

January 22, 2021

City Council Members
416 N. Franklin Street
Fort Bragg, CA 95437

Dear City Council Members,

My name is Katherine A. (Kathy) Hart, Ed.D., and I'm applying for the position of City Councilmember. I recently moved to Fort Bragg as a resident in January 2019. It is a dream come true to live in this city, wrought from my first camping trip in 1975. In answering your application question, Why I want to join the City Council, I explain my personal history and interconnection with the town since I was 12 years old.

I believe Fort Bragg is at a precipice in time, poised and waiting for an undetermined future. There is significant community struggle right now, trying to discern this city's future, honoring its past, and emerging from the COVID-19 pandemic. Yet beyond those challenges, there is the even bigger question of how does this city thrive? What enables it to be a beacon of hope and promise, to thrive, grow and develop for future generations? I certainly don't have the answers, but I do have some thoughts.

First, I believe the people of this community are its hope for the future. Our job as City Councilmembers' is to actively engage and involve them in this journey. This is now, more than ever, so profoundly apparent. I have been heartened by the opportunity for comment during the public meetings, but know that we can do an even better job of engaging diverse voices, bringing forth diverse perspectives and thoughts, and finding common ground amongst the diversity of our community to navigate our way forward. I have been involved in the City of Alameda, coaching and teaching others to facilitate city-wide forums and focus groups to tackle intractable issues. I have seen the power of community coming together that can be achieved.

Secondly, I believe in the power of creativity and ingenuity. Our country and this town were steeped in the creativity and ingenuity of harnessing the resources of the area (lumber and fishing) to grow and develop. We can take immense pride that our labor and lumber served to re-build the City of San Francisco after the devastating 1906 earthquake.

Going forward we have to discern how to harness that knowledge in a more productive and environmentally focused way. Our Noyo Center for Marine Science leads the way with deepening our knowledge of how to care for the ocean. Yet there also have to be more creative and entrepreneurial ways for our community to do even more. This is where I believe the City Council can play a significant role. We can actively learn some of the ideas of people have for how to grow and develop our City. We can determine how to support our community in making their dreams a reality, all the while benefitting them personally as well.

We face a deep economic disparity in our town. We are going to have to figure out how to offer affordable housing and an economic livelihood for residents who live here, as well as offer glorious vacation opportunities for those visiting the area. These are not incompatible, yet there will always be a tension between them. When we focus too much on one, we lose sight of the other. Continuing to balance this precarious position continues to be our Achilles Heel.

And, to this end, we need to figure out how to more quickly engage and involve those who are new to our community. They are the lifeblood for the future of our community. The new residents, who don't simply choose to visit here, but want to move here permanently. They are the late boomers, like myself, who are transitioning out of their careers, but still want to give back. We also have those from the horrendous California fires, as well as mid-aged people who have learned they can live anywhere, as long as they have internet. All of these we must discern how to quickly get them involved in our community.

This town has served as a beacon of hope, ingenuity and resourcefulness in the past for those coming to log its environmental resources. As a collective body we can do so much for our citizens to re-energize our talents, and grow and flourish into a new century.

I look forward to having my application and attached materials considered for the open position of City Councilmember.

Sincerely,



Katherine A. (Kathy) Hart, Ed.D.



Attachments:

Application for Appointment to City Council of Fort Bragg

Appendix 1: Resume for Katherine A. (Kathy) Hart, Ed.D.

Appendix 2: Personal References for Katherine A. (Kathy) Hart, Ed.D.

Appendix 3: Response to Question 2, Why are you interested in serving as a City Councilmember?

Appendix 4: Response to Question 3, What strengths would you bring to the Council?

APPLICATION FOR APPOINTMENT TO FORT BRAGG CITY COUNCIL

Applicant Information

(Please type or print)

Applicant Name Katherine A. (Kathy) Hart, Ed.D.

Residence Address [REDACTED]

Home Phone [REDACTED] Work/Cell Phone [REDACTED]

E-Mail [REDACTED]

and References

Please attach a resume of no more than two pages to this application. **Refer to attachment, Appendix 1, Resume for Katherine A. (Kathy) Hart, Ed.D.**
Please list at least 3 references and their contact information (friends, family, work okay).
Refer to attachment, Appendix 2, References for Katherine A. (Kathy) Hart, Ed.D.

Application Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Fort Bragg on separate pages using no more than 3 pages total:

1. Do you meet the minimum qualifications to serve on City Council described on Page 1? Yes No
2. Why are you interested in serving as a City Councilmember? **Refer to attachment, Appendix 3, Question 2**
3. What strengths would you bring to the Council? **Refer to attachment, Appendix 4, Question 3**

Please return this form, a cover letter and resume, and a list of references to the City Clerk at Fort Bragg City Hall **no later than 4:00 pm on Friday, January 29, 2021**. Applications received after 4:00 pm will not be accepted. The application and any correspondence should be addressed to:

June Lemos, CMC, City Clerk
Councilmember Recruitment
City of Fort Bragg
416 North Franklin Street
Fort Bragg, California 95437
jlemos@fortbragg.com

**Appendix 1: Resume for
Katherine A. (Kathy) Hart, Ed.D.**

[REDACTED]

[REDACTED]

PROFILE

A unique professional seeking to enter government and public service, bringing a wealth of experience in the fields of organization development, change and risk management, and emergency preparedness. I'm an untiring advocate who works toward finding common ground and agreement among people, displaying a strong personal drive for continuous improvement. I apply finely honed assessment and collaboration skills to engage and involve people to clarify problems, design solutions, and resolve issues.

PROFESSIONAL EXPERIENCE (*Organization Development and Change Management*)

CLEAR VISION TRANSITIONS, Fort Bragg, California **2019 – Current**
Founder and Principal

Consultant and coach that works with women and men (individually or in groups) to navigate significant personal change or business challenges. The focus is to provide education, guidance and a sounding board during personal change or small business growth and development.

CLEARVISION CONSULTING, INC., Alameda, California **2005 – 2018**
Founder and CEO

Sampling of Clients: Genentech (South San Francisco, CA), Pacific Gas and Electric Company (San Francisco, CA), nVidia (Santa Clara, CA), Contra Costa County (Martinez, CA), Frank Bette Center for the Arts (Alameda, CA), BikeWalk Alameda (Alameda, CA)

Projects Included:

- Developed manager effectiveness process, administered multi-survey process, coached and implemented leadership and organization improvements throughout several major corporations.
- Designed, conducted, facilitated, and analyzed employee focus group research. Coached executives on resulting qualitative data to improve employee engagement and organization performance.
- Served as Interim Team Lead for curriculum development team and improved their instructional design processes, project work flows, client relationships, and internal infrastructure.
- Conducted assessment, designed, and facilitated annual goal setting and strategic planning off-sites.
- Conducted assessment, designed and facilitated leadership team development to improve communication and address sensitive human resource issues.
- Adjunct professor at Laureate Education Inc (National Hispanic University) in subjects of project management, team development, and group dynamics.

PROFESSIONAL EXPERIENCE (*Occupational Safety and Health*)

PACIFIC GAS & ELECTRIC COMPANY, San Francisco, CA **1997 – 2005**
Senior Program Manager

- Conducted assessments, co-designed the structure, and managed a five-year change leadership project that transformed the safety/health management of a 20,000 employee gas and electric utility.
- Co-Managed various safety/health improvement projects that netted 1.5 million in savings and improved safety and health for countless employees and customers.

ZURICH SERVICES CORPORATION, Schaumburg, IL **1996 – 1997**
Risk Analyst

Conducted risk assessments, evaluated manufacturing operations for insurance underwriters, and provided loss control consulting support for clients in TX, OK, and CA.

ARMSTRONG WORLD INDUSTRIES, South Gate, CA **1992 – 1996**
Safety and Health Specialist

Designed, developed, and implemented a safety and health program and associated culture change effort for 250 employee plant. Program later deployed throughout the national & international Flooring Division.

PROFESSIONAL EXPERIENCE (Safety and Disaster Preparedness)

WELLS FARGO BANK (formerly with CROCKER BANK), San Francisco, CA **1985 – 1991**
Safety Officer

- Conducted hazard assessments and recommended corrective action, developed disaster preparedness and business resumption plans, and interfaced with local, national and federal regulatory agencies.
- Technical advisor for Federal Emergency Management Agency (FEMA) course, "Business and Government: Partners in Emergency Preparedness" (1988)
- San Francisco Chamber of Commerce Crime Prevention and Safety Committee; Vice Chairman (1987), Chairman (1988). Interfaced with Chiefs of Fire and Police, and Director of Health Services.

AMERICAN RED CROSS, San Francisco, CA **1984 – 1985**
Staff Trainer promoted to Marketing Director

Marketed and taught CPR, First Aid, and disaster preparedness classes to San Francisco businesses; resulted in 100% increase in contract Red Cross courses.

EDUCATION

- University of San Francisco – Ed.D. in Organization and Leadership 2004
- University of Southern California – M.S. in Occupational Safety and Health 1991
- California State University of Sacramento – B.S. in Business Administration 1984

CERTIFICATIONS/WORKSHOPS

- Personal Branding, Sam Christensen Studios 2016
- Business Strategy/Problem Solving/Decision Making (Kepner/Tregoe), Summit Consulting 2015
- Million Dollar Consulting® College, Summit Consulting 2012
- Conflict Resolution & Mediation Skills, SEEDS Community Resolution Center 2009
- Change Management, Prosci 2010
- CPI 260® Assessment, CPP Inc (aka The Myers-Briggs, Co) 2009
- Coaching for Results, Mariposa Leadership, Inc 2007
- Organizational Diagnosis, Community Foundation 2003
- Facilitating Participatory Decision-Making, Community Foundation 2000
- Certified Safety Professional (CSP), Board of Certified Safety Professionals 1991-2015

PROFESSIONAL ASSOCIATIONS/HONORS

- Organization Development Network (ODN), retired 2007 – current
- American Society of Safety Professionals (ASSP), retired 2003 – current
- "100 Women Making a Difference in Safety" (WISE), ASSP 2012
- Safety Professional of the Year Award, Long Beach Chapter, ASSP 1996-1997
- General Manager's Award for Excellence, Armstrong World Industries 1996

APPENDIX 2

References for Katherine A. (Kathy) Hart, Ed.D.

Personal References from Past

Denise Gilley

[REDACTED]

Background: Denise Gilley and I met when I began my Master's Degree in Occupational Safety and Health (1987). At the time she worked for Chevron in the occupational safety and health field, and I worked for Wells Fargo Bank. We completed our coursework together, and became colleagues and best friends. She was the Maid of Honor at my wedding. Ms. Gilley retired from Chevron in 2015.

Ms. Mary Beth (MB) Deans

[REDACTED]

Background: MB Deans has been involved in corporate work and solo consulting in the fields of project management, change management, and leadership development. Her most recent company is Deans & Company, providing business and technical writing services for clients. She and I met when I was first establishing my consulting company ClearVision Consulting, Inc. in 2005. We supported each other during our business development efforts. Ms. Deans was also hired as a contractor working for my company ClearVision Consulting, Inc. for several projects related to Manager Effectiveness that was delivered to corporate clients. We have remained good friends over the years.

PLEASE NOTE: MB Deans is undergoing a hip surgery the week of Jan 25, 2021. She asks that you contact her beginning the week of Feb 1, 2021.

Ms. Melaine Carlascio-Budd

[REDACTED]

Background: Melaine Carlascio-Budd was formerly the Human Resources Director at Genentech. She and I met during an interview for the use of my company's services. We worked on several different projects together while she was employed. During that time we became close friends. Upon her retirement we deepened our friendship and our two families have traveled together to local and international destinations.

APPENDIX 2

Personal References from Fort Bragg

Mike Normoyle, General Contractor in the City of Fort Bragg

Background: My husband Paul and I met Mike Normoyle in 2019, when he came to bid on a small project to repair and texture our ceiling. He then came back and worked with us in a significant whole house remodel for 2020. His company did a lovely job, and helped us to meet quite a lot of people in the community. Portions of our house was photographed by a photographer from Rossi Building Materials and posted on their Facebook site because of our significant use of their supplies and the great work Mike's company did. As a contractor you see your clients at their best and worse, especially when their kitchen is demolished, they are cooking out of a garage, and have undergone knee replacement surgery. Throughout that year we became close friends with both Mike, his team, and his family.

Lois Leister, Director of Pharmacy at the Mendocino Coast District Hospital

Background: Lois Leister and I met when my husband and I started attending the Mendocino Presbyterian Church. We participate with her family in a bible study that is held at her house in Fort Bragg, along with several other people from the area. We were also members of the Mendocino Choir and Community Chorus together. We became even better acquainted when I joined the Session (Board) of the Mendocino Presbyterian Church. We currently serve together, though heading up different committees.

Uilani Moore-Wesley, former Board President of Gloriana Musical Theater (GMT)

Background: Uilani Moore-Wesley and I met in 2019 when I was engaged by the Gloriana Musical Theater (GMT) to facilitate their strategic planning off-site meeting. It was a two-day event. I worked with her and the Board members to support them in discerning what they wanted their organization to look like in the next few years, and helped them to redesign their Board structure and positions.

APPENDIX 3
Answer to Question #2 of the City Councilmember Application

Why are you interested in serving as a City Councilmember?

To answer this question I must go back to my childhood and earliest introduction to Fort Bragg and its community.

When I was about 14 years old (maybe 12?), my mom (a single parent), along with another single parent with kids, brought me and my younger brother to Fort Bragg for a first-time camping trip. It was the beginning of my long-term love affair with the Mendocino Coast, and Fort Bragg in particular. Already I had a love of the ocean, as my parents were sailors (a hobby) even before I was born.

As part of that initial trip, my mom paid for a round-trip adventure on the Skunk Train. This was approximately 1974, when the Skunk Train traveled all the way to Willits and back again. While on the train, the three of us started to sing "I've Been Working on the Railroad," thoroughly enjoying the scenery. At the end of the song, someone leaned over and said, "Your daughter should get up and lead us" or words to that effect. As my mother would later share, your natural born leadership shone through. You jumped up to lead everyone in song. Soon you were serving as a guide, pointing out sights and landmarks along the way that you had read about before we boarded the train.

That thrill of camping and being in this logging town burrowed its way into my being. It took another 12 years for me to come back to Fort Bragg, though not much had changed. It was a different trip and I saw it through the lens of an adult, but that first camping trip and Skunk Train ride was forever a part of me. From that year on, it was a family pilgrimage to come to Fort Bragg at least once a year (and sometimes 2 to 3x a year), camping at MacKerricher State Park, eating clam chowder at Cap'n Flint's, exploring the town, picnics on the beach, attending local concerts and plays, and reveling in the community.

When I was 29, I explored the opportunity of buying a place in town to serve as a 2nd home. I met with a Real Estate agent, toured homes, and decided that I could swing the financials, with my mother's help. As a mother-daughter love of the Coast, we dreamed of coming here and becoming more integrated into the community. As life does, mine took a turn and I took a position in Southern California.

When I met my husband in 1997, after moving back to the Bay Area, I shared that I couldn't marry anyone who didn't love the California coast, and in particular Fort Bragg. My husband Paul laughed at the time, sharing that he too went camping as a young child with his parents at the Van Damme State Park. He really enjoyed Mendocino. I was quick to point out there was a distinct difference between Mendocino and Fort Bragg. He could certainly enjoy Mendocino, but his loyalty would have to be with my town of Fort Bragg. We were married in Jan 15, 2000. We continued the family tradition, along with my mom and various family and friends, of at least 1 -3 camping trips in the summer, adding on a couples retreat every January. My husband grew to love Fort Bragg as much as I did.

When I began my consulting company, ClearVision Consulting, Inc., the stockholder's annual meeting address was for Cleone Gardens Inn. It was another reason to come to the area.

As my mother became more enfeebled and couldn't travel as much, she seemed to perk up every time we traveled here. No longer camping, we stayed at Cleone Gardens Inn, so close to the MacKerricher day-use beach. She would sit on the back porch, listening to the ocean, and we would reminisce about childhood and family gatherings. She asked that when she passed we secretly scatter some of her ashes in the ion-filled Pacific Ocean, forever among the beach she so loved. The family joke was every time we

APPENDIX 3

Answer to Question #2 of the City Councilmember Application

arrived at the beach, my mother would yell for everyone to “breath deep” from the ions in the ocean. According to her, they would carry us forward health-wise for at least another six months.

Over the years my husband and I debated quite a bit about buying a 2nd home here, even taking actionable steps to meet with a Real Estate agent and explore properties. Yet there always seemed to be another financial need that cropped up. It wasn't until several years ago (2018) that our dream turned into reality.

My husband retired early and I morphed my business to a phone/electronic based coaching services. We traveled extensively for several years, living for 2 -3 months in Ireland, Scotland, and Mexico, discerning if we wanted to buy a retirement home abroad. On one return trip home, we realized living abroad permanently was not our destiny. It's when we looked at each other and understood that all along, we were being pulled toward the city we both called our 2nd home, Fort Bragg. We made that decision in May of 2018, and by the end of June we found our home at 119 Jewett Street.

My husband and mother-in-law traveled here to see the house, but I couldn't as I was working. I bought my house from a Zillow ad and my husband's comment, “Honey, its home.” Later I would learn that we had purchased the home of former Mayor Jere Mello, who had rented it out when he married his wife Madeline. Memories of that summer when we almost had to cancel our trip due to a manhunt in Fort Bragg would later emerge.

We bought our house in July 2018, but rented it for six months while we completed already planned for travels. It was early Jan 2019 that we moved in and truly called ourselves residents of Fort Bragg. It has been our joy and delight to make personal friends in the area, enjoy the recreational trails, and deeply explore the city.

For the last year, during a house remodel, knee replacement surgeries, and a COVID-19 pandemic, I have been reflecting on the next step in my life journey. This has been spurred on because I am turning 60. I know my way forward lies in the realm of public service, what I haven't been so clear on is where to focus my energy and bring a wealth of knowledge and skills to help others.

When I learned of the open position as a City Councilmember, I was intrigued. Perhaps this could be an opportunity to give back to a community that has been part of my growing up and my future. This town is a link with the child I was, my mother and dear friend, whose ashes are scattered before me in the ocean, and my future Third Act as a senior with wisdom, energy and a deep understanding of the need for community to come together, grow and develop, and re-imagine the future.

I believe the City of Fort Bragg is currently at a pivotal time in its history. It's dealing with societal unrest, attempting to honor its history and legacy, but also trying to understand what its future can and should be. It is faced with the huge challenges wrought by COVID-19, deep economic disparity within the community and an uncertainty of what the future holds. On the other hand, its people are resilient, have shown a true sense of community spirit during last year's electric outages, and there are people, like myself, who love this area deeply and profoundly. Why do I want to join the City Council? I want to work with the community of Fort Bragg in a more personal and profound way to navigate a future that enables it to thrive and shine as the jewel on the Mendocino Coast.

APPENDIX 4

Answer to Question #3 of the City Councilmember Application

What strengths would you bring to the Council?

In addressing this question, I believe it's actually a two-part answer. Strengths, as in those identified by different personality assessments (e.g. Myer Briggs Type Indicator®, Social Style®, and CPI 260®), vs. skills and knowledge, which have been developed during my youth and career.

Strengths – Personality Assessments

- On the extrovert/introvert scale, I am higher as an extrovert (though not gregarious) than an introvert. I enjoy connecting with people, and get energy when people are engaged and involved. Reaching out and talking to people on the telephone, in-person and in group meetings brings me energy. Though I have learned in my personal leadership development and growth that when I allow for quiet time and reflection, my energy levels for understanding and discernment are heightened.
- Deeply analytical, relying on data, talking with people, and research/reading to make sound decisions. There are many individuals who are intuitive in their thinking and understanding. They make decisions from their gut, how their body feels, etc. I so admire this trait at times, because it is not typically how I operate. For me to understand and make a decision, I need to talk with people, understand the nuances from their perspectives, read, and know the analytics/data behind the potential results, before I am ready to make a decision. Through experience as an investigator and business owner I've had to learn how to quickly analyze data, make a decision, and adjust as new information unfolds.
- In almost all personality indicators I am very high in the leadership (take charge) trait, but also with a focus on relationship orientation. How this gets manifested is in the ability to build up and support others, looking for opportunities where diverse perspectives and voices can contribute.
- Big-picture (strategy) focused, in that I enjoy thinking out and planning several years in advance, with a combined extreme focus on the details and tactical follow through. It serves me well, especially when working with people who are more oriented to one or the other. I have the ability to understand and realize how to approach individuals in their comfort level, and then switch to the other when needed.
- Continuous learner, along with a strong belief in continuous improvement. Through books, education and insights from others, I strive to continuously grow and develop myself. Yet I also strongly believe that people, processes, systems can be improved upon. I am always looking for the opportunities to move forward, while engaging and involving others.

Strengths – Skills and Knowledge

- Engage in and involve others through active listening. As a former disaster response provider, investigator in occupational safety and health incidents and a long-time instructor, I learned early on how to ask discerning questions to understand what people are thinking and why they take the actions they do. Because of an interest in conversation and dialogic/group interactions, my dissertation had a basis in interpersonal communications. I have also taught for many years the nuances and skills of how to actively listen, including: mirroring, paraphrasing, and drawing people out. This knowledge of active listening has also served to strongly increase my ability to influence and support people in shifting an entrenched mind-set and behavior patterns.
- I am exceedingly articulate in my speech, both in 1:1 conversations, but also in my understanding and knowledge of group dynamics and how to facilitate large groups of people. Since early on in my career the dynamics of how people operate when you talk with them individually and the shift that occurs when they are with others has fascinated and intrigued me. I have spent several careers honing my skills in this arena. I quickly know and, from trial by fire, can coordinate large groups that

APPENDIX 4

Answer to Question #3 of the City Councilmember Application

are seemingly in tractable positions, and afford them the ability to find common ground and reach a decision that all can agree upon.

- Since elementary school, when my mom and minister asked me to stand in front of the church and ask for people to pledge their time, treasure and talent, I have enjoyed speaking in front of large groups. In high school I participated in local and regional speech contests, and was selected by my high school to deliver one of two prepared graduation speeches. As an adult this young adult skill was honed speaking before: corporate executives, front line employee groups, union leaders, and learners of every age. When I started my management consulting firm I learned how to price my speaking ability. Early on it became a money making opportunity for me, both as a public speaker, but also in coaching others to grow and develop as public speakers.
- I started in the field of disaster preparedness when I was 15 ½, needing to learn CPR and First Aid as a lifeguard and swimming instructor. I became an instructor a year later through the American Red Cross (ARC), since I was not impressed with my previous instructor. This interest led me to volunteering with that organization in emergency preparedness exercises, and later becoming an instructor in Earthquake Preparedness. When I graduated from college and moved to San Francisco I was identified as the ARC, Golden Gate Chapter, volunteer on-call emergency responder for evening events, from bomb threats, 2-alarm fires and larger and other emergency –type events. My job was to comfort and support the victims by conducting hazard assessments to determine emergency lodging and supplies needed, as well as to emergency personnel arriving through hot coffee, communication and other needed support. I was a hands-on volunteer and later a Shelter Manager for two large-scale disasters: Coalinga Earthquake (1983) and San Francisco Earthquake (1989).