX) will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.
- ❖ "Leading the way as the best City in the Southwest." (Rio Rancho, NM)
- ❖ The Town of Queen Creek (AZ) strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.
- ❖ Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working, and playing. Our community embraces our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future."

City of Hutto  
Mayor and City Council  
Meeting Summary  
March 23<sup>rd</sup> 2024

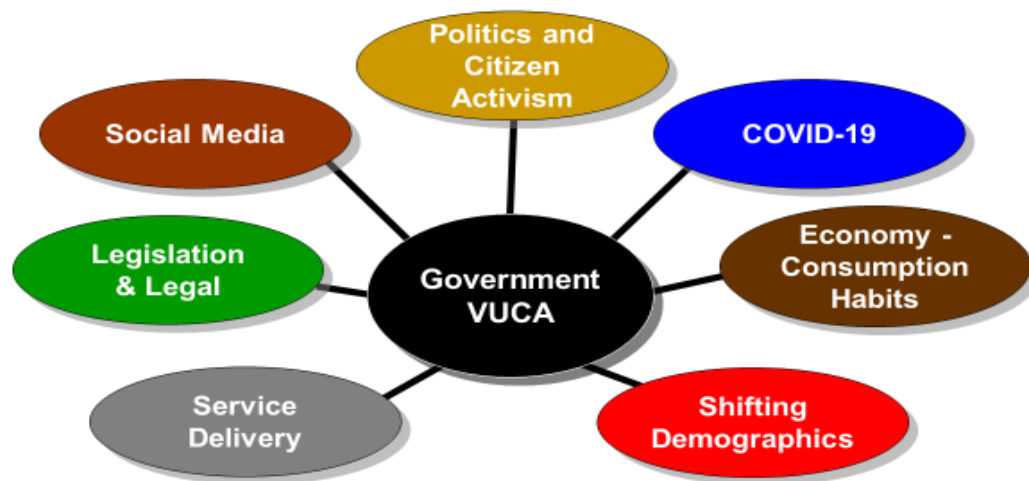
Facilitated by Patrick Ibarra  
The Mejorando Group

## BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the facilitator for a better quality of life.”***

- People feeling safe.
- Inspiring confidence
- Sense of inclusion
- There are problems and challenges and goals set to address them.
- Facilitating
- To get feedback from residents
- Collaboration
- Consistency
- Rising tide lifts all boats.
- Well-oiled machine
- Strong social fabric
- Concentrate on the horizon.

# HEADWINDS EXAMINE THE PRESENT AND THE FUTURE



- Factuality about decision making.
- Growth – perceptions and responsive
- More options for lifestyle
- Inflation and cost of living
- Past...results from 2018 Bond election and emerging needs
- Impatience
- Education and alternatives
- Loss of farmland
- Small businesses
- Quality and quantity
- Increase in apartments.
- Growth in ETJ

# CURRENT STRATEGIC PRIORITIES


## 3 Grow Responsibly and Sustainably



The City of Hutto will leverage its rapid growth through strategic planning, recruiting revenue-generating businesses, and adopting innovative infrastructure policies and projects. 2023-24 strategies include:

- Begin discussions and planning to have SH-130 ramps constructed
- Increase the focus on preventative maintenance of current infrastructure to proactively repair roads, drainage, and utilities
- Continue planning for the long-term effects of new developments, to include traffic, trails, utilities and drainage

## Collaborate for Operational Excellence and Efficiency



The City of Hutto strives to be a beacon that others can look towards by holding each other accountable, achieving leadership alignment, and actively seeking efficiency. 2023-24 strategies include:

- Enhance the annual budget development process with a new budget calendar featuring public input and City Council direction early in the schedule
- Launch strategic work groups among staff, called HUBs, to streamline tactical collaboration and problem-solving
- Implement a project management software across the organization that increases efficiency



## Maintain Financial Stability

The City of Hutto is committed to fiscal responsibility which includes transparency, long-term financial health, and alternate revenue sources. 2023-24 strategies include:

- Implement budgeting software for a more accurate and comprehensive budget, with information available to the public in real time
- Expand creative financing measures over time through more public-private partnerships, grants, and partners
- Move City functions in-house that would increase efficiency and save funds as compared to outside contractors, such as engineering



## Create the Highest Quality of Life

The City of Hutto is proud to be consistently ranked among the safest cities in Texas. In addition to maintaining this standard, Hutto will support a high quality of life by improving the parks system and adding entertainment venues. 2023-24 strategies include:

- Continue improvements of Fritz Park, Durango Park, and Brushy Creek Amphitheater
- Prioritize public safety through increased pay, staffing, and purchasing supportive technological tools
- Establish an Emergency Management Department that is focused on prevention, preparedness, response, and recovery

## POSSIBLE GOALS AND OBJECTIVES

### ➤ **Create the Highest Quality of Life**

- Inclusion (as an area of focus)
- Sense of place (as an area of focus)

### ➤ **Grow Responsibly and Sustainably**

- Decisions should be based on a strategic planning approach.

### ➤ **Maintain Financial Stability**

- Explore alternative funding sources.

### ➤ **Collaborate for Operational Excellence**

- Organizational development...(as a means to target investment in developing employees and optimizing performance of the organization)



## ITEMS IDENTIFIED BY MAYOR AND COUNCIL FOR CONSIDERATION GOING FORWARD

- **Mayor Snyder**
  - Cost of living “stomach for tax increases”
  - Needs vs. Wants – “how to assess”
  
- **Mayor Pro Tem Gordon**
  - Specific budget for professional and organizational training and development.
  - Maintain or expand HUBs.
  - Collaborate with other government agencies more (Fire, County, other cities, ISD, etc.)
  - Increase road maintenance funding.
  - Focus on adding or improve the “things to do” categories in Hutto.
  - Develop a plan to revitalize downtown.
  - Add new YMCA building to the long term plan.
  - Help EDC become more sophisticated, training, focus, etc.
  
- **Councilmember Thornton**
  - Be mindful of on-going operational costs in prioritizing items for the budget. New equipment that requires FTEs is more expensive long term than equipment only.
  - Include O&M impacts of CIP projects for budget planning long term (i.e., new library = 15 FTEs).

- **Councilmember Kolar**

- Increasing park land acreage.
- PSA to community about water and wastewater challenges of our community.
- SH 130 frontage road and ramps – north bound and south bound.
- Reconsider intersection of 137 & 16605.
- Ed Schmidt future – not just temporary fixes.
- Road maintenance fee in the budget.
- Library study.
- Getting ahead and staying ahead of ROW acquisition.

- **Councilmember Thompson**

- Live Oaks sidewalks
- Incentive requirements and prioritizations
- Payment of pending lawsuits
- Enactment of new priorities that were discussed
- Project Prioritization

- **Councilmember Clark**

- At least \$2 million for road improvements
- Road Bond now for next 5 years – projects
- City adoption of Artificial Intelligence
- Police building
- City recreation building with indoor pool using 2018 bonds

- **Councilmember Wilcott**

- Live Oak and Old Town Sidewalks and Updates
- Get moving on Code of Ethics
- Improve Culture of Council inter-dynamics

# REFRESHER ON THE FORM OF GOVERNMENT

- **Role of Elected Officials**

- Be professional.
- Be prepared and informed.
- Be available.
- Show up.
- Trust
- Honesty
- Curiosity
- Leaders
- Humility
- Represent residents/citizens.
- Admit mistakes.

- **Role of City Manager**

- Implement vision of Council
- Provide wisdom to Council.
- Lead from behind.
- Empower staff and recognize potential.
- Servant leader
- Active in community
- Set the tone.
- Ring master.

- **Role of Department Directors**

- Experts in their field
- Provide facts and information for the Council to make decisions.
- Lead their department.
- Accountable
- Bold
- Provide options to Council.
- Not be offended by Council when they make a decision different than what was offered by director.
- Don't play public against the Council.

- **Role of city staff**

- Return emails and voice mails to the public in a timely manner.
- Be responsive to the public.
- Recognize they are the face of the city.
- Speak up.
- Be efficient.
- Recognize there is one city manager.

- **Role of community members**

- Participate
- Extend grace to each other.
- Ask questions before making judgment.
- Make informed decisions.
- Engage online.



## Scope of Work City of Sebastopol 2025 Council Member Goal-setting Workshop

### Core Project Desired Outcomes:

- Conduct a one-half day Council member goal-setting workshop
- Identification of core goals for 2025
- Discussion on potential approaches to achieve the goals

### Workshop Deliverables:

- Pre-workshop interviews with Council members and key City staff
- Support workshop logistics planning
- Workshop agenda with topics and time allocations
- Workshop meeting notes and, if applicable, recommended action plan

### Workshop Approach:

Per the email requesting our proposal, the detailed Scope of Work below outlines our approach to the project.

Specifically, for the facilitated session, we start with understanding the desired outcomes of the workshop. From this initial discussion, we map out the data and information that needs to be collected to reach the desired outcomes. As the Scope of Work indicates, requested information may include city documents about current planning and goals and key past achievements. Working with the City Manager, we craft the pre-workshop interview questions to discover perspectives on potential goals, understand key concerns or issues facing the City, and learn about the participants' core priorities for the City. The data is analyzed and prepared in a document to be shared with the workshop participants.

During the workshop, our facilitation approach is to develop a well-thought-out agenda driven by desired outcomes in collaboration with the City leadership. The timed agenda allows for flexibility to incorporate public comment at the start of the workshop, followed by agenda items that discuss goal concepts, define the goal concepts, and prioritize the goals. The end of the facilitation provides time for participants to agree upon the next steps and ensure specific activities are assigned to City Staff and/or the Council.

Finally, post-meeting, we create the meeting notes, share them with the City Manager, and debrief our perspective on the action items for the City and the Council.



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## Scope of Work City of Sebastopol

	Activity	<u>Client Participants</u> Leap Lead Estimated Hours	Timeline
Scope of Work	<u>Pre-work and Project Launch</u> <ul style="list-style-type: none"> <li>➤ Finalize project scope with client</li> <li>➤ Finalize letter of engagement for project contract</li> <li>➤ Meet with client to finalize project timeline and agree on deliverables</li> </ul>	Client – Don Schwartz, City Manager  LSG Partner and Lead Consultant: Scott Ormerod	August - September 2024
	<u>Phase 1 – Workshop Preparation</u> <ul style="list-style-type: none"> <li>➤ Meet with client to commence workshop planning including data gathering, potential 2025 city goals, and pre-reading materials</li> <li>➤ Attend September 2024 Council priority-setting session (date to be determined)</li> <li>➤ Identify and request pre-workshop documents to prepare for the workshop facilitation</li> <li>➤ Prepare, launch, and compile Zoom or phone interviews with each Council member and 4-5 key city staff members (final number of staff interviews to be agreed upon with City Manager)</li> <li>➤ Prepare summary of key learnings from pre-workshop interviews.</li> <li>➤ Prepare draft workshop agenda and send to Client for approval – focus on reaching targeted number of 2025 goals, community brainstorms, goal grouping, and discussion and prioritization of goals</li> <li>➤ Meet with Client to coordinate workshop planning including logistics and agenda</li> <li>➤ Prepare for workshop facilitation including facilitator’s agenda</li> </ul>		September 2024 – January 2025
	<u>Phase 2- Workshop Facilitation</u> <ul style="list-style-type: none"> <li>➤ Facilitate City Council goal-setting workshop on Tuesday, February 4, 2025, beginning at 4:00 pm at the City of Sebastopol Council Chambers</li> </ul>		February 4, 2025
	<u>Phase 3 – Post-Workshop Work</u> <ul style="list-style-type: none"> <li>➤ Prepare workshop notes and, if requested, action plan for implementing agreements</li> <li>➤ Meet with Client post-meeting to debrief meeting and discuss next steps</li> </ul>		February 2025



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**Note:**

We have reviewed the City contract and are comfortable with the terms and insurance requirements. We have consulted with other city and county governments and are use to similar contracts.

**Project Pricing**

Total project pricing is estimated in a range of **\$9,000.00** with any work outside the scope of work billed at an hourly rate of \$225.00 for professional services and \$75.00 for administrative services.

**Proposed Billing Schedule**

Contract Phase	Estimated Billing Amount	Cumulative Project Cost	Billing Date
Pre-work & Phase 1	\$1,500.00	\$1,500.00	At signing
Phase 1	\$4,500.00	\$6,000.00	02/01/25
Phase 2 & 3	\$3,000.00	\$9,000.00	03/01/25



ARE YOU READY TO LEAP?®



**City of Sebastopol  
Council Goal-Setting Workshop  
February 4, 2025  
Council Chambers, 7120 Bodega Avenue, Sebastopol, CA**

**SAMPLE AGENDA**

**Workshop Desired Outcomes**

- Identify and discuss the core 2025 city goals
- Hear from the public, boards, and commissions on concerns, wants, and desires of the Community
- Reach a consensus on the direction the City will head for 2025.
- Build our relationship as a dedicated group committed to the City of Sebastopol

**Pre-work:**

- A presentation about the previous accomplishments/goals
- Pre-workshop Council Member and Staff interviews report

<b>Activity</b>	<b>Time</b>
<i>Arrive</i>	3:45 p.m.
<i>Welcome &amp; Introductions</i>	4:00 p.m.
<i>Workshop Preview, Desired Outcomes and Kickoff</i>	4:10 p.m.
<i>Workshop Stage Setting</i> <ul style="list-style-type: none"> <li>• Workshop approach and designed team alliance</li> <li>• Input &amp; Feedback</li> <li>• Agreement and disagreements</li> <li>• Respectful dissension</li> <li>• Participant Roles</li> </ul>	4:20 p.m.
<i>Workshop Launch Activity</i>	4:35 p.m.
<i>Public Comment Period</i>	4:50 p.m.
<i>State of the State</i> <ul style="list-style-type: none"> <li>• Review of 2024 Accomplishment</li> <li>• 2024 Challenges</li> <li>• Ideas for 2025</li> <li>• Council Feedback to Don Schwartz</li> </ul>	5:15 p.m.
<i>2025 Goals Brainstorm</i> <ul style="list-style-type: none"> <li>• Review items from pre-workshop interviews</li> <li>• Goals input/feedback from the Public</li> <li>• Brainstorm potential 2025 goals</li> </ul>	5:45 p.m.
<i>Dinner (working)</i>	6:45 p.m.
<i>2025 Goals Brainstorm to Top Goals &amp; Refinement</i> <ul style="list-style-type: none"> <li>• Prioritize potential 2025 goals</li> </ul>	7:00 p.m.





<ul style="list-style-type: none"><li>• Refine goal statements</li><li>• Identify core strategies and targets for identified goals</li><li>• Narrow goals to top 5 for the City in 2025</li><li>• Further refinement of goals</li><li>• Agreement on 2025 goals</li></ul>	
<i>Timelines, Next Steps and Assignments Review</i>	8:00 p.m.
Adjourn	8:15 p.m.



City of Sebastopol  
Mr. Don Schwartz, City Manager  
7120 Bodega Avenue  
Sebastopol, CA 95472

August 7, 2024

Dear Mr. Schwartz,

Thank you for the opportunity to provide this proposal to facilitate a goal setting workshop for your City Council on February 4, 2025.

Miller Management & Consulting Group will collaborate with you to design the workshop's content and assist you in determining what is needed based on Council input and the vision for the facilitation.

The proposal includes facilitation approach, sample draft agenda, detailed scope of work, and project fee.

I am happy to answer any questions you may have and look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink, which appears to read 'Pamela Miller'. The signature is fluid and cursive.

Pamela Miller  
Owner & Chief Engagement Officer  
Miller Management & Consulting Group  
916-850-9271  
[pmiller@millermcg.com](mailto:pmiller@millermcg.com)

## ABOUT MILLER MANAGEMENT & CONSULTING GROUP

Miller Management & Consulting Group was founded in 2014. Having worked a number of years in executive management, and conducting training and organizational development for other firms, Pamela decided to gather some colleagues who share her passion for local government and talent development when she started her own consulting group a decade ago.

### *Our approach and values*

We value the power of the human experience and the strength that each individual and organization has within them to meet the challenges of today's dynamic world. We help our clients access that strength through facilitating honest and authentic conversations; interactive, inquisitive and experiential learning; and aid in developing the skills necessary to be compassionate, authentic and effective leaders in local government.

### *What we do*

We are dedicated to the growth and development of individuals and organizations. Our team of consultants are highly respected professionals who bring their diverse backgrounds and world experiences to enrich our consulting engagements. We offer a wide array of individual and organizational development, training and management consulting services. Whether it is training, coaching, strategic planning or organization-wide change, our team is able to successfully customize services to meet your needs as well as those of your organization. Our focus is solely on local governments in California.

### *How we do it*

Our team's experience, knowledge and skills are combined with your life experiences, knowledge and skills to create a powerful learning environment. We believe that adults learn best not only by doing, but in reflecting on the action, so our trainings and other engagements are highly experiential. We focus on developing conversations that are meaningful, insightful and lead to systemic and sustainable transformation – individually and organizationally.

## SCOPE OF WORK

We are pleased to provide a proposal to facilitate the Sebastopol City Council Goal Setting Workshop. The scope of services is listed below.

### **Pre-Workshop Tasks**

- Review relevant documents in preparation for the engagement.
- Project launch meeting with City Manager Don Schwartz to review the plan, get more clarity on outcomes, and understand the City Manager's perspective.
- Coordinate with City Manager and Mayor on the workshop goals, communication plan, and timeline.
- Interview each Council member individually to elicit input. Video or telephone conferencing provide platforms in which scheduling becomes efficient and reduces travel costs.

### Workshop Design and Logistics

- Workshop agenda will be established in concert with the City Manager and based on input from interviews. The agenda will take into account the amount of time allotted for the workshop.
- Prepare an agenda for the workshop and a process for the facilitation working with the City Manager.
- Review agenda and process for facilitation with the City Manager and Mayor.
- Facilitate the workshop on February 4, 2025.
- Conduct a debrief meeting with the City Manager post-event to discuss the impact and next steps for the team.
- Prepare a summary report of the workshop.
- City of Sebastopol will provide for the venue location and consultant will facilitate in-person.
- Additional scope items may be identified without contract revisions upon mutual agreement between the City and Miller MCG and within the limits of an executed agreement amount.

A proposed timeline is included and is subject to the availability of Council members for interviews and the availability of the relevant documents by the City.

### LEAD CONSULTANT

**Pamela Miller** - Pamela brings a broad range of experience and decades of expertise to her organizational development work. Dedicated to the growth and development of individuals and organizations, she is a dynamic facilitator, trainer, and coach. Her prior local government and non-profit executive leadership experience, along with her ability to forge strong relationships, allow her to create client experiences that are meaningful and relevant. Her work as a consultant focuses specifically on local governments in the areas of training and development, organizational culture transformation, coaching, governance, and strategic planning.



Pamela earned a master's degree in organizational leadership and a bachelor's degree in business management. She is certified in a variety of instruments and assessment tools to improve workplace culture including *Everything DiSC®*, *Working Genius*, *Sparketype®*, and *Success Signals*. Pamela successfully completed the *Negotiation Essentials* course at the Program on Negotiation at Harvard Law School and has served on numerous boards and committees throughout her career. She currently serves as the Public Member on Yolo County's Local Agency Formation Commission. Pamela is proud to be an affiliated consultant with Municipal Resource Group LLC (MRG).

Pamela Miller's full bio is included for your reference.

### PROJECT FEES

We will complete the scope of work described above for a fixed fee of \$9,500, which includes professional consulting services and all travel expenses.

Additional work not contemplated in this proposal will be billed at the hourly rate of \$250 and will begin only after agreed upon between the City and Miller MCG.

**DRAFT TIMELINE**

Miller MCG proposes the following timeline. Dates and times will be finalized at the Project Launch meeting.

Date	Date / Time if Meeting Required				Action
☐ TBD					Project launch meeting with Miller MCG and City Manager
☐ TBD					Miller MCG to coordinate with City Manager and Mayor on Workshop goals and communication plan
☐ TBD					Sebastopol to communicate workshop facilitation process (requested interviews) to Council
☐ TBD	Mayor & Council	Day	Date	Time (60 min. Phone Call)	Pamela to conduct interviews with Mayor and Council Members in a manner that meets their time and location requirements (Zoom or telephone) to gather their input  <i>Pamela can meet during the evening if more convenient for Council</i>
☐ TBD					Miller MCG to email draft agenda and facilitation process to City Manager and Mayor for review
Target by 1/27/25					Workshop materials ready for distribution
2/4/25					Goal setting session
By 2/19/25					Miller MCG and City Manager debrief and discuss next steps
By 2/28/25					Miller MCG provides summary report to City Manager



**PAMELA MILLER  
OWNER & CHIEF ENGAGEMENT OFFICER  
MILLER MANAGEMENT & CONSULTING GROUP**

Pamela Miller brings a broad range of experience and expertise to her organizational development work. Dedicated to the growth and development of individuals and organizations, she is a dynamic facilitator, trainer, and coach. Her prior local government and non-profit executive leadership experience, along with her ability to forge strong relationships, allow her to create client experiences that are meaningful and relevant. Pamela values the power of the human experience and the strength that each individual and organization has within them to meet the challenges of today's dynamic world. She helps clients access that strength through facilitating honest and authentic conversations; providing interactive, inquisitive, and experiential learning; and aiding in developing the skills necessary for them to be compassionate, authentic, and effective leaders in local government. Her work as a consultant focuses specifically on local governments in the areas of training and development, organizational culture transformation, coaching, governance, and strategic planning.

Pamela has been providing organizational development and training for state and local agencies for over two decades and has extensive experience in creating, facilitating, and leading Leadership Academies throughout California. In addition to her work with agencies, Pamela currently serves as the co-director of the Contra Costa County and Alameda County Local Government Leadership Academies and is co-founder of the Sacramento Valley Local Government Leadership Academy and the Marin-Sonoma Counties Leadership Academy.

Prior to starting Miller Management & Consulting Group, Pamela served as the Executive Director and Program Director for Continuing Education for Public Officials, Inc. (CEPO, Inc.), a nonprofit organization that provided leader development and training to current and emerging leaders in the public sector in California.

Pamela served as the Executive Director for the California Association of Local Agency Formation Commissions (CALAFCO) from 2012 to 2022. Prior to returning to California in 2012, she lived in Benton Harbor, Michigan, where she worked as Vice President for The Consortium for Community Development, a nonprofit 501(c)3 organization. Her work there included systems and individual capacity building as well as community development.

Her public sector experience includes serving as Administrative Manager for the County Executive Office and Clerk of the Board of Supervisors for Napa County, as Deputy City Clerk for the City of Vallejo and as a consulting analyst to the Contra Costa County Flood Control District's clean water program.

Pamela earned a master's degree in organizational leadership and bachelor's degree in business management. She is certified in a variety of instruments and assessment tools to improve workplace culture including Everything DiSC®, Working Genius, Sparketype®, and Success Signals. Pamela successfully completed the Negotiation Essentials course at the Program on Negotiation at Harvard Law School. She's served on numerous boards and committees, and currently serves as the Public Member on Yolo County's Local Agency Formation Commission. Pamela is proud to be an affiliated consultant with Municipal Resource Group LLC (MRG).

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**Talia Eisen**  
**Professional Bio**



**Talia Eisen is an Organization Development (OD) consultant and executive coach**, with a Masters degree in OD and Psychology from Sonoma State University. She has worked with clients in such fields as broadcasting, technology, education, banking, health care, and the non-profit sector. Talia specializes in cultivating great leadership in individuals from the executive level to the front line. Adult learning, excellent communication and systems scope awareness are the tenets of her work.

Talia has specialized in moving teams through complex change and growth as well as managing conflict and employee relations. She works with business leaders and teams to find custom solutions and provide effective implementation for lasting results.

With her expertise in communications, Talia has worked to help organizations improve communications practices, develop strategy, and foster alignment. She is an award-winning writer and has presented her organizational research at the OD Network National Conference. She is published on the topic of effective communication for health care practitioners. As a fluent Spanish speaker, she has helped organizations with translations of company materials and multi-cultural interface.

Talia was a member of the teaching faculty at the SSU Masters in OD program for ten years. She also holds an Executive Management Certificate from USC Marshall School of Business. Talia brings her strong interpersonal skills and leadership experience to her consulting and executive coaching work.

In her spare time, Talia enjoys reading, hiking, and spending time with her kids.

**Talia's local government work includes:** Counties of Sonoma, Napa and Solano as well as the cities of Santa Rosa, Cloverdale and Town of Windsor. She has worked with Elected officials such as Sonoma County Sheriff, County Board of Supervisors, District Attorney, and County Clerk/Recorder/Assessor/Registrar of voters.

August 1, 2024

Don Schwartz  
City Manager  
City of Sebastopol  
7120 Bodega Avenue  
Sebastopol, CA 95472

Dear Don,

Thank you for connecting regarding the opportunity to work with you and the Sebastopol City Council. I appreciate all the helpful information and background you were able to provide when we spoke and hope Praxis Human Systems is able to provide a successful retreat for you in February. This document is intended to provide a proposal for the project, outline mutual understanding about the project, process and how I work.

### **Situation**

You described the need for a retreat that would help the City Council establish some key priorities and goals together, consider how best to interact with city staff and work together cohesively as some new council members join. To that end, I have outlined a process for creating a meaningful agenda for your retreat, in collaboration with you and other key members there. This includes meeting with you and your core city directors as well, to learn what current key priorities are for the city, in their view.

### **Objectives**

1. Discovery of core issues and perspectives from council members
2. Assess city needs r.e. priorities/goals with you and your directors
3. Design and Facilitation of “half day” retreat to support good communication and goal setting, (with potential additions dependent on interview results).
4. Provide Recommendations for next steps
5. Debrief



### Proposed Process

1. **Finalize expectations** – Additional conversation with you and other stakeholders such as the mayor or council members, to finalize desired outcomes and expectations, timing, and logistics and scope of the project, as well as coordinating needed communication about the project. (up to 3 hours)
2. **Needs assessment** - This includes review of any necessary city documents as well as individual interviews with City Council members and attending staff, to gain insights and individual perspectives for incorporating into the design of the retreat. (12 hours)
3. **Needs report** – Analysis of input from interviews and materials provided. Depending on the scope of the assessment this may be a smaller or larger report. Themes and topics will be assembled with recommendations for retreat agenda and beyond, if applicable. (3-5 hours)
4. **Planning and design of agenda** – Agenda design and planning conversations for the retreat and workshops. This includes input and feedback from you and others to maintain our collaboration and assure that needs are being met as well as preparation of materials needed. This may also include providing “pre-work” for the group to prepare for the retreat. (6 hours)
5. **Facilitate retreat** – “Half day” retreat, on the evening of February 4. You and your team will be responsible for coordinating time, location, food and other logistics for the retreat. (flat fee)
6. **Documentation** – *Optional* 2 hours for notes. (If you prefer, someone from your team can assemble notes following the retreat)
7. **Debrief and evaluation** – A follow-up opportunity to reflect on outcome from the retreat and determine opportunities and recommendations for the future. Notes from sessions optional. (no charge)

### Project Fees

1. **Finalize expectations**- 3 hours
2. **Needs assessment** – 12 hours
3. **Needs report** (3-5 hours)
4. **Plan, design agendas and materials** – 6 hours
5. **Facilitate retreat** – Flat fee \$1650 (includes time for set up and break down)
6. **Retreat documentation** – *Optional* 2 hours for notes.
7. **Debrief** - (n/c)

**Consultation fees:** Consulting fees are billed at \$275/hour, our established rate for work with local government. Estimate for this project, based on hours listed, and including the optional retreat notes is: \$9,350

I will only bill for actual hours worked. No additional charge for travel or materials. Fees will be billed on a monthly basis for all project work completed to date; due 30 days net.

### **Project Philosophy**

My approach centers around the partnership between client and consultant. This collaboration is supported by a deep respect for the inspiration and ownership that is created when the client's knowledge, expertise, and experience are combined with the strategies, methodologies, and knowledge we bring. The result inevitably is a strong commitment to the project's successful implementation.

I believe in fixing systems, not blaming people. Each of us comes to work every day wanting to contribute, to be challenged, and to be successful. We will focus our attention on systems, processes, and patterns, not on individual performers.

Each organization is unique. Therefore, it is my goal to continuously tailor and tune our approach to meet the needs of your company.

### **Not Legal Advice**

I am not licensed to provide legal advice. If any of the services provided involve legal issues, you are encouraged to consult legal counsel.

### **Liability**

I rely on information provided by your organization to provides the best advice and direction under the circumstances. I am not responsible for fines, penalties, legal fees, or other damages resulting from advice given or services rendered. You agree to take full responsibility for implementing any advice or direction given by me. You agree to indemnify and defend my involvement in matters related to your company if legal issues are raised during the course of our work.

**Assumptions**

1. Don, you will be the point person in communicating the agenda and expectations with your group.
2. You and I will maintain routine and open communications regarding the project.
3. We will be open with each other (Client and Consultant) at every stage and help each other by providing immediate, constructive feedback on the quality of product, partnership, and process.
4. We will respect each other's confidentiality and proprietary materials and approaches.
5. We will manage reasonable accommodation for conflicts, unforeseen events, and other competing priorities.
6. Work may be a combination of in person and zoom meetings (for interviews), as needed.
7. Should anyone be sick or exposed to illness such as Covid, they will inform the other party in advance of in-person meetings to provide opportunity to reschedule or meet remotely.

Don, I'm looking forward to working with you and your team to create a valuable and meaningful retreat experience for the Sebastopol City Council. If there are items in this SOW that beg for clarification or anything further I can provide, please let me know.

I look forward to hearing from you.

Best regards,

Talia Eisen