



City Council Goal Setting Retreat, 3/27/19

Summary

The City of Fort Bragg retained Heather Paulsen Consulting (HPC) to provide facilitation services for a Goal Setting Retreat with the Fort Bragg City Council and City Manager. The objectives of the retreat were three-fold: to determine the City Council's top shared priorities, to provide direction to the City Manager in the development of a work plan to achieve those priorities, and to provide a venue for the Council to begin to better understand one another's priorities and how they can work as a team to address their role as a governing body. A finalized work plan reflecting the priorities and goals of the Council will be drafted by the City Manager and will be presented at a regular City Council meeting in the near future.

The agenda for the day was developed by HPC in partnership with the City Manager. Prior to the retreat, an electronic survey was distributed to Council members polling them on a number of areas including their assessment of the City Manager and their working relationship, the capacity and functioning of the city staff, their ability to work together and their priorities during their term. This information helped shape the agenda which is attached as *Appendix A*.

The daylong retreat was held Wednesday, March 27, 2019, from 9:00a.m. to 3:00 p.m. at the Sequoia Room at the North Coast Brewing Company in downtown Fort Bragg and was open to the public. Three community members attended and were invited to give feedback at various points during the meeting. HPC also captured topics in a "Parking Lot" that weren't salient to the day's agenda but were important areas to be addressed. The need for a communications plan or a means for addressing crisis communications was the only Parking Lot topic to arise during the day.

As part of the agenda, Council members had an opportunity to debate issues, share personal stories and reflect on the major challenges and opportunities facing Fort Bragg. The City Manager reviewed the Council-Manager form of government and the roles inherent in that system. The Council members were guided through a brainstorming process to envision the city in the next 30 – 50 years. These ideas were captured on flipchart paper and then categorized into general themes (see *Appendix B*). The Council members then "dot-voted" to choose their top three priorities from the list of six categories. Results were as follows:

- Jobs/ Industry (4 votes)
- Housing (3 votes)
- Infrastructure (3 votes)
- Quality of Life (3 votes)

- Healthy Ecosystems (1 vote)
- Local Self-Sufficiency (1 vote)

Through the visioning brainstorm Council members discovered a shared intention for *all* of the priority areas: ensuring we have healthy ecosystems and enhancing local self-sufficiency. These two concepts guided their goal-making for the remaining four priority areas. By the end of this session, the Council had developed and prioritized approximately 12 -14 goals for the City Manager to use as a framework for city work plans. These goals fall under the priority areas of Jobs/Industry, Housing, Infrastructure and Quality of Life (see *Appendix C*).

Toward the end of the day, the City Manager introduced a proposed Legislative Platform for the City of Fort Bragg. The proposed Legislative Platform would serve as a guide on local, state or federal matters that may impact the city. The platform was briefly discussed with the intention of bringing a more formal approval process to a full Council meeting.

At the close of the day HPC solicited feedback about the process and asked the Council members to share one word to describe their experience of this Retreat. They were as follows:

- Productive (2 people)
- Thought-provoking
- Esprit de Corps
- Optimistic

The Retreat wrapped up with a brief Plus/Delta Evaluation to capture what worked well and what could be done to improve the meeting format.

Plus (What Worked Well)

- Facilitated format
- Pre-survey
- Neutral location
- Lunch! Food & snacks
- Having two facilitators
- Ground Rules & Agenda posted the whole time

Delta (What We'd Do Differently Next Time)

- Technical glitch with Google Forms pre-survey
- Dot voting vs. secret voting?
- Rank each item 1-10 (instead of dot/no dot)
- More time on team-building/cohesiveness
- Public present for personal sharing
- Include community-based ranking/survey

The City Council's 2019 Goal Setting Retreat ended at 3:00 p.m.