

City of Fort Bragg




STRATEGIC PLANNING WORKSHOP


July 23, 2024



Facilitators:
Ellen Cross
Maria Pascoal

Today's Agenda

Time	Description
2:00 PM	Introductions
2:15 PM	Strategic Planning Approach
2:20 PM 	Mission Statement <ul style="list-style-type: none"> • Definition • Survey results • Refine Mission Statement
3:10 PM 	Vision Statement <ul style="list-style-type: none"> • Definition • Survey results • Refine Vision Statement
3:40 PM 	Values <ul style="list-style-type: none"> • Definition • Survey results • Refine Values

Time	Description
4:10 PM 	Goals <ul style="list-style-type: none"> • Definitions • Goals as buckets • Refine Goals
5:00 PM	BREAK
5:15 PM	Priority Objectives <ul style="list-style-type: none"> • Refine Priority Objectives
8:00 PM	Adjourn

Strategic Planning Approach



Topics:

- Mission, Vision, and Values
- Opportunities and Challenges
- Desired Outcomes

Based on preliminary results, collaborate with community to refine draft:

- Mission, Vision, Values
- Goals
- Objectives

Input from Surveys, Interviews, Staff Sessions, and In-Person Workshop culminates in Draft Strategic Plan

MISSION, VISION, AND VALUES

City of Fort Bragg



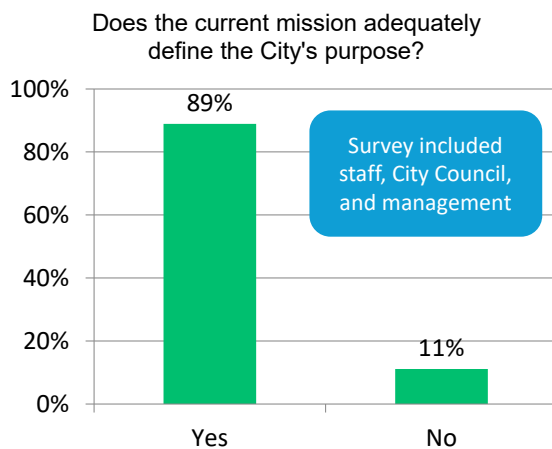
Mission Statement

- Defines the interested parties
- Describes critical processes
- Concentrates on the present
- Expresses desired level of performance

Current
MISSION STATEMENT:

Fort Bragg is a small town with a strong sense of community that seeks to preserve its natural beauty while providing exceptional public facilities and infrastructure, safe streets, and a well-planned framework for sustainable development and prosperity.

Survey Results



Current
MISSION STATEMENT:

Fort Bragg is a small town with a strong sense of community that seeks to preserve its natural beauty while providing exceptional public facilities and infrastructure, safe streets, and a well-planned framework for sustainable development and prosperity.

Suggestions

- Quality of life
- Innovation
- Parks, public facilities, and infrastructure
- Well-being of all
- Greater good
- Increased housing for all
- Resilient
- Custodians of natural world
- Sustainable development
- Economic prosperity

Current MISSION STATEMENT:

Fort Bragg is a small town with a strong sense of community that seeks to preserve its natural beauty while providing exceptional public facilities and infrastructure, safe streets, and a well-planned framework for sustainable development and prosperity.

Revised Mission Statement

Original

Fort Bragg is a small town with a strong sense of community that seeks to preserve its natural beauty while providing exceptional public facilities and infrastructure, safe streets, and a well-planned framework for sustainable development and prosperity.

REVISED

Fort Bragg is committed to sustaining a resilient city with modern public facilities and infrastructure while supporting a safe and vibrant economic, cultural, and recreational experience for both locals and visitors alike.

Discuss Mission Statement

- What needs to be added?
- What needs to be eliminated?
- What needs to change?
 - Based on essence only
 - **No wordsmithing**

5 MINS

REVISED

Fort Bragg is committed to sustaining a resilient city with modern public facilities and infrastructure while supporting a safe and vibrant economic, cultural, and recreational experience for both locals and visitors alike.

Vision Statement

- Focuses on the future
- Source of inspiration and motivation

City of Fort Bragg does not currently have a vision statement.

SURVEY ASKED:

“Please suggest three bullet points on what you envision as significant descriptors to the City’s future.”

Vision Word Cloud



Vision Phrases for Fort Bragg's Future

- Shape the future
- Thriving and inclusive city
- Forward-thinking initiatives
- Financial sustainability
- Safe
- Water and energy independence
- Affordable housing
- Accessible health care
- Education
- Preserving natural beauty
- Strong local economy
- Unique character and historical heritage
- Affordable living
- Forestry and mariculture
- State park and forest restoration
- Coastal community
- Ocean economy
- Marine research and development
- Thoughtful growth
- Coastal and redwood forest surroundings

Draft Vision Statement

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

We are creating water and energy independence, affordable housing, accessible health care, community public safety, and education for all. You too can *depart from the ordinary and experience the extraordinary* as we make our mark in the 21st century!

Discuss Vision Statement

- What needs to be added?
- What needs to be eliminated?
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5 MINS

VISION

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

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DRAFT MISSION

Fort Bragg is committed to sustaining a resilient city with modern public facilities and infrastructure while supporting a safe and vibrant economic, cultural, and recreational experience for both locals and visitors alike.

DRAFT VISION

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

We are creating water and energy independence, affordable housing, accessible health care, community public safety, and education for all. You too can ***depart from the ordinary and experience the extraordinary*** as we make our mark in the 21st century!

Values

- Used to define the way an organization conducts its business
- The City does not currently have a defined set of core values

Which of the following values best describe the way the City should conduct business?



Draft Values

1. **Innovation** drives our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.
2. **Honesty** and **integrity** emanate throughout our community to engender the trust, **transparency**, and **accountability** that our citizens deserve.
3. We are **service-oriented** and **responsive** to the public, and to each other, in order to demonstrate our genuine commitment to create a community that serves us today and readies us for a successful tomorrow.
4. Leading with **fair** and **ethical** principles and practices, Fort Bragg promotes a community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.
5. We champion enjoyment, preservation, and protection of our natural **environment** and resident wildlife that are the unifying foundation of Fort Bragg stewardship.
6. Consistent **communication** and **collaboration** nourish civic pride and celebrates the diversity of our community and the essential city services that our residents and entrepreneurs have come to rely on.



G	Employee Welfare	13
✓	Honesty and Integrity	12
✓	Accountable	11
G	Fiscally Responsible	9
✓	Communicative	9
✓	Transparent	8
✓	Teamwork (Collaborative)	8
M	Resilient	8
G	Efficient	7
✓	Sustainable	6
✓	Respectful	6
✓	Innovative	6
✓	Fair	6
✓	Ethical	6
✓	Community-Oriented	6

Discuss Values

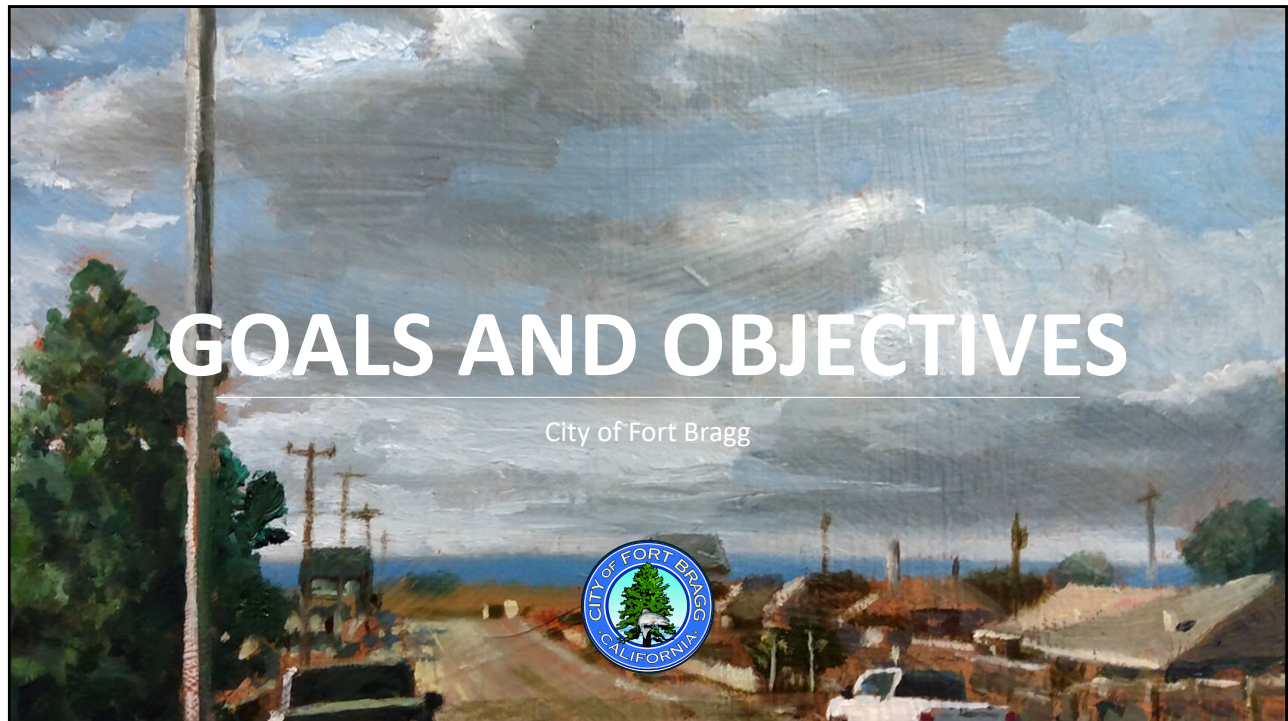
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5. We champion enjoyment, preservation, and protection of our natural **environment** and resident wildlife that are the unifying foundation of Fort Bragg stewardship.
6. Consistent **communication** and **collaboration** nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and entrepreneurs rely on.

Informal Approval

Council Member	Informal Approval?
Bernie Norvell, Mayor	
Jason Godeke, Vice Mayor	
Tess Albin-Smith	
Lindy Peters	
Marcia Rafanan	



Definitions

GOALS

The overarching direction or achievements the organization wants to accomplish that may be considered long-term outcomes.

OBJECTIVES

The specific actions that need to happen to achieve the long-term outcome.

Goals as Buckets

Think of Goals as collective buckets that we will fill with specific actions (Objectives) to achieve our Mission and Vision.

GOALS



Ft. Bragg's Overarching Goals



Invigorate Economic Opportunity and Community Vibrancy



Implement Resilient Infrastructure and Elevate Environmental Stewardship



Strengthen Public Safety and Emergency Preparedness



Enhance Public Places, Foster Recreation, and Cultivate Civic Pride



Fund our Future with Financial and Fiscal Responsibility:



Champion a Sustainable Organization



Communicate with Active Community Engagement



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.

Example Objectives

- Develop a *Business and Economic Plan* that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries that elevates Fort Bragg as an independent economy that serves local, regional, national, and international sectors.
- 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.



Implement Resilient Infrastructure and Elevate Environmental Stewardship

Secure, operate, and maintain essential public infrastructure and services to support renewable energy, water security, wastewater management, stormwater and storm drain systems, waste management services, and safe streets for the public's wellbeing and future growth.

Example Objectives

- Ensure sustainable infrastructure, including undergrounding utilities and incentivizing solar and wind energy, to create greater independent reliability and resilience to climate drivers that create power outages.
- 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.



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.

Example Objectives

- Create an *Emergency Operations, Preparedness, and Response Plan* coupled with a Vulnerability Analysis to prioritize safety, communication, and response to disasters (e.g., earthquakes, tsunamis, fire).
- Complete the Emergency Operations Center to serve our citizens.



Enhance Public Spaces, Foster 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.

Example Objectives

- 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.
- 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.



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.

Example Objectives

- 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 strategic partnerships to share investments and costs through a variety of models.



Champion a Sustainable Organization

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

Example Objectives

- 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.
- Reinforce communication as the foundation to the City's successful service delivery and maintain strong internal relationships to create a safe environment and collective pride for the City of Fort Bragg.



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.

Example Objectives

- Promote the City and highlight key accomplishments (e.g., Oneka Wave System desalination, broadband infrastructure) across multiple forms of multi-lingual media.
- Engage with key interested parties during community decision-making processes to ensure all perspectives are considered to help shape policies and programs, devise innovative solutions, and increase civic pride.

Discuss Goals

- **What needs to be added?**
- **What needs to be eliminated?**
- **What needs to change?**
 - **Based on essence only**
 - **No wordsmithing**

5 MINS

Note: Goals are not in order of importance.

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

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.
2. **Implement Resilient Infrastructure and Elevate Environmental Stewardship:** Secure, operate, and maintain essential public infrastructure and services to support renewable energy, water security, wastewater management, stormwater and storm drain systems, waste management services, and safe streets for the public's wellbeing and future growth.
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.

4. **Enhance Public Places, Foster 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.
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.
6. **Champion a Sustainable Organization:** Maintain a service-oriented organization that builds high-integrity performance exceeding expectations and prioritizing employee wellness to promote our shared core values.
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.

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Discuss Priority Objectives

- Refer to your packet
- Entire group will work through each Goal and its accompanying objectives together.
- For Discussion:
 - **What needs to be added?**
 - **What needs to be eliminated?**
 - **What needs to change?**

As before, base comments on essence only; **no wordsmithing!**

Next Steps

- Incorporate workshop input to Draft Strategic Plan document
- Distribute Draft Strategic Plan at Regular Council Meeting for approval
- Create public-facing graphic version of document

THANK YOU!

Your participation will make the Strategic Plan a success!



Ellen Cross
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GOALS AND OBJECTIVES FRAMEWORK

City of Fort Bragg Strategic Planning Workshop

July 23, 2024, 2:00pm-8:00pm

Fort Bragg Town Hall, 363 N. Main St., Fort Bragg, CA 95437

GOALS AND OBJECTIVES FRAMEWORK

The **Goals** of an organization are the overarching direction or achievements the organization wants to accomplish that may be considered for long-term outcomes. **Objectives** are the measure of progress and what specific actions need to happen to achieve the long-term outcome. *The Goals and Objectives below are numbered for discussion purposes but are not listed in order of importance.*

DRAFT GOALS SUMMARY

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.
2. **Implement Resilient Infrastructure and Elevate Environmental Stewardship:** Secure, operate, and maintain essential public infrastructure and services to support renewable energy, water security, wastewater management, stormwater and storm drain systems, waste management services, and safe streets for the public's wellbeing and future growth.
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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:** Develop a *Business and Economic Plan* that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries and elevates Fort Bragg as an independent economy that serves local, regional, national, and international sectors.
- 1A1. 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).
- 1A2. Foster a business-friendly environment that simplifies the regulatory process, partners with business owners, and encourages success for the community as a whole by providing additional City tax revenue, increasing local business transactions, and creating jobs.
- 1A3. 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.
- 1A4. Nurture regional focus on blue economy initiatives for economic growth, sustainable job creation, and improved livelihoods that support healthy ocean ecosystems.
- 1A4(a) 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.
- 1A4(b) 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.
- 1A4(c) 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).
- 1A5. Bring locals and visitors to downtown *Fort Bragg* with a seasonal program featuring recurring activities that support artists and local businesses:
- 1A5(a) Farmer’s markets
- 1A5(b) Night markets
- 1A5(c) Vendor fairs

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- 1A5(d) Downtown concerts
- 1A6. Revitalize Fort Bragg consistent with the character of the community by attracting a variety of local business ownership, supporting buyer empowerment, and creating employment opportunities to encourage spending within our local economy:
 - 1A6(a) Small retail businesses (e.g., clothing, book shops, toys, arts)
 - 1A6(b) Entertainment (e.g., arcade, bowling alley)
 - 1A6(c) Franchises (e.g., fast food, Grocery Outlet)
 - 1A6(d) Box stores (e.g., outlet mall)
- 1A7. Invest in our long-standing tourism economy by beautifying and improving our downtown with increased walkability, ample electric vehicle charging stations and off-site parking, and advertising statewide to increase visitors.
 - 1A7(a) Develop educational posters and directional signs featuring Otis Johnson Park and other local attractions.
 - 1A7(b) Consider a shuttle from offsite parking to downtown.
 - 1A7(c) Partner with Noyo Harbor to provide boat rentals and vacation boat destinations.
 - 1A7(d) Produce a downloadable audio walking tour of historic Fort Bragg.
 - 1A7(e) Partner with Guest House and Mendocino Railway to celebrate our rich heritage and attract more visitors (e.g., portable logging mill for demonstrations).
- 1A8. 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.
- 1B. HEALTHCARE:** 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.
 - 1B1. Partner with the Hospital District to develop a *Hospital 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, and develop accessible maternity ward).
 - 1B2. Develop an alternative medicine/wellness center in our region to attract holistic healthcare practitioners and promote community wellbeing.
- 1C. EDUCATION:** 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.
 - 1C1. Develop internship opportunities by connecting students with local businesses and local government.

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- 1C2. Collaborate with educational institutions to bring local and regional higher education to Fort Bragg.
- 1C3. Partner with the movie industry and educational institutions to provide workshops and warehouses focused on animation and editing (e.g., car commercials).
- 1C4. 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.

1D. COMMUNICATION TECHNOLOGY: 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.

- 1D1. 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.
- 1D2. Consider establishing a broadband Joint Power Agreement with the County to expedite connectivity.
- 1D3. Provide free Wi-Fi downtown to encourage visitation, support local businesses, and accommodate remote workers.

1E. HOUSING: Create 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.

- 1E1. Dedicate staff to support affordable and accessible housing development that complements Fort Bragg's small town by the sea:
 - 1E1(a) Support Housing Mendocino Coast in providing home ownership opportunities to workforce using the Community Land Trust model that preserves land for housing in perpetuity.
 - 1E1(b) Update zoning regulations to accommodate mixed-use developments, promote walkability, and preserve the character of our diverse neighborhoods.
 - 1E1(c) Streamline 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.
- 1E2. Develop multi-residential opportunities for shareable spaces that support students, temporary employees, and other interested residents for independent living.

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1E3. Consider City-owned or employee subsidized housing to attract a high-quality workforce while addressing barriers to living in Fort Bragg.

1E4. 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.

1F. LAND USE AND ENVIRONMENTAL POLICIES: Uphold 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:

1F1. 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).

1F2. Establish and enforce vacant property registration that may include vacancy tax to promote revitalization, discourage blight, and open opportunities for residential and commercial development.

1F3. Resolve a path forward with the Mendocino Railway for re-use of the former 400-acre Georgia Pacific Mill Site in order 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.

1F4. 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 and salmon season impacts).

1F5. Prioritize a comprehensive update of the General Plan and other long-range plans as necessary that encourage growth opportunities and private development.

GOAL 2. Implement Resilient Infrastructure and Elevate Environmental Stewardship: Secure, operate, and maintain essential public infrastructure and services to support renewable energy, water security, wastewater management, stormwater and storm drain systems, waste management services, and safe streets for the public's wellbeing and future growth.

2A. RENEWABLE ENERGY: Ensure sustainable infrastructure, including undergrounding utilities and incentivizing solar and wind energy, to create greater independent reliability and resilience to climate drivers that create power outages.

2A1. Launch microgrid for power optimization.

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2A2. Explore opportunities to install solar energy systems in Fort Bragg open spaces, City owned buildings and other methods to reduce energy costs and possibly generate revenue.

2B. WATER ENTERPRISE: 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.

2B1. Promote voluntary water conservation and efficient water usage through continued monitoring and encourage responsible water consumption to minimize climate-driven water emergencies.

2B2. Develop a long-term *Water Resiliency Plan* that evaluates financial and climate vulnerabilities (e.g., drought) and identifies solutions to ensure a resilient water supply with robust storage, reliable water sources, and adequate infrastructure for treatment and delivery.

2B2(a) 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.

2B3. 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:

2B3(a) Water mains and leak detection

2B3(b) Storm drains

2B3(c) Water Treatment Plant

2B3(d) Wastewater Enterprise infrastructure

2B4. Advance technology to read water meters for more cost-effective and efficient billing.

2B5. Pursue and secure water rights to ensure a diverse portfolio of surface and groundwater supply.

2B6. Create additional storage opportunities with ground and surface water storage (i.e., three reservoirs).

2C. WASTEWATER ENTERPRISE: 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.

2C1. Utilize recycled water within new developments using treated wastewater to sustainably irrigate our green landscapes.

2C2. Optimize sludge treatment to meet design goals of reduced biosolids, maintain regulatory compliance, and reduce odor.

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2C3. Modernize and extend sewage systems to prevent rainwater infiltration and overflow and enhance reliable collection and distribution.

2D. STORMWATER AND STORMDRAIN SYSTEMS: Develop resilient stormwater infrastructure and funding mechanisms for implementation to meet state and federal requirements.

2D1. Evaluate and develop funding strategies to offset increasing costs associated with deferred maintenance and improvements.

2D1(a) 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.

2D1(b) 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.

2D2. Comply with National Pollution Discharge Elimination System (NPDES) permit to meet state and federal water quality requirements.

2D2(a) 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).

2D2(b) 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.

2D3. Ensure longevity of storm drainage system as an important tool in reducing risks of flooding and sink holes in local neighborhoods.

2E. WASTE MANAGEMENT SERVICES: Develop a comprehensive approach with the County that will provide reliable access to recycling, hazmat, green waste, and solid waste services for our businesses and residents.

2E1. Reevaluate access to Caspar station site as local sustainable option.

2E2. Consider reopening transfer station at Pudding Creek.

2F. SAFE AND WALKABLE STREETSAPES: Maintain resilient streetscapes that provide safety and attract travelers, pedestrians, cyclists, and businesses by coordinating all improvements.

2F1. Cooperatively schedule Road Maintenance with Water and Wastewater Enterprise activities to efficiently improve maintenance and inspections of under-roadway infrastructure (e.g., repave alleys).

2F2. 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 (e.g., West Street).

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- 2F3. 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).
- 2F4. Enforce parking rules to improve health and safety and minimize disruption to maintenance crews and the public (i.e., unsafe vehicles parked on airstrip).
- 2F5. Promote sustainable transportation alternatives such as carpooling, ridesharing, complete streets, downtown shuttle, and electric vehicles with incentives and infrastructure to support multi-modal transportation.
- 2F6. 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).
- 2F7. Reevaluate Maple Street as a Complete Street with beautification concept to provide a walkable thoroughfare to CV Starr Center.

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

- 2G1. Develop a targeted plan to address deficiencies and deferred maintenance in our existing parks, recreational facilities and City-owned infrastructure.
- 2G2. Inspect all city-owned assets and facilities to ensure they meet building and operating standards (i.e., roofing, painting, accessibility, etc.).
- 2G3. Complete construction on Corporation Yard to assure safety of City’s equipment and accessibility for efficient mobilization and demobilization.
- 2G4. Re-evaluate maintenance software options for managing efficient and streamlined daily and reactive tasks like filling potholes, graffiti removal, and utility repairs.
- 2G5. Enhance infrastructure security and maintain reliable equipment to reduce health and safety concerns to employees and the public.
- 2G6. Pursue funding to improve and expand public infrastructure, while reducing costs to the community.

GOAL 3. Strengthen Public Safety and Emergency Preparedness Goal: 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, and response to disasters (e.g., earthquakes, tsunamis, fire).

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- 3A1. Develop an *Economic Strategy and Recovery Plan* in advance of disasters for post-disaster response (e.g., lessons learned from Maui).
 - 3A1(a) Update budget-line item for Emergency Planning and Management to be commensurate with other similar cities.
 - 3A1(b) Consider partnering with Community Planning to develop autonomous programs that encourage sustainable local food production, water conservation for personal use, local building supplies, and volunteerism as a way of life.
 - 3A1(c) Create annually renewed contracts to freeze pricing in advance of emergencies so that vendors will be responsive during emergencies (e.g., gasoline).
- 3A2. Proactively protect our assets including fire prevention (e.g., thinning the environmentally protected Pygmy Forest).
- 3B.** Complete the Emergency Operations Center to serve our citizens.
 - 3B1. Operationalize the multi-functional Community Center Phase III to support the community during emergencies with services including shelter, food, water, and medical assistance.
 - 3B2. 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.
 - 3B3. 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.
 - 3C1. Reconstruct the Fire Station North Wing.
 - 3C2. Fund sprinklers downtown through low-interest loans.
- 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.
 - 3D1. Support committed Care Response Units (CRU) and continual funding.
 - 3D2. Consider the mobility of Police bike patrols as part of our safer, healthier downtown and parks.
 - 3D3. 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.
 - 3D4. Invest in technology to increase efficiency, expedite the ability to solve crimes, and to expand the capacity of our police force.

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3D5. Develop organizational wellness strategies to encourage the best in our police department.

GOAL 4. Enhance Public Spaces, Foster 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:
- 4A1. Secure funding for the next multi-purpose phase of CV Starr Center to support a multitude of community needs, including:
 - 4A1(a) Community Resiliency Center with access to showers, electricity, and internet for public use as a safe space during emergencies.
 - 4A1(b) Indoor basketball courts to support indoor recreation space and bringing sport tournaments to the coast.
 - 4A2. 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.
 - 4A3. Increase frequency and variety of fitness and enrichment classes.
 - 4A4. Create an *Affordability Plan* including discounts and sliding scales to disadvantaged communities, government employees, teachers, and students.
 - 4A5. Sell the facility or create other management strategies.
 - 4A6. 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:
- 4C1. After-school programs
 - 4C1(a) At-risk youth programs as a preventative for crime
 - 4C2. Summer camps
 - 4C3. Senior fitness classes
 - 4C4. City-owned baseball complex and pickle ball courts
 - 4C5. Easy access to a rehabilitated City Hall Gym

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4D. Develop a multi-use facility initiative that offers public access to schools and City-owned locations for alternative uses to create vitality, support local businesses, and increase public participation and use.

4D1. Partner with school athletic fields for public events.

4D2. 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:

4E1. Communicate facility maintenance closures in a clear, proactive manner.

4E2. Expand, improve, and repair parks, green spaces, and urban forests to encourage nature-immersed recreation:

4E2(a) Remove invasive plants to restore with native species.

4E2(b) Repair fencing on Coastal Trails.

4E2(c) Update Noyo Harbor with new access road with shared financial responsibility.

4E2(d) Complete Bainbridge Park build-out with soccer fields and performance stage.

4F. Acquire additional land, develop new parks, and increase access to the Coastal Trail and other open spaces for underserved communities and to attract locals and tourists alike.

4F1. Consider future restoration of old Mill site ponds to attract wildlife and public access.

4F1(a) Consider how to integrate park attributes and accessibility.

4F1(b) Apply for disadvantaged community grants to support multi-benefit goals.

4F2. Consider new trail with mountain bike access.

4G. Celebrate Fort Bragg's long forestry and maritime history to engender civic pride and attract tourism.

4G1. Maximize use of the Guest House Museum:

4G1(a) Staff with a curator on weekends (Friday through Monday).

4G1(b) Develop an accompanying audio tour.

4G1(c) Function as a revenue-supporting venue (weddings, receptions, overnights).

4G2. Convert the Fort building into a museum.

4G3. 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.

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- 5A1. Identify a Freedom of Information 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:
- 5B1. State grant funding (CalOES, RWQCB)
 - 5B2. Federal grant funding (FEMA, USDA)
 - 5B3. Private-public partnerships (e.g., Noyo Center for Marine Science)
 - 5B4. Low-interest loans that support climate readiness through:
 - 5B4(a) Infrastructure modernization
 - 5B4(b) Proactive blue and green economies
 - 5B4(c) Affordable housing
 - 5B4(d) Emergency response
 - 5B4(e) Support for disadvantaged 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.
- 5C1. 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.
 - 5C2. Prioritize and track repayment and long-term financial liabilities (e.g., PERS).
 - 5C3. Develop economic analysis to attract businesses and workforce to create a mid- and long-term economic plan.
 - 5C4. 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 ice house, fuel dock, mooring basin improvements, and services to support fishing.
 - 5C5. Consider increasing and/or optimizing use of the Transient Occupancy Tax (TOT) to benefit the community.
 - 5C6. Reconsider property tax split and optimize for City benefit.
 - 5C7. Initiate a sales tax ballot measure for increased revenue to support City's strategic priorities and general government services.
 - 5C8. Reconsider property tax algorithm with Mendocino County.
- 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.
- 5D1. Identify reserve goals and systematically escalate annually based on inflation.
 - 5D2. Improve Springbrook reporting so departments can track their budgets more easily and for HR reporting.

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- 5D3. 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).
- 5D4. 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.
 - 5E1. Establish a partnership with Fort Bragg Unified School District (FBUSD) to secure funding for athletic field rehabilitation and improvements.
 - 5E2. 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

GOAL 6. Champion a Sustainable Organization: Maintain a service-oriented organization that builds high-integrity performance exceeding expectations and prioritizing employee wellness to promote our shared core values.

- 6A. RECRUITMENT AND RETENTION:** 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.
 - 6A1. Create a *Staffing Plan* that reflects workload to balance fair and manageable distribution of tasks for existing staff.
 - 6A1(a) Identify vacancies and open positions informed by succession planning and workload forecasting and develop job postings in advance and place strategically throughout the State.
 - 6A2. Develop a *Recruitment Plan* that closes workload gaps.
 - 6A2(a) Model future demand and develop recruitment strategies to ensure the City is keeping up with anticipated turnover and delivering on its obligations and Strategic Plan.
 - 6A2(b) Develop internal recruitment process that is standardized and promotes the diversity and equity of working for the City of Fort Bragg.
 - 6A2(c) 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.
 - 6A3. Develop a *Retention Plan* that encourages long-term employment, advancement, and employee loyalty.

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- 6A3(a) 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.
- 6A3(b) 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.
- 6A3(c) Create a Retention Brochure that emphasizes employees' total compensation, including qualitative and quantitative benefits.
- 6A3(d) 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.
- 6A4. Promote Fort Bragg's culture with a supportive environment that reflects our shared core values and celebrates the diversity of the communities we serve.
- 6A4(a) 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.
- 6A4(b) Foster a positive work culture by recognizing and rewarding employee contributions, seeking employee feedback, and working to address staff stressors.
- 6A4(c) Build collegiality and inspire teamwork through hosted group activities (e.g., charter a bus to a Giants game or winery, social dance class).
- 6A4(d) Promote employee wellness (e.g., expand active lifestyle and app support systems).
- 6A5. 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.
- 6A6. Conduct annual performance reviews based on goal setting, service delivery, professional development, peer feedback, and accomplishments to provide transparent criteria on compensation and advancement.
- 6A7. Evaluate and prioritize key hires critical to our organization as identified in the *Staffing Plan*.

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- 6A8. Develop Onboarding Protocols to ensure a smooth integration process that encourages training and relationship-building to improve retention and minimize disruption.
- 6B. INTERNAL COMMUNICATION:** Reinforce communication as the foundation to the City's successful service delivery and maintain strong internal relationships to create a safe environment and collective pride for the City of Fort Bragg.
- 6B1. 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.
- 6B2. Promote inter-department interactions that foster idea-sharing and genuinely create interest in each other's success.
- 6B2(a) Present Quarterly Department Priority Pipelines within each department and coordinate interdepartmentally to promote efficiency and teamwork.
- 6B2(b) Empower employees to understand the City's priorities and how their departments contribute to our collective success.
- 6B2(c) Develop diverse teams that promote inclusive decision making to explore life-cycle problem solving, mentoring opportunities, and ownership in supporting and implementing decisions.
- 6B3. 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.
- 6B3(a) Develop opportunities for inter-departmental gathering to build relationships and promote the One-City Team.
- 6B3(b) Announce Quarterly Awards to each department for outstanding performance.
- 6B3(c) Present major priority status updates.
- 6B3(d) Introduce new hires.
- 6B3(e) Conduct teambuilding exercises.
- 6B3(f) Create opportunities for City Council and staff to interact with project kickoffs, ribbon cuttings, and department visits.
- 6C. TECHNOLOGY:** 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.
- 6C1. Establish cybersecurity policies and procedures.
- 6C2. Implement online applications for City permits and business licenses.
- 6C3. Communicate regularly and receive feedback from IT about the City's digital presence and upcoming projects, including:
- 6C3(a) Online training (e.g., safety education, IT)
- 6C3(b) Ongoing IT support issues and resolutions
- 6C3(c) HR technology project
- 6C3(d) City Clerk technology project

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6C3(e) Add capability to accept building and planning permit applications online through the City Portal

6C4. Maintain reliable Wi-Fi connectivity.

6D. CONTRACTING: 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.

6D1. Update the City's purchasing, contracting, and consulting policies, procedures, and ordinances to give preference to local businesses.

6E. WORK QUALITY: 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. STAFF TRAINING AND ADVANCEMENT: Require consistent training and mentoring for all departments to create well-trained, fully staffed teams that will cross-train and advance staff organically.

6F1. Provide employees with access to certificate programs and training for professional, technical, and soft skills that will support advancement and internal growth.

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

6G1. Streamline office processes to reduce paperwork and save trees.

6G2. Consider providing reusable mugs and dishes and installing a dishwasher to reduce the use of disposable products.

6G3. Purchase electric or hybrid vehicles and keep all vehicles well maintained.

6G4. Shop for supplies and equipment with eco-friendly local businesses.

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

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:

7A1. City Manager's Roundup Bulletin (consider distributing more widely)

7A2. Social media (e.g., Facebook)

7A3. Utility bills

7A4. Press releases

7A5. Fact sheets and FAQs (website)

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- 7B.** Engage with key interested parties during community decision-making processes to ensure all perspectives are considered to help shape policies and programs, devise innovative solutions, and increase civic pride:
 - 7B1.* Area tribes and indigenous peoples (e.g., Kai-Poma)
 - 7B2.* Non-Governmental Organizations (NGOs)
 - 7B3.* Businesses
 - 7B4.* Residents
- 7C.** Promote the visual image of Fort Bragg: Build on the City Brand that celebrates and promotes Fort Bragg’s unique identity and offerings.
- 7D.** Consider launching a citizen of the year award to build and share community.
- 7E.** Inspire staff to be visible in the community and maintain consistent communication among the City Council, staff, customers, and the public.
- 7F.** 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).
- 7G.** 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.
- 7H.** 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.
- 7I.** Expand City volunteer opportunities including emergency preparedness and special events (i.e., adopt a street or park).