

Adopted August 12, 2024



CITY OF FORT BRAGG
STRATEGIC PLAN
2024–2028+



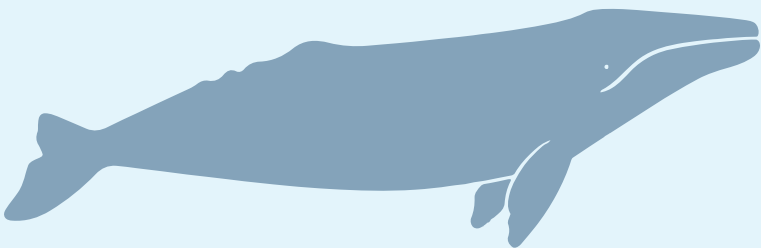


Pygmy Forest Discovery Trail



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Dear Residents, Business Owners, and Community Partners,

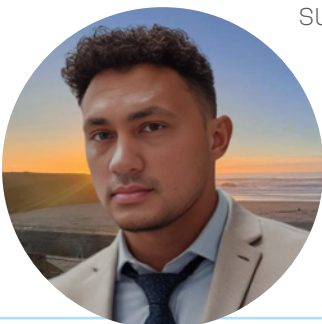
It is with great enthusiasm that I present the City of Fort Bragg's Strategic Plan 2024-2028+ (SP 28+). This document is not just a plan; it is a road map that reflects our shared vision, goals, core values, and priorities for the future. As your City Manager, I am deeply committed to fostering a community where every resident feels connected, every business has the opportunity to thrive, and every neighborhood is vibrant and safe.

Strategic planning is essential in guiding our city's development and ensuring that we are prepared to meet the challenges and opportunities of tomorrow. This plan was crafted through a collaborative process, incorporating the insights and aspirations of our City Council, Residents, Business leaders, and City staff. It reflects our collective commitment to building a resilient, sustainable, and inclusive community.

The SP28+ outlines key priorities that will guide our efforts over the next four years. These priorities include enhancing public safety, fostering economic development, promoting environmental sustainability, improving infrastructure, and ensuring that our city services are efficient and responsive to the needs of all residents.

As we move forward, this plan will serve as a living document, evolving with our city's needs and continuously guiding our decision-making processes. It is a tool that will help us allocate resources effectively, measure our progress, and remain accountable to the goals we have set together.

I want to thank everyone who contributed to the development of SP28+. Your input, whether through public meetings, surveys, or direct engagement, has been invaluable. It is your vision and your voice that has shaped this plan, and it is your continued involvement that will ensure its success. **Together, we will build a future that honors our past, embraces our present, and boldly steps into the possibilities of tomorrow.**



Isaac Whippy
Isaac Whippy, City Manager



Guest House Museum

The Guest House was built primarily of coast redwood in 1892 by the Fort Bragg Redwood Company as a private residence for the Johnson Family owners of the company. The home was donated to the City as a museum in 1985 and is operated today by the Fort Bragg-Mendocino Coast Historical Society.

1850 1860 1870 1880 1890 1900 1910 1920 1930 19

Pre 1850s

Pomo largest native culture in area

1856

Mendocino Coast Indian Reservation established by US Bureau of Indian Affairs and, by 1866, uprooted all Indigenous people

1857

Military Post established on reservation named after Captain Braxton Bragg, who later became a General in the Army of the Confederacy



Possible Coast Yuiki village in the late 1860s

1885

Union Lumber Company formed
Fort Bragg Railroad created to carry redwood logs from forest to Fort Bragg

1889

City of Fort Bragg incorporated



1890

Census population at 945 people

1892

Guest House built by the Fort Bragg Redwood Company

1898

First known commercial salmon fishery

Late 1800s

First sewers constructed

1906

Great Earthquake severely damages Fort Bragg and local mills supply lumber to help rebuild San Francisco

1912

First Tourists arrive when railroad tracks to Willits allow easy visits



1930

Census population at 3,022 people



Damage from the Great Earthquake

EARLY SETTLERS TO FUTURE RESIDENTS

For thousands of years before European settlers, the area in and around Fort Bragg was home to one of North America's densest and most diverse populations of native peoples, with Pomo being the largest native culture in the area. After the first white settlers established a reservation and forcibly displaced the native population, Fort Bragg served as a military post, and later as a mill town due to its advantageous harbor location.

Today, our community is working to unite with an aligned vision of repair, restoration, and revival. We are making progress at managing our resources more sustainably and recognizing the power in embracing our diverse cultures and environments. Year after year, we welcome visitors with North Coast hospitality to hike and bike, wine and dine, and kayak and beachcomb with us in the beauty of our natural environment.

1940 1950 1960 1970 1980 1990 2000 2010 2020 2030



1950
Census population at 3,826 people

1948-1958

Water distribution system upgraded from old Redwood Stave to concrete pipes and first water treatment plant constructed

1970

Otis Johnson Park designated "wilderness park," providing public access to Pudding Creek Watershed

1971

Original wastewater treatment plant constructed

1974 & 1986

Water Master Plans precipitate numerous upgrades and changes to system

1990s

Population doubled since 1940 and major housing boom

2002

Georgia Pacific Lumber mill closes despite being among world's largest manufacturers of paper and primary employer for the region

2006

Pomo Bluffs Park opens above Noyo Bay

2015

Glass Beach Park, a former dump site, opens Coastal Trail

2016

Fort Bragg designated 1st CA "Bee City USA", raising awareness of pollinators in sustaining plant species

2017

Summers Lane Reservoir constructed to provide emergency water storage

2018

Noyo Headlands Park completed



2020
Census population at 6,983 people

2021

Former mill site sold to Mendocino Coast Railway (known as Skunk Train)

2022

Wave-powered desalination plant constructed

Blue Economy Symposium promotes sustainable ocean entrepreneurship

2023

First electric vehicles at Police Department with commitment to clean fleet by 2027

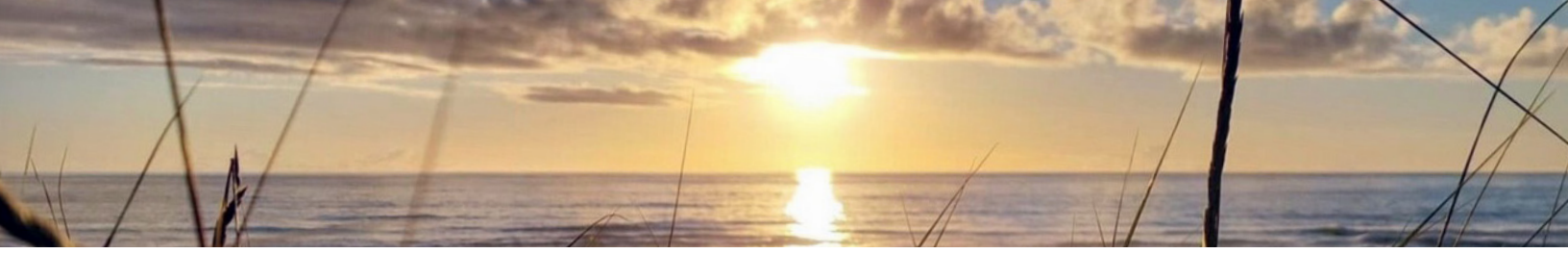
2024

City retains CV Starr Community Center and Bainbridge Park opens as part of our commitment to healthy communities



Photo of 1906





Mission, Vision, and Values

The City of Fort Bragg co-created the foundational elements of the SP28+ through an inclusive Council, Staff, and Community process that developed the City's Mission, Vision, and Values. The process began with surveys of the entire City staff, followed by interviews with City Council and internal City staff workshops to assess priorities, opportunities, and anticipated challenges for the coming years. The efforts of this preparation culminated in a public workshop where residents, businesses, and other interested parties were invited to attend, review the draft Strategic Plan framework, and provide input. This final document is a collaboration of diverse voices that provide a thoughtful, strategic direction to move the City forward for the next five years and beyond.

While Fort Bragg is small town in terms of numbers of people - no more than 7,000 residents have remained steady over the past several decades - our City reflects an in-depth diversity and vibrancy that is unparalleled for a community tucked quietly within a forested coastline. Our community has resounding alignment in our City's Mission of what our purpose is; our Vision of where we are headed; and our principled Core Values that underlie what unites us. Our multi-generational voices and passion for where we live and thrive, and our commitment to create and embrace Fort Bragg's future is why we remain steady and committed to preserving our unique character while embracing deliberate change.

Our Mission

Fort Bragg is a small town nestled between the coast and the redwoods with a strong sense of community that seeks to preserve its environment while providing resilient public facilities and infrastructure and supporting a safe and vibrant economic, multi-cultural, and recreational experience for both locals and visitors alike.

Our Vision

Fort Bragg, a California coastal destination with rich natural resources and rugged beauty, is transforming our future by weaving together our people, ecosystems, and economy to create community prosperity.

We are making our mark in the 21st Century by creating climate-ready water and energy independence, housing and economic opportunities, accessible health care, community public safety, and education for all.

OUR VALUES

Innovation and **Sustainability** drive our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.

Honesty and **Integrity** emanate throughout our community to engender the trust, transparency, responsibility, and accountability that our citizens deserve.

We are **Service-Oriented** and **Responsive** to the public and to each other to demonstrate our genuine commitment to create a Fort Bragg that serves us today and readies us for a successful tomorrow.

Leading with **Fair** and **Ethical** principles and practices, Fort Bragg promotes an inclusive community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.

We champion **Conservation**, **Preservation**, and **Protection** of our natural environment that is the unifying foundation of Fort Bragg stewardship.

Consistent **Communication** and **Collaboration** nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and businesses rely on.



GOALS AND OBJECTIVES

The City of Fort Bragg is not resting on our history – we are continuing to make our history. We recognize that our City is geographically isolated which is why we bring the world to us. It's not just the open coast, or the rare pygmy forest and amazing art that attracts so many to Fort Bragg, but it is the independent spirit that takes care of our community from the inside out.

We are building a social, educational, healthcare, economic, and digital future that will rely on 21st century infrastructure which is critical to enduring increasingly extreme weather cycles. We are committed to building a local and regional workforce that can meet the City's everyday needs and benefit all by re-investing in our own future.

Fort Bragg is ambitiously piloting innovation to be independently resilient for power, water, and communications. Our community is interdependent on each other and invitational to partnerships for collaboration that will ensure the City's vision is activated through inclusivity and recalibrated regularly to remain relevant. Below are the seven goals from a City stationed to be successful:

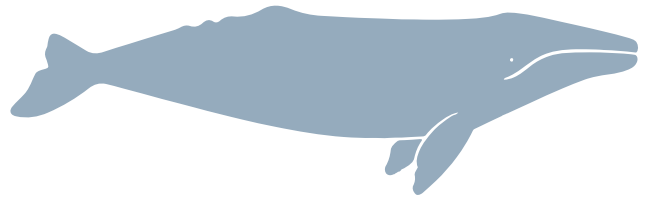
1. Invigorate Economic Opportunity and Community Vibrancy
2. Implement Resilient Infrastructure and Encourage Environmental Stewardship
3. Strengthen Public Safety and Emergency Preparedness
4. Enhance Public Places, Promote Recreation, and Cultivate Civic Pride
5. Fund our Future with Financial and Fiscal Responsibility
6. Champion a Sustainable Municipal Organization
7. Communicate with Active Community Engagement

The SP28+ Goals and Priority Objectives were developed with **no implication of hierarchy of importance** and outlined in the following sections. It also should be recognized that some goals will launch in tandem, and some may not launch for years to come based on shifting circumstances and priorities. What is critical is that the City has a vision and plan that allows Council and Staff to weigh priorities and measure them purposefully while respecting investments made for both short- and long-term gains. The joint commitment of the Council and Staff is to move the City's goals forward and achieve alignment based on purposeful communication to partner for informed decision-making and advance progress.



Beautiful summer day in Downtown Fort Bragg

GOAL 1



INVIGORATE ECONOMIC OPPORTUNITY AND COMMUNITY VIBRANCY

Create a vibrant community with a self-sufficient, diversified, year-round economy that provides affordable and market-rate housing, high quality education, local jobs, and digital connectivity for our residents and businesses to thrive in our coveted coastal landscape.

1A. Enliven Fort Bragg through local jobs and business success and develop a *Business and Economic Plan* that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries and elevates our City as an independent economy that serves local, regional, national, and international sectors.

- Cultivate a diverse business climate that welcomes innovation, entrepreneurship, and investment by fostering strong relationships between the City and business community to promote investments through economic incentive programs (e.g., TOT tax-sharing agreements, financing taxing districts, capacity fee deferrals).
- Foster a business-friendly environment that simplifies the regulatory process, partners with business owners, and promotes policies that encourage success for local businesses and the community by providing additional City tax revenue, increasing local business transactions, and creating jobs.
 - *Advocate for legislation that supports local businesses and tax revenue (e.g., Amazon taxes directed to Point of Sale).*
- Provide business support services, such as access to financing, technical and advertising assistance, and networking opportunities, by prioritizing and incentivizing “buy-local” to foster entrepreneurship and innovation.
- Nurture regional focus on blue economy initiatives for economic growth, sustainable job creation, and improved livelihoods that support healthy ocean ecosystems.
 - *Participate in the Noyo Ocean Collective (City of Fort Bragg, Noyo Harbor District, Mendocino College, Noyo Center for Marine Science, West Business Center, Sherwood Valley Band of Pomo Indians) to position our region for blue economy investment.*
 - *Support innovation and inspire solutions to climate related challenges.*
 - » *Demonstrate Fort Bragg’s leadership in alternative water supply (e.g., Oneka wave powered desalination buoy).*
 - » *Investigate use of wave energy for alternative power.*



Evening in the heart of Downtown

- *Establish an aquaculture economy that is both restorative to our ocean and commercial in nature (e.g., urchin/abalone farm to provide sustainable sea-to-sustenance foods at local homes and restaurants).*
- Bring locals and visitors to Fort Bragg with a seasonal program featuring recurring activities that support artists and local businesses such as festivals, farmer's markets, night markets, vendor fairs, and downtown concerts.
- Revitalize Fort Bragg consistent with the character of the community by supporting existing businesses and attracting a variety of local business ownership, supporting buyer empowerment, and creating employment opportunities to encourage spending within our local economy.
- Invest in our long-standing tourism economy by beautifying and improving our downtown with increased walkability, restroom facilities with signage, ample electric vehicle charging stations and off-site parking, and advertising statewide to increase visitors to Fort Bragg.
 - *Develop educational posters and directional signs featuring Otis Johnson Park and other local attractions such as trails.*
 - *Support clean energy through continued development of electric public transit from offsite parking to downtown.*
 - *Partner with Noyo Harbor to promote recreational fishing and sightseeing. Consider exhibits along the river to attract travel (e.g., artificial habitats, raptor habitat).*
 - *Produce digital media such as a downloadable audio walking tour of historic Fort Bragg or a phone app to increase communication about current events.*
 - *Partner with Guest House Museum and Mendocino Railway to celebrate our rich heritage and attract more visitors (e.g., portable logging mill for demonstrations).*
- Attract conferences and retreats by developing a convention, conference, and performing arts venue by the sea potentially coupled with a hotel (similar to Asilomar in Pacific Grove) to host multi-business opportunities and generate revenue for the City.



Innovation and sustainability drive our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.

Sunset behind the uniquely coastal treescape.

1B. Collaborate with regional partners to develop reliable local healthcare systems that address our multi-generational community's emotional, mental, and physical wellbeing and partner with regional care providers to holistically care for our people.

- Partner with the Health Care District to develop a Health Care Master Plan that prioritizes modernization to meet current and future needs to maintain a healthy community (e.g., update the hospital to complete deferred maintenance, retrofit for earthquake protection, enhance communication technology with telehealth and digital literacy, and develop accessible maternity ward).
- Develop an alternative medicine/wellness center in our region, including research and education, to attract holistic healthcare practitioners and promote community wellbeing.
- Attract medical personnel and create skilled jobs that allow residents to stay in the community by promoting development of an Urgent Care Center, a state-of-the-art hospital that provides specialty care, and tiered-care senior living residences.

1C. Create multi-generational hands-on learning experiences that will improve our quality of life and inspire civic pride by providing opportunities for meaningful careers and mentorship that attract the next generation to our city on the coast.

- Develop internship opportunities by connecting students with local businesses, non-profits, and local government.
- Collaborate with educational institutions to bring local and regional higher education and workforce training opportunities at every level.
- Partner with the movie industry and educational institutions to provide workshops and warehouses focused on animation and editing (e.g., car commercials). Supplement with City Hall green room opportunities.
- Promote the Noyo Center for Marine Science as a research center and facilitate relationships with State of California educational departments and industry businesses to expand curricula.
- Promote and implement the Tribal Learning Center to offer students and schools enhanced educational opportunities around the history of Indigenous peoples in our community.
- Incorporate our local history into our local educational system so that our children learn about the history of where they are growing up.
- Create virtual tours and an educational walking tour about the City's history.

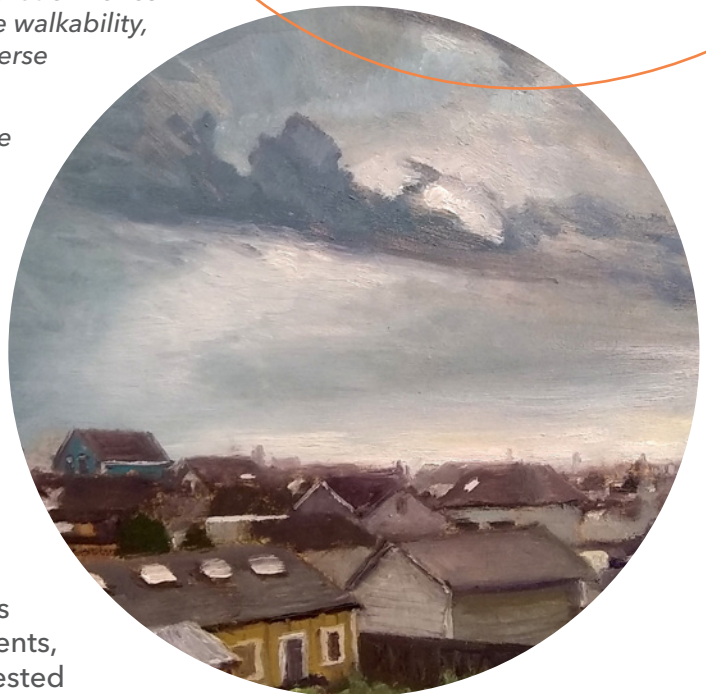
1D. Develop and maintain affordable and reliable high-speed fiber-optics infrastructure to support and attract diverse businesses, online education, and remote employment that will connect Fort Bragg to the world.

- Construct, manage, and maintain a municipal broadband utility that provides citywide access to underground networks with industry-leading speeds to provide secondary communications during emergencies and support businesses.
- Consider establishing a broadband Joint Power Agreement with the County to expedite connectivity.
- Provide free Wi-Fi downtown to encourage visitation, support local businesses, and accommodate remote workers.

1E. Develop affordable and market-rate housing that is accessible for every arc of residents' lifetime experiences including Fort Bragg's permanent and temporary workforce, students, retirees, and newcomers who want to share our rich cultural and natural home.

- Dedicate staff to support and promote affordable and accessible housing development that complements Fort Bragg's small town by the sea:
 - *Support Housing Mendocino Coast in providing home ownership opportunities to workforce using the Community Land Trust model that preserves land for housing in perpetuity.*
 - *Update zoning regulations to accommodate mixed-use developments, create innovation zones for climate-resilient housing, promote walkability, and preserve the character of our diverse neighborhoods.*
 - *Streamline, educate, and expedite the permitting process, including:*
 - » *Crime Prevention Through Environmental Design (CPTED) and a fee structure to foster ease of application, quick turnaround, and status tracking that supports fair and equitable permitting practices.*
 - » *Pre-application meetings, software upgrades, in-house plan checks and inspections.*
- Develop multi-residential opportunities for shareable spaces that support students, temporary employees, and other interested residents for independent living.
- Consider City-owned or employee subsidized housing to attract a high-quality workforce while addressing barriers to living in Fort Bragg.
- Promote inclusive and transitional housing and integration planning for the underserved and unhoused populations to improve quality of life and support all of Fort Bragg's citizens.
- Develop housing incentives to encourage conversions and additional housing.
- Begin the long-term planning process to address a demographic influx and the associated economic, housing, and social disruptions triggered by the escalating climate crisis.
 - *Conduct an analysis to better understand climate-driven demographic influx and associated economic and social disruptions to plan for future needs and contingencies.*

Leading with fair and ethical principles and practices, Fort Bragg promotes an inclusive community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.



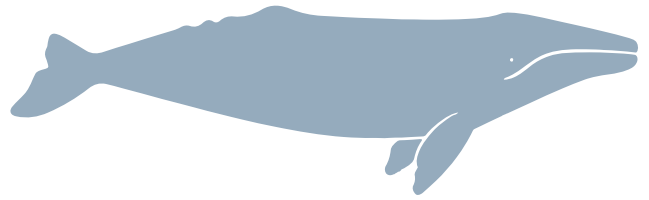
1F. Uphold land use and environmental policies that encourage orderly and efficient development including responsible property ownership that encourages developing, maintaining, and occupying vacant spaces that could be optimized for residents, businesses, and open space while promoting Fort Bragg’s welcoming small-town roots. Policies may include:

- Provide clear guidance for short-, mid-, and long-term planning that includes census information to inform decision-making for potential zoning changes and annexations (e.g., Noyo Harbor, Mill Site, East Fort Bragg, and North Fort Bragg).
- Establish and enforce vacant property registration that may include vacancy tax to promote revitalization, discourage blight, and open opportunities for residential and commercial development.
- Resolve a path forward with the Mendocino Railway for re-use of the former 400-acre Georgia Pacific Mill Site to meet the City’s housing needs, attract new businesses, and generate high-quality jobs that address Fort Bragg’s primary objectives and is designed to enhance our small-town appeal.
- Prioritize environmental restoration and improvements to areas that are prone to the consequences of climate impact to sustain our healthy fisheries (i.e., abalone, sea level rise planning, and salmon season impacts).
- Prioritize a comprehensive update of the General Plan and other long-range plans as necessary that encourage growth opportunities and private development.



Along the shore

GOAL 2



IMPLEMENT RESILIENT INFRASTRUCTURE AND ENCOURAGE ENVIRONMENTAL STEWARDSHIP

Secure, operate, and maintain essential and sustainable public infrastructure for the community's wellbeing and future growth.

2A. Ensure sustainable infrastructure, including undergrounding utilities and incentivizing solar and wind energy, to create greater power independence, reliability, and resilience to climate drivers.

- Launch City-owned microgrid powered by renewable energy sources for power optimization.
- Explore opportunities to install solar energy systems in Fort Bragg open spaces, City owned buildings and other methods to reduce energy costs and generate revenue.

2B. Maintain a secure and resilient water supply that is protective of human health and the environment and ensures fair and reasonable utility rates through long-term planning with adequate funding for rehabilitation and replacement of infrastructure.

- Promote voluntary water conservation and efficient water usage through continued monitoring and encourage responsible water consumption to minimize water emergencies.
- Develop a long-term Water Resiliency Plan that evaluates financial and climate vulnerabilities (e.g., drought) and identifies solutions to ensure resilient water supply with robust storage, reliable water sources, and adequate infrastructure for treatment and delivery.
 - *Consider investment in alternative water sources such as fog harvesting, desalination, water reclamation and greywater recycling to supplement traditional water sources and protect them from saltwater intrusion and other vulnerabilities.*
- Develop an Asset Management Plan based on Condition Assessments to inform and update the Capital Improvement Program regularly and consider priority investments for rehabilitation and replacement, including water mains and leak detection, storm drains, Water Treatment Plant, and Wastewater Enterprise infrastructure
- Advance technology to read water meters for more cost-effective and efficient billing.
- Pursue and secure water rights to ensure a diverse portfolio of surface and groundwater supply.



- Create additional storage opportunities with ground and surface water storage (i.e., three reservoirs).
- 2C. **Operate, maintain, and monitor wastewater collection and treatment facilities to produce high-quality effluent for recycling or discharge to the ocean to uphold our commitment to the environment and public health.**
- Utilize recycled water within new developments using treated wastewater to sustainably irrigate our green landscapes.
 - Optimize sludge treatment to meet design goals of reduced biosolids, maintain regulatory compliance, and reduce odor.
 - Modernize and extend sewage systems to prevent rainwater infiltration and overflow and enhance reliable collection and distribution.
- 2D. **Develop resilient stormwater infrastructure and funding mechanisms for implementation to meet state and federal requirements.**
- Evaluate and develop funding strategies to offset increasing costs associated with deferred maintenance and improvements.
 - *Consider establishment of fees to fund capital improvements, operations and maintenance, and clean water programs to mitigate pollutants in stormwater, and provide other environmental services.*
 - *Evaluate the potential to establish a balloted Prop 218 property-related fee or a special parcel tax to cover costs associated with deferred storm drain system maintenance and unfunded Clean Water Quality Act mandates.*
 - Comply with National Pollution Discharge Elimination System (NPDES) permit to meet state and federal water quality requirements.
 - *Prioritize and educate citizens about best management practices for construction and industrial businesses about the potential harmful impacts of activities that compromise protection of water quality (e.g., sedimentation and erosion; Fats, Oils, and Grease (FOG) and chemical discharge).*
 - *Partner with state and neighboring agencies to achieve regional water quality objective solutions such as low-impact development and installation of trash capture devices to reduce marine debris.*
 - Ensure longevity of storm drainage system as an important tool in reducing risks of flooding and sink holes in local neighborhoods.
- 2E. **Develop a comprehensive waste management approach with the County that will provide reliable access to recycling, hazmat, green waste, and solid waste services for our businesses and residents.**
- Reevaluate access to, or repurposing of, Caspar station site as local sustainable option.
 - Consider reopening transfer station at Pudding Creek.
- 2F. **Maintain resilient and walkable streetscapes that provide safety and attract travelers, pedestrians, cyclists, and businesses by coordinating all improvements.**
- Cooperatively schedule Road Maintenance with Water and Wastewater Enterprise activities to efficiently improve maintenance and inspections of under-roadway infrastructure.

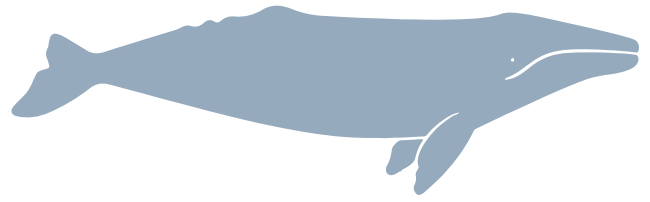


- Collaborate with maintenance crews who have the day-to-day on-site observation and interaction with the public to prioritize improvements as seen by boots-on-the-ground.
- Prioritize beautiful streets with coordinated cleanup efforts and weed removal to attract locals and tourism and respect the incredible environment where we work, live, and play (e.g., beautify downtown core of Franklin and Main with outdoor hanging flower baskets).
- Enforce parking rules to improve health and safety and minimize disruption to maintenance crews and the public (i.e., unsafe vehicles parked on airstrip).
- Promote sustainable transportation alternatives such as carpooling, ridesharing, complete streets, downtown shuttle, and electric vehicles with incentives and infrastructure to support multi-modal transportation.
- Encourage downtown walkability and biking that increases foot traffic for local businesses and supports the Guest House Museum's historical walking tour by creating center islands and greening our streetscapes so that everyone can enjoy our year-round clean coastal climate (e.g., close traffic on priority streets to encourage accessibility for community gathering).
- Reevaluate Maple Street as a Complete Street with beautification concept to provide a walkable thoroughfare to CV Starr Center.

2G. Operate and maintain existing City facilities and infrastructure and ensure adequate staffing and funding through the Capital Improvements Program budget.

- Develop a targeted plan to address deficiencies and deferred maintenance in our existing parks, recreational facilities, and City-owned infrastructure.
- Inspect all city-owned assets and facilities to ensure they meet building and operating standards (i.e., roofing, painting, accessibility, etc.).
- Complete construction on Corporation Yard to assure safety of City's equipment and accessibility for efficient mobilization and demobilization.
- Re-evaluate maintenance software options for managing efficient and streamlined daily and reactive tasks like filling potholes, graffiti removal, and utility repairs.
- Enhance infrastructure security and maintain reliable equipment to reduce health and safety concerns to employees and the public.
- Pursue funding to improve and expand public infrastructure, while reducing costs to the community.

GOAL 3



STRENGTHEN PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

Invest in reliable community policing and self-sufficient emergency preparedness to protect our greatest assets – our people, property, and communal places.

3A. Create an Emergency Operations, Preparedness, and Response Plan coupled with a Vulnerability Analysis to prioritize safety, communication, prevention, and response to disasters (e.g., earthquakes, tsunamis, fire).

- Develop an Economic Strategy and Recovery Plan in advance of disasters for post-disaster response (e.g., lessons learned from Maui).
 - *Update budget-line item for Emergency Planning and Management to be commensurate with other similar cities.*
 - *Encourage sustainable local food production, water conservation for personal use, local building supplies, and volunteerism as a way of life.*
 - *Create annually renewed contracts to freeze pricing in advance of emergencies so that vendors will be responsive during emergencies (e.g., gasoline).*

3B. Complete the Emergency Operations Center to serve our citizens.

- Operationalize the multi-functional Community Center Phase III to support the community during emergencies with services including shelter, food, water, and medical assistance.
- As part of the Voluntary Fire Department, provide continuous training to staff focused on Emergency Operations procedures including ingress and egress strategies, roles and responsibilities, best management practices, and communication and coordination with other responders.
- Update equipment and technology to improve inter-agency communications and response.

3C. Identify and build more accessible emergency response stations (e.g., fire, ambulance, police) that are less vulnerable to changing climate conditions (i.e., firehouse seismic retrofit) and consider co-located micro stations as the city expands.

- Reconstruct the Fire Station North Wing.
- Fund sprinklers downtown through low-interest loans.



Fort Bragg Fire Department on the road

3D. Continue to modernize our Police Force to reflect the diversity of our city and foster community engagement through positive interactions that build trust and transparency in our schools and neighborhoods.

- Support committed Care Response Units (CRU) and continual funding.
- Consider the mobility of Police bike patrols as part of our safer, healthier downtown and parks.
- Promote Police Explorers to provide youth with an opportunity to partner with and learn about the law enforcement profession and engage with the community in meaningful ways through volunteerism.
- Invest in technology to increase efficiency, expedite the ability to solve crimes, and to expand the capacity of our police force.
- Develop organizational wellness strategies to encourage the best in our police department.

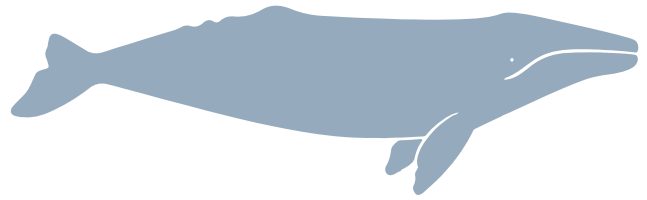


Fort Bragg Police Department on foot patrol

Honesty and integrity emanate throughout our community to engender the trust, transparency, responsibility, and accountability that our citizens deserve.



GOAL 4

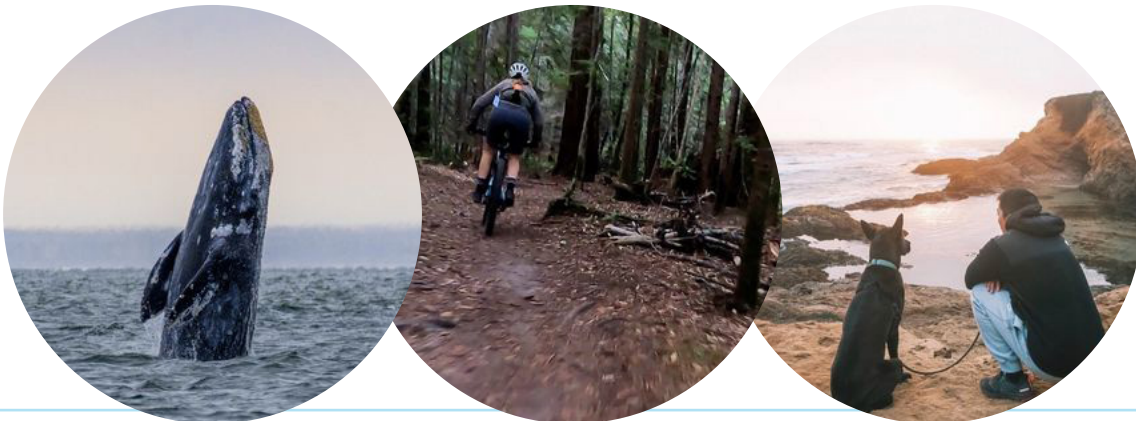


ENHANCE PUBLIC SPACES, PROMOTE RECREATION, AND CULTIVATE CIVIC PRIDE

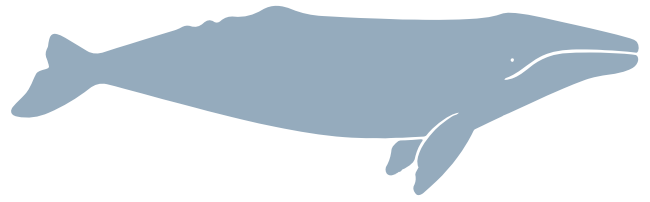
Celebrate Fort Bragg's unique coastal headlands and forested enclave with expanded and preserved natural spaces, beautiful public places, quality urban parks and recreation that foster civic pride.

- 4A. **Create a specific Business Plan for the CV Starr Center to identify its highest and best value for the City including evaluating alternative business sustainability models (e.g., public-private partnership) that consider community access with independent financial viability to sustain neutral or surplus revenue. Evaluate opportunities including:**
- Secure funding for the next multi-purpose phase of CV Starr Center to support a multitude of community needs, including:
 - *Community Resiliency Center with access to showers, electricity, and internet for public use as a safe space during emergencies.*
 - *Indoor basketball courts to support indoor recreation space and bringing sport tournaments to the coast.*
 - Expand aquatic programming to include a diverse range of swimming lessons, water fitness classes, and recreational swim sessions to cater to individuals of all ages and skill levels.
 - Increase frequency and variety of fitness and enrichment classes.
 - Create an Affordability Plan including discounts and sliding scales to disadvantaged communities, government employees, teachers, and students.
 - Sell the facility or create other management strategies.
 - Expand parking and incorporate vehicle charging infrastructure.
- 4B. **Leverage the 500-acre new reservoir property to its highest and best use by developing on-site accessible recreation and community forest opportunities that support eco-exploration, education, and cultural events.**
- 4C. **Promote free and fee-based multi-generational programs tailored to the needs and interests of youth and senior populations to promote healthy lifestyles and social engagement, including:**
- After-school programs
 - *At-risk youth programs as a preventative for crime*
 - Summer camps
 - Senior fitness classes
 - City-owned baseball complex and pickle ball courts
 - Easy access to a rehabilitated City Hall Gym

- 4D. **Partner with public schools to develop a multi-use facility initiative that offers public access to school facilities and City-owned locations for alternative uses to create vitality, support local businesses, and increase public participation and use.**
- Share the City's parks with local street and food vendors for markets and fairs.
- 4E. **Prioritize accessible and well-maintained parks through development of a Parks Operations & Maintenance Plan with assigned and committed Staffing Plan to ensure implementation, including:**
- Communicate facility maintenance closures in a clear, proactive manner.
 - Expand, improve, and repair parks, green spaces, and urban forests to encourage nature-immersed recreation:
 - *Remove invasive plants to restore with native species.*
 - *Repair fencing on Coastal Trails.*
 - *Update Noyo Harbor with new access road with shared financial responsibility.*
 - *Complete Bainbridge Park build-out.*
- 4F. **Acquire additional land, develop new parks and playgrounds, and increase access to the Coastal Trail and other open spaces for underserved communities and to attract locals and tourists alike.**
- Consider future restoration of old Mill site ponds to attract wildlife and public access.
 - *Consider how to integrate park attributes and accessibility.*
 - *Apply for disadvantaged community grants to support multi-benefit goals.*
 - Consider new trail with mountain bike access.
- 4G. **Partner with Visit Fort Bragg to celebrate Fort Bragg's long forestry and maritime history to engender civic pride and attract tourism.**
- Maximize use of the Guest House Museum:
 - *Staff with a curator on weekends (Friday through Monday).*
 - *Develop an accompanying audio tour.*
 - *Function as a revenue-supporting venue (weddings, receptions, overnights).*
 - Convert the Fort building into a cultural learning center.
 - Design historic plaques with audio now-and-then stories with accompanying map.



GOAL 5



FUND OUR FUTURE WITH FINANCIAL AND FISCAL RESPONSIBILITY

Provide accountable and transparent fiscal responsibility and execute financial strategies that minimize risk and maximize funding opportunities.

- 5A. **Promote transparency on how the City sets financial benchmarks and prioritizes fiscal expenditures and report to the Council and public on how we are achieving or deviating from best management practices.**
- Identify a California Public Records Act line item in the budget to share transparent access and associated costs to administer requests.
- 5B. **Identify strategic partnerships to share investments and costs through a variety of models, including:**
- State grant funding (CalOES, RWQCB)
 - Federal grant funding (FEMA, USDA)
 - Private-public partnerships (e.g., Noyo Center for Marine Science)
 - Low-interest loans that support climate readiness through actions such as infrastructure modernization, proactive blue and green economies, affordable housing, emergency response, and support for vulnerable communities.
- 5C. **Continue to identify new revenue streams to cover rising costs and evaluate current financial expenditures to remain revenue-neutral or with surplus budget (i.e., without deficit spending) to ensure that City monies are optimized to the benefit of our diverse community rate and taxpayers.**
- Assess return on investment of electronic license plate tracking on fleet. Determine what the tracking goals are achieving, such as managing risks, reducing insurance premiums, and facilitating dispatch, and weigh against any unintended consequences.
 - Prioritize and track repayment and long-term financial liabilities (e.g., PERS).
 - Develop economic analysis to attract businesses and workforce to create a mid- and long-term economic plan.
 - Collaborate with the Noyo Harbor District to revitalize the area for the benefit of ratepayers and pursue grant funding to defray costs for items such as an icehouse, fuel dock, mooring basin improvements, and services to support fishing.
 - Consider increasing and/or optimizing use of the Transient Occupancy Tax (TOT) to benefit the community.
 - Reconsider property tax split and optimize for City benefit.
 - Initiate a sales tax ballot measure for increased revenue to support City's strategic priorities and general government services.

5D. Implement financial forecasting and scenario analysis to anticipate future budgetary challenges and identify opportunities for cost savings and revenue generation to ensure long-term solvency. Communicate forecasts regularly to Council.

- Identify reserve goals and systematically escalate annually based on inflation.
- Improve Springbrook reporting so departments can track and report their budgets to City Council more easily and for HR reporting and transparency.
- Monitor return on investments via performance goals and key economic drivers to ensure the City receives value based on contracts (e.g., Capital Improvement Projects).
- Maintain business relationships with vendors and ensure on-time payment to uphold the City's core values.

5E. Create collaborative partnerships with the County and neighboring cities, towns, and school districts to create more strategic economic solutions and increase buying power that is symbiotic to address mutual challenges and interests.

- Establish a partnership with Fort Bragg Unified School District (FBUSD) to secure funding for athletic field rehabilitation and improvements.
- Form a Local Infrastructure Task Force comprised of city officials, community leaders, and local businesses to identify infrastructure needs and develop collaborative solutions by sharing best management practices and coordinate joint projects and initiatives.

5F. Review existing water and sewer rates to continue to be sustainable and equitable.

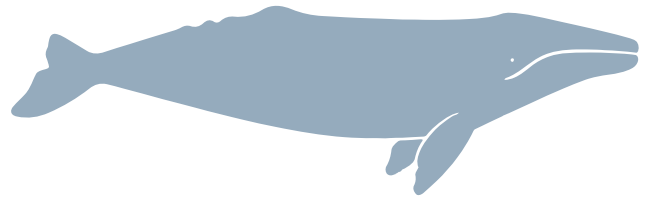
5G. Continue to build up Reserves (20-30%) of Operating Expenditures for each Fund.

We are service-oriented and responsive to the public and to each other to demonstrate our genuine commitment to create a Fort Bragg that serves us today and readies us for a successful tomorrow.



Glass Beach

GOAL 6



CHAMPION A SUSTAINABLE MUNICIPAL ORGANIZATION

Maintain a service-oriented organization that builds high-integrity performance exceeding expectations and prioritizing employee wellness to promote our shared core values.

6A. **Develop and implement a Recruitment and Retention Program for all departments that attracts the best and the brightest who will invest in the wellbeing of our City where we build community through our work.**

- Create a Staffing Plan that reflects workload to balance fair and manageable distribution of tasks for existing staff.
 - *Identify vacancies and open positions informed by succession planning and workload forecasting and develop job postings in advance and place strategically throughout the State.*
 - *Evaluate and prioritize key hires critical to our organization as identified in the Staffing Plan.*
- Develop a Recruitment Plan that closes workload gaps.
 - *Model future demand and develop recruitment strategies to ensure the City is keeping up with anticipated turnover and delivering on its obligations and SP28+.*
 - *Develop internal recruitment process that is standardized and promotes the diversity and equity of working for the City of Fort Bragg.*
 - *Create a Recruitment Brochure that emphasizes the benefits of living in a small community and the rewarding opportunity to contribute to its vitality and success.*
 - *Develop a method for recruiting skilled Council Members and Planning Commissioners.*
- Develop a Retention Plan that encourages long-term employment, advancement, and employee loyalty.
 - *Develop a Succession Plan that models existing roles and projects that advance opportunities to meet today's workload and anticipates future growth.*
 - » *Develop an Existing Organization Chart that reflects the City's current position and an Emerging Organization Chart that anticipates vacant positions. Consider reorganizations based on efficient and effective task delivery.*
 - *Track retention and ensure exit interviews to inform leadership about employee challenges and provide insight on how to improve retention to retain institutional knowledge and create long-term effectiveness.*
 - *Create a Retention Brochure that emphasizes employees' total compensation, including qualitative and quantitative benefits.*
 - *Conduct an external compensation review every three years to benchmark the City's performance against other comparable organizations to remain competitive.*
 - » *Build escalating costs into overhead models.*
 - *Develop Onboarding Protocols and package to ensure a smooth integration process that encourages training and relationship-building to improve retention and minimize disruption.*
 - *Empower staff and Council with training, policies, and support to uphold the established standards and structure of interactions to foster and promote community partnership and*

practice the Values established in SP28+. Consider establishing Guiding Principles for public communications and include with onboarding package.

- *Develop job categories with clear roles, responsibilities, and pay ranges to discourage pay compression and transparently share expectations that provide a sound basis for performance reviews and career advancement.*
- *Conduct annual performance reviews based on goal setting, service delivery, professional development, peer feedback, and accomplishments to provide transparent criteria on compensation and advancement.*
- **Promote Fort Bragg's culture with a supportive environment that reflects our shared core values and celebrates the diversity of the communities we serve.**
 - *Embrace the concept of work-life balance as part of the City's internal culture.*
 - » *Institute workload balancing and strive for a fair distribution of workload to help prioritize tasks and prevent staff burnout.*
 - » *Examine current scheduling methods and consider how to be more flexible.*
 - » *Limit work on the weekends as much as practical, especially for tasks that are not urgent.*
 - » *Consider additional compensatory benefits, such as dependent care, to empower recruiting and retention.*
 - *Foster a positive work culture by recognizing and rewarding employee contributions, seeking employee feedback, and working to address staff stressors.*
 - *Build collegiality and inspire teamwork through hosted group activities (e.g., charter a bus to a Giants game or winery, social dance class).*
 - *Promote employee wellness (e.g., expand active lifestyle and app support systems).*

6B. Reinforce internal communication as the foundation to the City's successful service delivery



*We champion conservation, preservation, and protection of
our natural environment that is the unifying foundation of
Fort Bragg stewardship.*

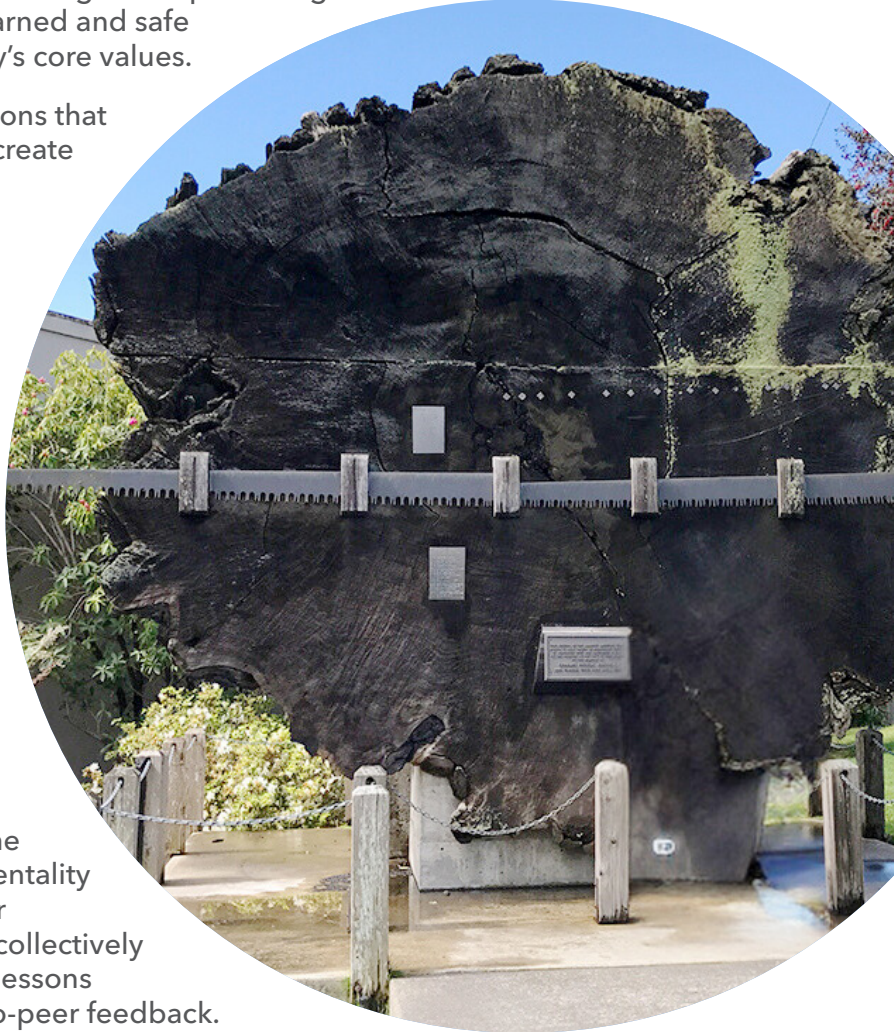
and maintain strong internal relationships to create a safe environment and collective pride for the City of Fort Bragg.

- Create an open-door policy for discussing issues pertaining to the City that fosters a lessons-learned and safe environment that builds on our City's core values.
- Promote inter-department interactions that foster idea-sharing and genuinely create interest in each other's success.

- *Present Quarterly Department Priority Pipelines within each department and coordinate interdepartmentally to promote efficiency and teamwork.*
- *Empower employees to understand the City's priorities and how their departments contribute to our collective success.*
- *Develop diverse teams that promote inclusive decision making to explore life-cycle problem solving, mentoring opportunities, and ownership in supporting and implementing decisions.*

- Create opportunities throughout the organization to have a One-City mentality and provide a forum to share in our successes and setbacks so we can collectively improve. Include real examples of lessons learned, best practices, and peer-to-peer feedback.

- *Develop opportunities for inter-departmental gathering to build relationships and promote the One-City Team.*
- *Announce Quarterly Awards to each department for outstanding performance.*
- *Present major priority status updates.*
- *Introduce new hires.*
- *Conduct teambuilding exercises.*
- *Create opportunities for City Council and staff to interact with project kickoffs, ribbon cuttings, and department visits.*



Largest redwood tree grown in Mendocino County

6C. Invest in technology to modernize City Hall's IT infrastructure, upgrade City software systems to increase efficiency and keep licenses current and increase cyber security to protect the City's valuable data and the privacy of our constituents.

- Establish cybersecurity policies and procedures.
- Implement online applications for City permits and business licenses.

- Communicate regularly and receive feedback from IT about the City's digital presence and upcoming projects, including:

- Online training (e.g., safety education, IT)
- Ongoing IT support issues and resolutions
- HR technology project
- City Clerk technology project
- Add capability to accept building and planning permit applications online through the City Portal

- Maintain reliable Wi-Fi connectivity.

6D. Attract highly qualified consultants, vendors, and contractors with a standardized process that includes selection guidelines to ensure that the best-suited companies are selected for each outsourced project.

- Update the City's purchasing, contracting, and consulting policies, procedures, and ordinances to give preference to local businesses.

6E. Consistently deliver quality services and projects for our community through executing Project Management principles that drive knowledge and execution of schedule, staff expertise, consultant selection, team communication, and budget.

6F. Require consistent training and mentoring for all departments to create well-trained, fully staffed teams that will cross-train and advance staff organically.

- Provide employees with access to certificate programs and training for professional, technical, and soft skills that will support advancement and internal growth.

6G. Embody the City's value of environmental stewardship by consistently choosing green practices when possible.

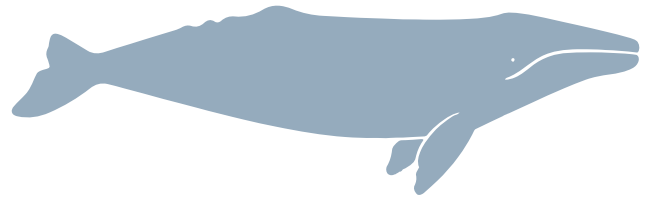
- Streamline office processes to reduce paperwork and save trees.
- Consider providing reusable mugs and dishes and installing a dishwasher to reduce the use of disposable products.
- Purchase electric or hybrid vehicles and keep all vehicles well maintained.
- Shop for supplies and equipment with eco-friendly local businesses.

6H. We value our residents, customers, and employees by designing solutions and services that put people first.



Heading out to the Pacific

GOAL 7



COMMUNICATE WITH ACTIVE COMMUNITY ENGAGEMENT

Embrace a small-town neighborly approach to build positive relationships that strengthen our civic partnerships, connecting us with our diverse residents and businesses by providing the essential municipal services they depend on.

7A. Promote the City and highlight key accomplishments (e.g., Oneka Wave System desalination, broadband infrastructure) across multiple forms of multi-lingual media:

- City Manager's Roundup Bulletin (consider distributing more widely)
- Social media (e.g., Facebook)
- Utility bills
- Press releases
- Fact sheets and FAQs (website)
- Engage with key interested parties during community decision-making processes to ensure all perspectives are considered to help shape policies, programs, and funding, devise innovative solutions, and increase civic pride. Include key interested parties such as area tribes and Indigenous peoples (e.g., Kai-Poma), non-governmental organizations, (NGOs), businesses, and residents.

Consistent communication and collaboration nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and businesses rely on.

7B. Promote the image of Fort Bragg: Build on the City Brand that celebrates and promotes Fort Bragg's unique identity and offerings (e.g., celebrate Indigenous People's Day)

- Consider launching a citizen of the year award to build and share community.
- Inspire staff to be visible in the community and maintain consistent communication among the City Council, staff, customers, and the public.
- Foster increased trust in our local government with transparency in our actions, thoughtful communication, and increased presence to reach the public more broadly and in their comfort space (e.g., at public events such as parades and farmer's market).
- Partner with the Schools or Community College to promote Summer in the City Internship Program to provide incoming high school seniors an opportunity to gain career-ready skills, foster interest in leadership and civic matters, and create a voice for youth to address real city and community issues.
- Collaborate with community-based organizations and educational institutions to advance local workforce initiatives and provide resources, trainings and services to ensure that academic and career pathway programs are reflective of local industry workforce needs.
- Expand City volunteer opportunities including emergency preparedness and special events (i.e., adopt a street or park).



COMMUNITY CIVIC PRIDE IN ACTION

The City of Fort Bragg is proud to recognize all the citizens and businesses that joined City Council and Staff in developing SP28+! It is through the great appreciation of the broad and represented voices that the City and community can together envision and realize our future.

CITY COUNCIL MEMBERS

- Bernie Norvell, Mayor
- Jason Godeke
- Lindy Peters
- Tess Albin-Smith
- Marcia Rafanan

CITIZENS AND ENTREPRENEURS

- Jacob Patterson
- Chris Hart, Mendocino Railway
- Robert Jason Pinoli, Mendocino Railway
- Doug Hammerstrom, Grass Roots Institute/Rotary
- Geri Morisky, Grass Roots Institute
- Marilyn Bocce
- Scott Hockett, Noyo Fish
- Jami Miller
- Michael Vilanueva
- George Reinhardt, GRI
- Joe Seta, Thanksgiving Coffee
- Vance Cooke, Imaginations
- David Figueiredo, Figs Video
- Bres Brodew
- Jeff Totsch, Flockworks
- Richard Neils, Fort Bragg Electric
- Jane Tippet
- Carlon LaMont
- Gabriel Maroney
- Andrew Jordan
- Shelley Green
- Mark Alexander, Landlord
- Robert Horvat
- Joe Aldrige, Fort Bragg Unified School District
- Ellen Cross, Strategy Driver, Inc.
- Maria Pascoal, Minds Illustrated

CITY STAFF

City Staff listed below participated in the development of the Strategic Plan or attended SP28+ Workshops:

- Isaac Whippy, City Manager
- John Smith, Public Works Director
- Neil Cervenka, Chief of Police
- Chantell O'Neal, Assistant Director of Public Works
- Sarah McCormick, Special Projects Manager
- Cristal Munoz, Administrative Analyst
- Public Works Staff workshop attendees
- Community Development, Finance, and Administration Staff workshop attendees
- Many other staff members who participated through anonymous surveys

A special thank you to City Council member, Jason Godeke, for the gift of his extraordinary artwork and permission for inclusion in SP28+.





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