

# SWOT ANALYSIS

For February 21, 2015 City Council Strategic Planning Retreat



|                 |   | INTERNAL<br>Attributes of the organization<br><small>Culture, Image, Organizational Structure, Key Staff, Operational Efficiency, Operational Capacity, Financial Resources</small>  |  | EXTERNAL<br>Attributes of the environment<br><small>Partners, "Customers," Trends, Social Changes, Economic Environment, Political &amp; Regulatory Environment, New Technology</small>  |  |
|-----------------|---|--|--|--|--|
|                 |   | HELPFUL<br><i>in achieving the mission</i>   | HARMFUL<br><i>in achieving the mission</i>   | HELPFUL<br><i>in achieving the mission</i>   | HARMFUL<br><i>in achieving the mission</i> |
|                 |   | STRENGTHS  | WEAKNESSES   | OPPORTUNITIES  | THREATS                                    |
| MISSION / FOCUS | <p><b>Planning &amp; Community Development / Economic Development – 6</b></p> <ul style="list-style-type: none"> <li>Ability to meet goals and get projects done that help the community; have goal-setting matrix, stay on target and work toward goals systematically</li> <li>Good policies and plans in place – general plan, zoning code, economic development strategy are strong and very well-conceived; Capital Improvement Program</li> <li>Doing a lot with very little – all of the projects that get done, especially the CD Dept., it's pretty amazing</li> <li>Community Development Department is doing a good job – more pro-business than what the community thinks</li> </ul> <p><b>Public Safety – 1</b></p> <ul style="list-style-type: none"> <li>Police Department does a good job maintaining public safety (management is another story)</li> </ul> <p><b>Geographic Remoteness – 2</b></p> <ul style="list-style-type: none"> <li>Culture fosters personal autonomy/responsibility; Able to take care of ourselves</li> </ul> <p><b>Access to City Services – 2</b></p> <ul style="list-style-type: none"> <li>City website expanded to provide more easily accessible and timely information, including posting of Council meeting agenda packets</li> </ul> | <p><b>Planning &amp; Community Development / Economic Development – 2</b></p> <ul style="list-style-type: none"> <li>Capital Projects have increasingly demanding restrictions, requiring more resources and funding</li> <li>Resistance to any development project. For a community as economically depressed as Fort Bragg, this is stifling</li> </ul> <p><b>Public Works – 3</b></p> <ul style="list-style-type: none"> <li>Our finite water supply. The reservoir will help, but not solve the problem. The council will not be able to approve new development if the water issue has not been dealt with</li> <li>Aging infrastructure</li> <li>Perception by the community that the water and sewer bills are too high; community doesn't understand what drives the cost</li> </ul> | <p><b>Planning &amp; Community Development / Economic Development – 10</b></p> <ul style="list-style-type: none"> <li>GP Mill Site Reuse for job production, expansion of retail space in downtown core, expansion of light industrial property and economic opportunities, Noyo Marine Science Center, visitor accommodations, conference facilities (9)</li> <li>Ocean – developing a desalinization plant, revenue source; exploring the ocean for wave generation electricity, or other green power sources</li> <li>Old Coast Hotel – opportunity to provide transitional housing and some jobs</li> <li>Highway 20 Mall – opportunity to bring lower cost products to general community, and some jobs</li> <li>Highway 20 Transfer Station – better method for taking waste</li> </ul> <p><b>Public Works – 1</b></p> <ul style="list-style-type: none"> <li>New Wastewater Treatment Plant – will reduce the costs of operations and improve our energy efficiency</li> </ul> <p><b>Natural Beauty and Natural Environment – 5</b></p> <ul style="list-style-type: none"> <li>People want to get out of the city, opportunity to stimulate lots of tourism</li> </ul> <p><b>Partnerships – 1</b></p> <ul style="list-style-type: none"> <li>Expand the types of nonprofits we work with, strengthen other nonprofits besides just homeless to improve the community</li> </ul> <p><b>Technology - 3</b></p> <ul style="list-style-type: none"> <li>Broad Band Alliance can impact services and economic development, help attract local businesses</li> <li>Use of smartphone – leverage to attract tourist base out of the bay area, younger age group that is tech savvy</li> </ul> <p><b>Economic Recovery – 3</b></p> <ul style="list-style-type: none"> <li>General economic recovery, people have more discretionary money now, gas prices are low so tourism is increasing – expansion of sales tax base</li> </ul> | <p><b>Planning &amp; Community Development / Economic Development – 8</b></p> <ul style="list-style-type: none"> <li>A community that doesn't want to change – impacts projects like the Old Coast Hotel, Highway 20 little mall and Highway 20 Transfer Station</li> <li>Issues with our water supply impacts development</li> <li>Can't just have tourism, housing costs are too high</li> <li>Internet retailing will hollow out our downtown</li> <li>Large chain stores – like Costco – changes the way we shop and will go outside of our community</li> <li>Retail located out of the city limits – have to share tax revenue with county</li> </ul> <p><b>Geographic Isolation / Remoteness – 8</b></p> <ul style="list-style-type: none"> <li>Not conducive to businesses locating in Fort Bragg</li> <li>Can't grow much</li> <li>No deep water port, no landing strip, 2 curvy roads – totally limits – only way to get things in and out are trucks</li> <li>Forces of nature cause power outages and close roads</li> <li>Not a lot of economic diversity. Trying to develop other ideas – like tourism – there is a limited palette of economic opportunities – affects the tax base and the other resources that are available and the long term health of our city organization</li> </ul> <p><b>Technology – 1</b></p> <ul style="list-style-type: none"> <li>Inadequate Broadband width – national policy is being made as if everybody has it</li> </ul> <p><b>Economy – 3</b></p> <ul style="list-style-type: none"> <li>Economically depressed community</li> <li>Tourist economy doesn't work; it drives up housing prices and people can't afford to live here</li> </ul> |  |



|                             | STRENGTHS   | WEAKNESSES  | OPPORTUNITIES   | THREATS  |
|-----------------------------|---|---|---|--|
| GOVERNANCE / FINANCIAL MGT. | <p><b>City Council Members – 1</b></p> <ul style="list-style-type: none"> <li>Thoughtfulness of <u>most</u> members of the city council. They are looking out for what they believe to be the best interests of Fort Bragg</li> </ul> <p><b>The Public – 1</b></p> <ul style="list-style-type: none"> <li>An engaged community</li> </ul> <p><b>Financial Management – 9</b></p> <ul style="list-style-type: none"> <li>Sticking to budgets; good at budgeting for annual expenses; have institutionalized budgetary restraints</li> <li>Effective use of resources; ability to acquire grants</li> <li>Financially sound</li> <li>Finance Department does an excellent job at maintaining the financial structure for the city</li> <li>Excellent internal grant writer that has managed to get funding for all kinds of projects</li> </ul> | <p><b>City Council Members – 10</b></p> <ul style="list-style-type: none"> <li>Divided Council after a tough election</li> <li>Lack of clarity and a unified direction of the council on a whole range of issues – makes it hard to figure out how to do our job, what kinds of infrastructure projects they want and where do they want to focus infrastructure money. Wastes time and resources, handicaps staff</li> <li>The council has made decisions based on the mob coming in and yelling at us – not good decisions</li> <li>Continued grandstanding and fueling of the unrest</li> <li>Fighting among the city council members for individual political advantage, ego</li> <li>Our mayor has done such wonderful things for this community and he is being treated like a jerk</li> <li>New city council members actually distrust and belittle staff, and pit staff against the public; it is sad</li> </ul> <p><b>Decorum in Council Meetings – 8</b></p> <ul style="list-style-type: none"> <li>The audience is so bitter and hateful; it is offensive (the Old Coast Hotel is an example). Some of the same issues are coming up over and over again. It's the same people; it doesn't matter what the issue is. And, they all speak over and over</li> <li>The community interactions with the city are difficult; there are smart people running the city but the community doesn't always see that. It's hard on employees.</li> </ul> <p><b>Financial Management – 6</b></p> <ul style="list-style-type: none"> <li>We don't do well budgeting for long-term things like replacing machinery, sewer plants; don't know how much it would cost to take care of "deferred maintenance"</li> <li>There's not going to be an economic boom. The city needs to be careful about not overextending itself</li> </ul> | <p><b>Financial Management – 1</b></p> <ul style="list-style-type: none"> <li>Obtaining grants for projects - recapture dollars in order to do things for our community as a whole</li> </ul> | <p><b>City Council Members – 3</b></p> <ul style="list-style-type: none"> <li>A divided council is an unproductive council</li> <li>If the council settles down the community will settle down</li> <li>I'm concerned about how the council works together and what individual council motives are, and how they can be effective together, as a result</li> </ul> <p><b>Negative Community – 2</b></p> <ul style="list-style-type: none"> <li>A group emerged that were close to the Chief piled on the issue to say the city has screwed up again, but that got started at the top, small but vocal group</li> <li>People that are being negative</li> </ul> <p><b>Financial Management – 3</b></p> <ul style="list-style-type: none"> <li>Disconnect between the state and the cities – the assembly and the senate at any one time can take funding (like they did with the Redevelopment Agency funds) at a moment's notice, which can cause havoc with our resources</li> <li>It's a challenge finding money for capital projects</li> <li>Obtaining grants for projects, some people say we shouldn't get them anymore</li> </ul> |



|                  | STRENGTHS | WEAKNESSES   | OPPORTUNITIES  | THREATS   |
|------------------|-----------|--|--|---|
| IMAGE / OUTREACH |           | <p><b>Image / Community Relations – 10</b></p> <ul style="list-style-type: none"> <li>· The Police Chief left creating as much turmoil and distrust as he could; created deep fissures in the community and a more adversarial public; undermined the confidence in the city</li> <li>· Committee meetings have been cancelled, stifling public participation and undermining transparency</li> <li>· Limited notification to the community, lack of trust in and confidence in city government, perception that council is not listening and that city manager is doing “shady stuff”</li> <li>· We’re not doing a good job at getting our message out and responding to attacks. Engaging the community that is unifying rather than polarizing.</li> <li>· Factions in the city that feel they are not well-served</li> <li>· Social media is playing into politics more and it has not been our friend</li> <li>· Community attacks/negativity are hard on morale</li> </ul> | <p><b>Image / Community Relations – 4</b></p> <ul style="list-style-type: none"> <li>· Reevaluate the way we engage community – opportunity to improve image and reconnect</li> <li>· To boost communication, improve PR and share important news through use of smartphones and automatic texting systems</li> </ul> <p><i>What specific events, activities or approaches by other people/organizations in the community can be capitalized on?</i></p> | <p><b>Image / Community Relations – 4</b></p> <ul style="list-style-type: none"> <li>· Community is in a place in which everything the city does is negative, even if the project had been suggested by the community</li> <li>· Angry community members have been coming in and taking pictures of staff processing claims. Secretaries have gotten nasty emails. This has had a huge impact on employee morale</li> </ul> <p><i>What specific events, activities or approaches by other people/organizations in the community will compete with COFB's efforts?</i></p> |



|  | STRENGTHS  | WEAKNESSES  | OPPORTUNITIES  | THREATS  |
|--|--|---|--|--|
| <b>ROLES &amp; RELATIONSHIPS, COMMUNICATION, STRUCTURE, CAPACITY</b> | <p><b>Staff – 11</b></p> <ul style="list-style-type: none"> <li>Smart, effective, capable staff – Linda and Ginny are some of the best I’ve seen – really smart, engaged and resourceful; Marie Jones is wonderful - able to do EIRs saving the city money</li> <li>Team environment – staff look out for each other and back each other up</li> <li>Hardworking staff that really cares about the community</li> <li>Nimble organization; good problem solvers</li> <li>Police department has extensive training for various levels (POST, Supervisory School, etc.) and maintains state of the art equipment through use of asset forfeiture</li> </ul> <p><b>Recruitment &amp; Retention – 2</b></p> <ul style="list-style-type: none"> <li>Police Department is fully staffed; staffing levels have been steady – no cuts; no additions</li> <li>Have some good candidates working up the ranks</li> </ul> <p><b>Structure / Capacity / Systems – 3</b></p> <ul style="list-style-type: none"> <li>Good systems/processes defined – permitting process, invoicing and billing process and good communication; management team gets together and discusses and resolves issues. Efficient</li> <li>Good policies and procedures within each department</li> <li>Operations in Public Works has evened out; different divisions working together efficiently and effectively in the past 8 months or so</li> </ul> <p><b>Technology - 1</b></p> <ul style="list-style-type: none"> <li>Bad guys are using it, but we are using it also. That is where the asset forfeiture comes in handy to keep the technology up to date in the P.D.</li> </ul> | <p><b>Staffing Shortage / Workload / Burnout – 9</b></p> <ul style="list-style-type: none"> <li>Level of work/funding – understaffed and overworked – eliminated 10% of workforce in 2010 through attrition and some layoffs across the board and sustained very high expectations; people work hard and it is taking a toll</li> <li>Staffing shortage is hindering production out of the engineering division</li> <li>Some of the teamwork and collaboration that helps us optimize our service delivery is lacking; need more collaboration between departments</li> </ul> <p><b>Succession Planning - 7</b></p> <ul style="list-style-type: none"> <li>2-3 management team members (of 7) are planning to retire soon; leadership gap could cripple the organization; lose institutional knowledge</li> <li>Succession planning – it’s not faulty but is incomplete</li> </ul> <p><b>Recruitment &amp; Retention - 3</b></p> <ul style="list-style-type: none"> <li>Lack of stable leadership in Police Dept.</li> <li>Turnover in Police Officers - recruiting from outside community is riskier</li> <li>Public Works is understaffed and having difficulty attracting and retaining technical skill positions</li> <li>Maintaining the workforce – we don’t have people with the right skills in all of the positions so we have had to make due</li> </ul> <p><b>Structure / Capacity / Systems – 9</b></p> <ul style="list-style-type: none"> <li>Lack of emergency preparedness – old plan, no exercises to test our preparedness, EOC was dismantled</li> <li>Safety programs and training around safety – doesn’t have focus</li> <li>No raises in the past 5 years - people have been patient but it is a challenge for morale</li> <li>Interdepartmental support and division silos – come across like we are not one organization. New people tend to shuffle customers off, which frustrates them</li> </ul> | <p><b>Recruitment &amp; Retention - 1</b></p> <ul style="list-style-type: none"> <li>Geographic isolation provides opportunity to recruit potential officers from the community and train them</li> </ul> <p><b>Technology – 1</b></p> <ul style="list-style-type: none"> <li>Increasing use of technology, e.g., smartphones to access web-based information can free-up staff time by providing more on-line access</li> </ul> | <p><b>Regulatory Environment – 2</b></p> <ul style="list-style-type: none"> <li>Worry about the constantly shifting and expanding regulatory environment. Increasing regulations (e.g. ADA interpretations of regulations change every 6 months and storm water regulations are skyrocketing in terms of scope and details which affects sewer operations, OSHA / Safety</li> <li>Sucks/wastes a lot of resource</li> </ul> <p><b>Geographically Remote / Isolated - 2</b></p> <ul style="list-style-type: none"> <li>Retention/replacements of staff – especially technically skilled folks (e.g., engineers). Bringing people from outside the community riskier.</li> <li>This is a “goodbye” town – no multigenerational jobs</li> </ul> <p><b>Technology – 1</b></p> <ul style="list-style-type: none"> <li>Increasing costs of maintaining websites, limited staff and IT resources</li> </ul> <p><b>Recruitment &amp; Retention – 2</b></p> <ul style="list-style-type: none"> <li>Retention of Police Officers - people don’t live in same town, they are transitional, less effective, don’t have buy in with the community. The impact in Fort Bragg is new people that are just learning the community, learning the people, then leaving.</li> <li>Public Works staffing – with our remote community, we have difficulty attracting and retaining technical skill positions. Over the last 4 years it’s been a challenge to find those key technical positions</li> </ul> <p><b>Structure / Capacity / Systems – 1</b></p> <ul style="list-style-type: none"> <li>As the GP property develops they need to think about adding police officers, it will increase the need for a service level with in the community, and we are spread thin already (enlarges downtown and tourist areas, and draws on the services of the department)</li> </ul> |