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## Introduction

The two-day strategic visioning session with BBI Consulting was held with the aim of setting a clear direction for the future and aligning the goals and objectives of the organization. The session brought together key stakeholders, including elected and appointed city leaders and department heads, to collectively define a strategic vision for the coming years. The report summarizes the activities and discussions that took place during the session, highlighting the key outcomes and decisions made.

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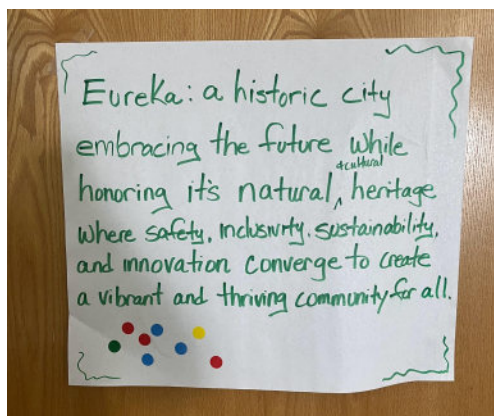
## Vision & Goal Structure

During the strategic visioning session, a key outcome was the establishment of a comprehensive goal framework that encompassed different time horizons and levels of focus. This goal framework allowed for a comprehensive and structured approach to strategic planning. It ensured that the organization had a clear vision of success, as represented by the 5-Year Big Unifying Goal (BUG), and provided a roadmap to navigate the journey towards that vision. The framework enabled stakeholders to align their efforts, establish accountability, and track progress at different intervals, from the two-year goals to the immediate 90-day milestones.

### BUG (5 Year Big Unifying Goal)

The BUG represented the overarching 5 year vision and ultimate definition of success for the city. It encapsulated the long-term aspirations and desired outcomes that the organization aimed to achieve. This goal served as a unifying force, guiding the strategic direction and inspiring all stakeholders to work towards a common vision.

***Eureka's 5-Year Big Unifying Goal is...*** "Eureka: a historic city embracing the future while honoring its natural ancestral heritage, where safety, inclusivity, sustainability, and innovation converge to create a vibrant and thriving community for all."



## Little BUG (Two Year Goals)

Building upon the BUG, the Little BUGs were identified as the two-year goals that would contribute to the realization of the BUG. These goals provided a more specific and tangible focus for the organization's efforts and allowed for a strategic approach to be taken in attaining the long-term vision. The Little BUGs represented significant milestones to be achieved within a reasonable timeframe and acted as stepping stones towards the ultimate goal.

Effective Governance & Communication		Economic Development		Health & Safety		Community Pride	
<b>Two Year Lii BUGs</b>							
13	Unified PR Effort -	12	Adequate no/low barrier shelter. Space for all	12	Expand Care/CSET 24/7	13	Implement a public education plan for city services. - 13
10	Effective Labor Relations -	8	Update LCP	10	Bay to Zoo Trail	11	Comprehensive Maintenance Plan for Parks - 11
8	Employee Development (BCLA) -	5	ADU Financing	10	Construct corp yard & EOC.	7	Greenways and gulches ordinance. - 7
5	Systematize DEI - Recruit -	5	Address Vacancy Issues	4	Adopt a Climate action plan.	6	Complete Park Projects - Da-Yas, Grace Martin, Highland, and Carson - 6
3	Inter-Government Collaboration -	3	Housing Development - Research & Report outreach	3	Establish Micro-Transit program	3	Establish a signage master plan for parks. -3
0.5	Partnerships w/ NGOs(inc. Businesses) -5	2	Update Historic Preservation Regulations	3	Established authorized encampment site.	2	Partnership w/ ECS Community Schools. - 2

## Targets (One Year Goals)

Further refining the strategic framework, the participants defined targets as the one-year goals to be pursued. These targets were designed to be measurable, attainable, and time-bound objectives that aligned with the Little BUGs and ultimately contributed to the achievement of the BUG. By setting these intermediate goals, the organization could track progress and ensure that they were on track towards the long-term vision.

Effective Governance & Communication		Economic Development		Health & Safety		Community Pride	
<b>1 Year Targets</b>							
15	Retention/Recruit through Unified negotiations strategy - 15	9	Game Plan for dumpsters.	11	Corp Yard / EOC - Site, Design, and Start	13	Hire Maintenance Worker for Waterfront Trail. - 13
11	Annual Town Halls - 11	8	Build ADU Financing program framework & get 3 projects in the pipeline	10	Work with County to expand SV Capacity	7	PR(Public Relations) Checklist. - 7
9	Working Group w/ NGOs(inc. Faith Organizations) for Homeless - 9	8	Lighting plan for Old Town.	6	Retention bonus/ longevity pay	7	Update Street Tree Guidelines. - 7
6	DEI Training Services(In House) -	5	Navigation Center - Initiate build	5	Research & Report on safe use sites	6	Encouraging community engagement through events and collaboration. - 6
2	Annual De-Escalation Training - Everyone on staff. -	3	Research efficiency units, condos, and co-ops	2	Encourage alternative healthcare options	3	Survey the public about neighborhood District Designations. - 3
1	DEI Job Fair -1	2	Submit completed LCP application to Coastal Commission	2	Adopt Bike Plan	2	Identify partners, locations, volunteers, and finances for a cultural event. - 2

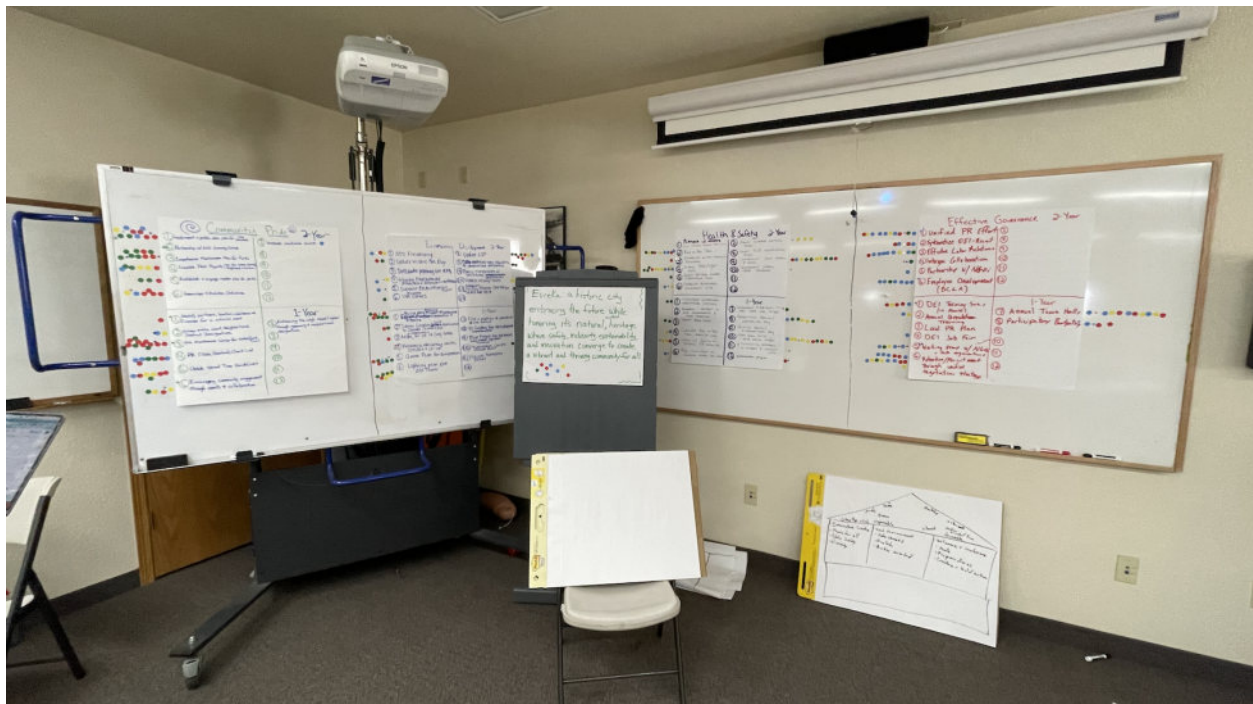
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## Milestones

To facilitate immediate action and ensure progress was made on a regular basis, the participants identified 90-day milestones. These milestones provided specific and short-term objectives that needed to be accomplished within a three-month timeframe. By breaking down the targets into smaller, manageable tasks, the organization could maintain focus, track progress, and make tangible advancements towards the overall goals.

## Conclusion

By utilizing this goal framework, the strategic visioning session enabled the participants to articulate their aspirations, define specific objectives, and establish a structured plan for implementation. This comprehensive approach ensured that the organization's efforts were focused, measurable, and aligned towards a common vision, driving the city towards a successful future.



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## Vision Communication

"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his own language, that goes to his heart." -Nelson Mandela

A central element of the strategic visioning session was dedicated to crafting communication that is not only easily understood but also holds significant relevance, value, and resonates with the experiences of the community members. The Eureka leadership reflected on their overarching vision for the community and the desired perception they wished to establish in the minds of community members in the coming years. The participants worked on refining their communication strategies, and identifying key points that substantiate the 5 year BUG, 2 Year Goals and 1 Year Targets.

This goal forms the basis of what the team wants the community to understand and think about their initiatives. This perception will be an important gauge of their success, highlighting their shared vision and purpose.

## Team Communication Collaboration

During this segment of the session, Berké involved Eureka's affiliated regional branding and marketing agency Eddy Alexander to aid in shaping a comprehensive narrative that encapsulates the insights and outcomes of the two-day strategic visioning session.

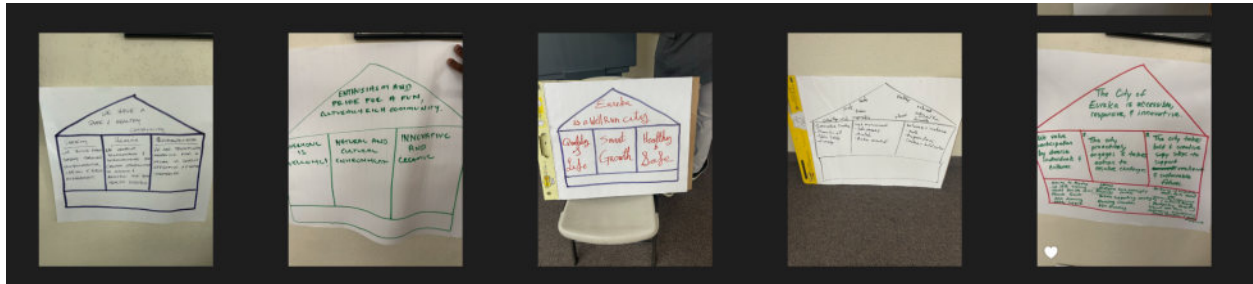
## Story House Method

This method focuses on the art of storytelling, using concise narratives to connect with people on a deep and emotional level. By employing this approach, the strategic vision could be conveyed in a way that resonates with individuals and encourages their active participation in the city's journey; weaving together the various elements and discussions



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from the two days into a cohesive and impactful story. This narrative aimed to simplify and distill the strategic goals and objectives into a relatable context, making them accessible to all members of the community.



## Outcomes

The team exercise revolved around refining the strategic vision for the city of Eureka by realigning its four Action Plan Anchors. 'Effective Governance' was proposed to be the foremost message, symbolizing Eureka as a well-run, historic city that both honors its natural and cultural heritage and is ready for the future.

This overarching message is substantiated by three key initiatives: 'Community Pride', possibly to be renamed as 'Quality of Life', 'Economic Development', emphasizing proactive and thoughtful planning, and 'Health and Safety', which could also be framed as a 'Community Viability' narrative. These initiatives serve as evidence of Eureka's effective governance.

In terms of communication to the public, the objective is to transparently convey these initiatives to ensure that the community draws the desired conclusion - that Eureka is a well-run city undertaking the right actions on behalf of its residents. This evidence-based conclusion is validated not merely through words but primarily through demonstrable actions. Communication is to be disseminated through clear, consistent channels to maintain transparency and foster trust within the community, thereby making the city's strategic vision and initiatives more understandable and impactful.

The session also delved into the potential applications of this strategic plan for larger projects. These include initiatives focused on health and safety, economic development, and community building.

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## Conclusion

The strategic visioning session marked a significant stride for Eureka, uniting city leadership and aligning actions towards a shared aspiration. Through introspection, collaboration, and strategic planning, the city affirmed its commitment to effective governance and sustainable growth, spotlighting key areas such as quality of life, economic development, and health and safety. By applying a clear and meaningful communication strategy, Eureka is ensuring that its strategic vision resonates with every community member, fostering trust and civic pride. As Eureka progresses with its strategic vision, it showcases the conviction of being a well-run city that prioritizes its residents' needs, embraces change while honoring its heritage, and maintains an unwavering commitment to a thriving and vibrant community. The unfolding of this strategic plan promises a strengthened sense of community, heightened civic pride, and visible progress in the city's growth and development, positioning Eureka on a path that respects its past, values its present, and enthusiastically anticipates a bright future.



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## Next Steps

The success of any strategic vision lies not only in its development but also in its effective implementation and ongoing alignment. The Two-Day Strategic Visioning Session provided a platform for city leaders to come together and establish a unified vision for the future. However, the journey does not end there. To ensure that the vision becomes a reality, a comprehensive plan for follow-up and education is essential. This phase focuses on three key activities: the After-Action Meeting & Summary Report, Quarterly Follow-Up and/or Education sessions, and Interim Quarter Leadership Check-In Calls. These activities are critical for maintaining momentum, monitoring progress, and fostering ongoing alignment. In this section, we will delve into the reasoning behind each of these next steps and their importance in turning the strategic vision into tangible outcomes.

### After-Action Meeting & Summary Report:

The After-Action Meeting provides a valuable opportunity to reflect on the success of the Two-Day Strategic Visioning Event. By engaging in an open and constructive dialogue, city leaders can identify areas for improvement and make necessary adjustments before proceeding with implementation. This meeting ensures that lessons learned are incorporated into the subsequent actions, increasing the effectiveness of the strategic vision. Additionally, the Summary Report serves as a comprehensive document that captures the event's findings and goals. By sharing this report on the Eureka website, transparency is fostered, and the wider community can gain a clear understanding of the vision and its objectives.

### Follow-Up:



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Regular semi Quarterly Follow-Up sessions play a crucial role in maintaining alignment and monitoring progress. These sessions provide a platform for city leaders to share updates on their initiatives, receive feedback from consultants, and make any necessary adjustments to their strategies and messaging. By consistently reviewing and discussing progress, the Quarterly Follow-Up sessions ensure that the actions taken by the city remain in line with the established vision. Effective communication of successes and challenges to the community builds trust and support. Moreover, the opportunity for training on management tools and soft skills during these sessions enhances the capacity of city staff to successfully implement the strategic goals.

### **Leadership Check-In Calls:**

The Interim Quarter Leadership Check-In calls serve as valuable checkpoints to review progress and ensure ongoing alignment with the strategic vision. By engaging in these calls, consultants can assess the relevance and effectiveness of the actions taken and identify areas for improvement. Timely course corrections and adjustments can be made, allowing the city to adapt to changing circumstances and seize emerging opportunities effectively. These check-in calls reinforce the commitment of city leadership to the vision and maintain a focus on achieving the desired outcomes.

## **Conclusion**

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By implementing these follow-up and education activities, the city can ensure that the strategic vision is not only developed but also translated into tangible results. The After-Action Meeting and Summary Report promote reflection and improvement, while the Quarterly Follow-Up sessions and Interim Quarter Leadership Check-In calls maintain alignment, track progress, and allow for necessary adjustments. This comprehensive approach fosters ongoing engagement, momentum, and effective communication with the community, ultimately leading to the successful realization of the strategic vision.

In conclusion, the next steps in the follow-up and education phase of the strategic visioning process are vital for turning the established vision into reality. Through reflection, alignment, ongoing monitoring, and necessary adjustments, the city can navigate the path towards achieving its goals. By engaging in these activities, city leaders demonstrate their commitment to the vision, empower their staff, and build trust and support within the community. The implementation of these next steps is a crucial investment in the future success of the strategic vision.

