



Fort Bragg City Council's Goal Setting Retreat

People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them. George Bernard Shaw, 1893

Meeting Date

Saturday, February 21, 2015

Meeting Time

9:00 a.m. to 4:00 p.m.

Meeting Location

Fort Bragg Police Department Conference Room, Fort Bragg, CA

Attendance

City Council Members

Michael Cimolino

Scott Dietz

Doug Hammerstrom

Lindy Peters, Vice Mayor

Dave Turner, Mayor

Staff

Linda Ruffing, City Manager

Sue Haun, Consultant-Facilitator

Guests

Various members of the public

Agenda

I. Welcome

- Opening Remarks and Introduction to the Meeting • Desired Outcomes

II. Public Expression

III. Exercise

IV. Where We Have Come From 2011 - 2015 Accomplishments & Challenges

- Results of Pre-Retreat Interviews • Implications for Moving Forward for Next Strategic Plan

V. Where We Are Now – SWOT Analysis

- Results of Pre-Retreat Interviews • Trends for Municipalities • Implications for Moving Forward for Next Strategic Plan

VI. Vision, Mission & Values

- Review Vision & Mission • Results of Pre-Retreat Interviews • Implications for Conduct / Meeting Guidelines

VII. Setting a Strategic Direction Priority Setting 2015-2020

- Strategic Framework • Results of Pre-Retreat Interviews • Next Steps for Council Members / Staff

VIII. Next Steps, Wrap Up

- Closing Comments • Next Steps for Sharing Information with Department Heads



SUMMARY

I. Welcome

Mayor Turner welcomed participants to the meeting then introduced Facilitator Sue Haun. The purpose and desired outcomes for the goal-setting retreat were as follows:

- To set a strategic direction for the City of Fort Bragg for the next 3-5 or more years;
- To reflect on the accomplishments and challenges over the past 2-4 years;
- To conduct a SWOT Analysis – Strengths, Weaknesses, Opportunities & Threats; and
- To define goals, objectives, strategies and/or projects for the next 3-5 or more years

The agenda was then reviewed and ground rules for the meeting were established.

II. Public Expression

There were three members of the public present. The following is a list of observations, questions and requests for the City Council to address in its goal-setting process:

- Thorough clean-up of the GP Mill Site
- Complete the trail
- Expand noticing of the City Council meetings
- Educate the public regarding grants
- The listserv is not an effective method for getting information
- Why has economic development not happened?
- Unruly behavior/thuggery by citizenry in the City Council meetings
- Agendize the Wynn Study Report regarding "Daylighting" to share information with the public
- Need technology for building "new" local industry
- Convince Mendocino College to do post high school education

III. Exercise – *The Council Members and City Manager participated in an exercise designed to support their working relationships.*

IV. Where We Have Come From 2011-2015 Accomplishments & Challenges

As an introduction to reflecting on accomplishments and challenges over the previous 2-4 years, the results of the pre-retreat interviews of council members, department heads and key staff were first reviewed. The Top 7 Accomplishments and Challenges were as follows.

Frequency	2011-2015 Accomplishments
●●●●●●●●●●	11 Construction and Opening of the Coastal Trail (Phase 1)
●●●●●●	6 Favorably Settled the GP Lawsuit
●●●●●●	6 Maintained the Fiscal Health/Balanced Budget of the City
●●●●●	5 Saved C.V. Starr Center & Aquatic Center from Closure
●●●●●	5 Continued Implementation of Capital improvement Program
●●●	3 Ability to Get Grants to fund various capital improvement and economic development projects
●●●	3 Expanding the City Website



Frequency	2011-2015 Challenges
•••••	5 Failure of Main St. Merge Project
••••	4 Job Creation / Employment Opportunities For Residents
•••	3 Police Chief Resignation and associated negative publicity / community relations
•••	3 Employee Succession Planning, Recruitment and Retention
••	2 The GP Lawsuit & trying to get development started on the Mill Site
••	2 Special Elections to Fill Council Seats – expensive and consume staff resources
••	2 Finances – flat or declining revenues, lost redevelopment money

Implications of the 2011-2015 Accomplishments and Challenges for the next strategic plan were then discussed and defined as follows:

- Reevaluate the Main St. Project to address the needs of local businesses and build support for a revised project
- Reopen discussion with GP Executives
- Restart the GP development process
- Identify and seek grants that help businesses and create jobs
- Continue the Community Improvement Program – Infrastructure, water, sewer
- Create jobs and employment opportunities
- Community relations
- Finances
- No special elections to fill council seats (every election costs \$10,000 which takes money and staff time away from development projects)
- Effects of last 6 months and the impact on recruitment, retention and morale
- Learn from Main St. Project failure and get community input early on in a project and often

V. Where We Are Now *SWOT Analysis*

The results of the pre-retreat interviews were reviewed in the SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis matrix. The top issues in each category were presented and were as follows (for more details, see the complete SWOT matrix starting on page 7).

TOP STRENGTHS	TOP WEAKNESSES
Mission / Focus <ul style="list-style-type: none"> • Ability to plan, execute and monitor projects • Good policies and procedures in place • Effective community development department Governance / Financial Mgt. <ul style="list-style-type: none"> • Effectively using resources • Sticking to budgets • Acquiring grants/funding to implement projects Roles & Relationships / Communication / Structure / Capacity <ul style="list-style-type: none"> • Smart, effective, capable staff • Team environment • Good systems / processes defined within each department 	Governance / Financial Mgt. <ul style="list-style-type: none"> • City Council Members divided • Decorum in City Council Meetings • Financial Management / Budgeting for Long-term Infrastructure Replacement (e.g., replacing Wastewater Treatment Plant) Image / Outreach <ul style="list-style-type: none"> • Police Chief left creating turmoil • Committee meetings cancelled, community notifications limited • Community attacks / negativity are hard on morale Roles & Relationships / Communication / Structure / Capacity <ul style="list-style-type: none"> • Staffing shortage, workload, burnout • Succession planning • Silos



TOP OPPORTUNITIES	TOP THREATS
Mission / Focus <ul style="list-style-type: none"> GP Mill Site Reuse for job development and economic development Natural beauty, technology and general economic recovery can be used to stimulate tourism Image / Outreach <ul style="list-style-type: none"> Enhance community outreach mechanisms through upgraded website Boost communication via automatic texting systems, etc. 	Mission / Focus <ul style="list-style-type: none"> A community that doesn't want to change Large chain stores, internet sales and retail located out of city limits Geographic remoteness – limited transportation routes, forces of nature, limited economic diversity; affects tax base Governance / Financial Mgt. <ul style="list-style-type: none"> A divided council is an unproductive council Negative interactions with community Finding money for capital projects; perception that grant funding shouldn't be utilized Image / Outreach <ul style="list-style-type: none"> Everything the city does is negative, angry community members have been coming in and taking pictures of staff Roles & Relationships / Communication / Structure / Capacity <ul style="list-style-type: none"> Shifting and increasing regulations Hard to recruit people from outside the community As GP property develops will impact city services, i.e., law enforcement, public works, etc.

For more details, see the complete SWOT matrix starting on page 7.

The trends for municipalities were then introduced. There were four overarching trends:

→ **Transparency and community engagement**

- Financial tools – California Municipal Financial Health Diagnostic Tool
- Technology – IT, Social Media, translation technology, mobile apps
- Records management challenges

→ **Organizational change**

- Succession planning
- Generational diversity
- Organizational values

→ **Fiscal Challenges**

- Long-term liabilities (pensions, retiree health care)
- Need for sales tax reform
- Need for costly infrastructure replacement and upgrades
- Need for economic development tools

→ **Fort Bragg's Civic Story**

- Big vision (Noyo Center for Marine Science; Industrial & Fine Arts Center; Coastal Trail/City Surrounded by a Park; Mill Site Redevelopment...)
- Downtown revitalization
- Partnerships: civic, public-private, arts organizations
- Civic engagement and leadership
- Extraordinary natural setting



Implications of the SWOT Analysis and trends for municipalities for the next strategic plan were then discussed and defined as follows:

- Continue bi-weekly column, as an example of community education mechanisms, to support the City's image
- Expand community engagement opportunities, e.g., increase committee meetings
- Turn around negativity by providing leadership in public forms and in one-on-one discussions with members of the public
- Balance community / economic development
- Increase teamwork of Council Members
- Conduct long-range financial planning
- Create quality jobs locally

VI. Vision, Mission & Values

The Vision / Mission statement, which was adopted in 2007, was reviewed. The Vision / Mission Statement is:

***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.***

After discussion, Council members accepted the Vision / Mission Statement as written; no changes were required.

The results of the pre-retreat interviews regarding Council Member Conduct and Decorum were then presented and discussed. In summary, there were four issues identified (for more details, please see the complete SWOT Matrix starting on page 7):

1. Council Member Fighting / Divisiveness
2. Decorum in City Council Meetings
3. Lack of Solidarity – Not having each other's backs
4. Other Community Interactions

As the first step, how to enhance the community notifications processes to support/increase public engagement was discussed and defined. A summary follows.

Public Engagement / Community Notification Processes	
Mechanisms	Next Steps
Website / Social Media	Posting information on "blog" which is immediately transferred / posted to Facebook (public comments will be managed on Facebook)
Public Access Channel	Utilize public access channel (PEG) for notifications and indicate where members of the public can get information Create "City News Show"
Committee Mtgs.	Utilize Council committees to get more public input; set times for meetings based on stakeholder availability
City Dialogue Meetings	Consider alternating times of the Roundtables to allow for broader participation
Press Releases	Publicize important upcoming meetings via press releases and social media



After discussion about public engagement and community notification processes, the Council then discussed decorum in public meetings. In addition, two documents, Council Protocols & Rules of Conduct were introduced. Agreements among the Council Members and next steps were as follows:

Decorum	
Goals	Next Steps
1. Mutual respect / manners (with community, council and staff)	• Put one, 30 minute public expression item right before business and a second, 30 minute public expression section at the end.
2. Sticking to agenda, otherwise it is hard to prepare	• Maintain 3 minute limit during public expression.
3. Shorter meeting (now 4+ hours)	• All of those wanting to utilize the public expression portion of the meeting will be asked to submit a form, which will be used to establish speaking order.
4. No dialogue with public during public expression	• Do the same structure every meeting to get the public and council members used to the process.
5. Managed agendas, especially if there is backlog. If necessary, hold special meetings.	• Flexibility will be based on the content; which will be the Mayor's decision on a meeting-by-meeting basis.
	• Council members will cooperate with the chairing of the meeting to maintain and restore decorum.
	• Review Roberts Rules of Order or Rosenberg's Rules and consider adopting the desired procedure.
	• Provide Councilmembers and/or Council Candidate's Handbook

After discussion about decorum in the City Hall meetings, the Council then discussed their conduct in and out of meetings and how to support each other. Agreements among the Council Members and next steps were as follows:

Council Member Conduct
Agreements
• Mutual respect – collectively celebrate successes
• Work for consensus – use all input to make a motion that takes into account all council member perspectives
• Respect / support majority vote by not criticizing the decision in public and by not serving as a barrier to implementation
• Privately clear the air and express negative feelings to support working relationships
• Don't speak for others and reference other people's testimony or input in the public expression

The council members discussed the possibility of a recall election which would cost the city a considerable amount of money, as well as destabilize the organization. How to move forward and address the issue was discussed. Agreements and next steps were defined as follows:

- 1) Show positive leadership and share the decisions from today's meeting: tell the public what you are doing to respond to the need for members of the public to provide input on projects, e.g., allowing more time for public expression during the meetings and sending projects to committee for more discussion, posting information on the City's website and social media platforms, etc. Responsible: Council members and staff.
- 2) Communicate mechanisms by which the public can provide input (City Hall meetings, in committees, on website, through social media). Responsible: Council members and staff.



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



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



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



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



VII. Setting a Strategic Direction – Priority Setting 2015-2010, Goals & Outcomes

The priority areas and framework originally set for the 2007-2011 Strategic Plan was introduced with one addition, Priority Area #4 below. These priority areas set the context for presenting the results of the pre-retreat interviews and the goals/outcomes/projects that interviewees thought were most important to move forward.

CITY OF FORT BRAGG PRIORITY AREAS

1. A Healthy Environment

Water, Sewer, Streets & Parks; Smart Growth and Green Buildings; Small-town Atmosphere; Walkable and Bike-Friendly Communities; Healthy Lifestyles

2. A Prosperous Economy

Economic Development, Living Wages, Affordable Housing, a Diversified & Sustainable Economy

3. An Engaged Community

Partnerships With Various Communities, Community Groups and Agencies

4. A Strong Organization

Image, Staffing, Resources, Capacity, Organization Structure

The results of the pre-retreat interviews regarding possible projects / goals / approaches in each of the above four priority areas were then presented. A summary follows. (Note that some items were discussed specifically earlier in the agenda.)

A Healthy Environment	A Prosperous Economy	An Engaged Community	A Strong Organization
<i>Includes Water, Sewer, Streets & Parks; Smart Growth and Green Buildings; Small-town Atmosphere; Walkable and Bike-Friendly Communities; Healthy Lifestyles</i>	<i>Includes Economic Development, Living Wages, Affordable Housing, a Diversified & Sustainable Economy</i>	<i>Includes Partnerships with Various Communities, Community Groups and Agencies</i>	<i>Includes Image, Staffing, Resources, Organization Structure</i>
Possible Projects / Goals / Approaches			
<ol style="list-style-type: none"> 1. Wastewater Treatment Facility (5) & Budget 2. Water Storage Reservoir (3) 3. Completing Coastal Trail & Ongoing Maintenance (3) 4. Zero Net Energy Building (2) 5. Solve water problem – desalinization plan (1) 6. Deal with homelessness? (1) 7. Franklin St. etc. needs to be repaired (1) 	<ol style="list-style-type: none"> 1. The Mill Site including Brewery, Industrial Arts Center, Noyo Center, solar, Open Space (6) 2. Attract jobs and small businesses - making regulations as friendly as possible and develop a marketing campaign (3) 3. Downtown Wireless and High Band Width Fiber Optic (2) 4. Implementation of the Economic Development Strategy (including climate action plan) (1) 5. Making regulations as friendly as possible (1) 	<ol style="list-style-type: none"> 1. Expand Communication Strategy and use of social media and website tools (3) 2. Increase community meetings (2) 3. Set ground rules at Town Hall Meetings (1) 4. Continue to partnership with service agencies and nonprofits (1) 5. Engage the unengaged parts of the community (1) 6. Open up a dialogue with GP (1) 	<ol style="list-style-type: none"> 1. Getting a council that works well together (5) 2. Decorum in City Council Meetings (3) 3. Transition and Succession planning (2) 4. Teambuilding – to foster one big team, rather than departmental teams (2)



Planning began on Priority Area #2: A Prosperous Economy, with discussion of the GP Mill Site and the Coastal Trail. A summary of strategies identified during the meeting follows.

Strategies for the Mill Site Development:

- Revisit the Mill Site Specific Plan and look at the options identified
- Meeting with GP Executives in Atlanta to convey how important this development is for the economic health and vitality of the community
- Daylight Creeks – get more information about what this entails, schedule a presentation by NHUDG and Wynn Coastal Planning (this occurred on March 9th)
- Continue to work with North Coast Brewery
- Support the continued success of the Noyo Center for Marine Science project
- Complete connection of the Coastal Trail through the Mill Pond area
- Remediation of the Mill Site
- Conduct a closed session re: real property acquisitions
- Obtain additional funding through the Business Improvement District (BID) for coastal trail maintenance
- Continue to pursue Dry Shed #4: Industrial Arts Center
- Review current parking for the Coastal Trail and expand it

VIII. Next Steps, Wrap Up

Planning will continue for all priority areas in a joint meeting with the department heads scheduled for March 30, 2015 from 3:00 to 8:00 p.m.