



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Meeting Agenda

Visit Fort Bragg

Tuesday, August 11, 2026

3:30 PM

Town Hall, 363 N. Main Street
and Via Video Conference

MEETING CALLED TO ORDER

ROLL CALL

COMMITTEE MEMBERS PLEASE TAKE NOTICE

Committee Members are reminded that pursuant to the Council policy regarding use of electronic devices during public meetings adopted on November 28, 2022, all cell phones are to be turned off and there shall be no electronic communications during the meeting. All e-communications such as texts or emails from members of the public received during a meeting are to be forwarded to the City Clerk after the meeting is adjourned.

ZOOM WEBINAR INVITATION

This meeting is being presented in a hybrid format, both in person at Town Hall and via Zoom.

You are invited to a Zoom webinar.

When: Aug 11, 2026 03:30 PM Pacific Time (US and Canada)

Topic: Visit Fort Bragg Committee

Join from PC, Mac, iPad, or Android:

<https://us06web.zoom.us/j/87533947967>

*And Telephone (*6 mute/unmute, *9 raise hand)*

+16694449171 US

Webinar ID: 875 3394 7967

To speak during public comment portions of the agenda via zoom, please join the meeting and use the raise hand feature when the Chair or Acting Chair calls for public comment on the item you wish to address. Written public comments may be submitted to alatorre@fortbraggca.gov.

1. APPROVAL OF MINUTES

- 1A. [26-328](#) Approve Minutes of Visit Fort Bragg Committee June 9, 2026

Attachments: [VFB MINS 06.09.2026](#)

- 1B. [26-329](#) Approve Minutes of Visit Fort Bragg Committee June 15, 2026

Attachments: [VFB MINS 06.15.2026](#)

2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

3. CONDUCT OF BUSINESS

- 3A. [26-325](#) Receive Report and Provide Direction for FY 26-27 Scope of Work for the Idea Cooperative

Attachments: [VFB Staff Report](#)

[Att 1 - PowerPoint from The Idea Cooperative](#)

[Att 2 - Creative Thinking, Inc. DBA The Idea Cooperative Contract](#)

[Public Comment](#)

- 3B. [26-326](#) Discussion of Visit Fort Bragg Strategic Goals FY 2026/27 and Committee Survey Results

Attachments: [Staff Report](#)

[Survey Results](#)

[June Meeting Staff Report](#)

[Public Comment - Hotel](#)

- 3C. [26-331](#) Receive Update from Visit Mendocino

- 3D. [26-332](#) Receive Oral Update from VFB Special Events Subcommittee

4. MATTERS FROM COMMITTEE / STAFF

ADJOURNMENT

STATE OF CALIFORNIA)
)ss.
COUNTY OF MENDOCINO)

I declare, under penalty of perjury, that I am employed by the City of Fort Bragg and that I caused this agenda to be posted in the City Hall notice case on Friday, August 7, 2026.

Adelaide La Torre
Public Experience Liaison

NOTICE TO THE PUBLIC

DISTRIBUTION OF ADDITIONAL INFORMATION FOLLOWING AGENDA PACKET DISTRIBUTION:

- *Materials related to an item on this Agenda submitted to the Council/District/Agency after distribution of the agenda packet are available for public inspection in the lobby of City Hall at 416 N. Franklin Street during normal business hours.*
- *Such documents are also available on the City of Fort Bragg's website at <http://city.fortbragg.com> subject to staff's ability to post the documents before the meeting*

ADA NOTICE AND HEARING IMPAIRED PROVISIONS:

It is the policy of the City of Fort Bragg to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities.

If you need assistance to ensure your full participation, please contact the City Clerk at (707) 961-2823. Notification 48 hours in advance of any need for assistance will enable the City to make reasonable arrangements to ensure accessibility.

This notice is in compliance with the Americans with Disabilities Act (28 CFR, 35.102-35.104 ADA Title II).



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416 N Franklin Street
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Phone: (707) 961-2823
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Text File

File Number: 26-328

Agenda Date: 8/11/2026

Version: 1

Status: Business

In Control: Visit Fort Bragg

File Type: Committee Minutes

Agenda Number: 1A.

Approve Minutes of Visit Fort Bragg Committee June 9, 2026



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Meeting Minutes Visit Fort Bragg

Tuesday, June 9, 2026

3:30 PM

Town Hall, 363 N. Main Street
and Via Video Conference

MEETING CALLED TO ORDER

Chair Albin-Smith called the meeting to order at 3:30 PM.

ROLL CALL

City Staff Present: Senior Administrative Analyst Cristal Munoz, Public Experience Liaison Adelaide La Torre, Administrative Assistant Stephanie Remington, Recreation Coordinator Anna Leach.

Present: 7 - Tess Albin-Smith, Lindy Peters, Jon Glidewell, Stathi Pappas, Barbara Bruce, Ryan Ballou and Scott Schneider1

Absent: 1 - Sabine Hahnuebuck

COMMITTEE MEMBERS PLEASE TAKE NOTICE

ZOOM WEBINAR INVITATION

1. APPROVAL OF MINUTES

1A. [26-272](#) Approve Minutes of Visit Fort Bragg Committee May 12, 2026

Attachments: [VFB MINS 05.12.2026](#)

The minutes were approved as received.

2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

None.

3. CONDUCT OF BUSINESS

3A. [26-267](#) Discussion and Direction on Improving the Visitor Experience for Fort Bragg

Attachments: [Pull MarketingVisitor Engagement](#)

[Att 1 - Project Prioritization Matrix](#)

[Att 2 - Project Prioritization Matrix - Events Prioritization Matrix](#)

[Att 3 - Project Prioritization Matrix - Matrix Instructions](#)

Jon Glidewell presented on the Idea Matrix. He shared the scores from the initial use of the idea matrix last month. Future agenda Items were requested to place these ideas into motion. A projects subcommittee will be established with Cristal Munoz as the city point of contact. Jon

Glidewell asked that this Agenda Item stay on the agenda moving forward until the committee is comfortable with it's processing.

Public Comment: Jeff Zolitar.

Discussion: Committee members discussed the use of the idea matrix; how it is to be used and how it will impact visitor numbers. How often will this matrix be reviewed and added to. A budget was requested for the next meeting.

3B. [26-268](#) Receive Update from Idea Cooperative

Attachments: [VFB Update](#)

Tom Kavanaugh presented for Idea Cooperative. The promotion calendar, site traffic, and activities were discussed. Melissa Holberton presented reports on e-newsletters, summer events, and social media analytics. Performance Max ad campaign use and results were discussed. Future projects were presented. Music Festival timeline was reviewed by City Council, direction to reschedule festival for next year, 2027, was decided.

Public Comment: Moneque Wooden.

Discussion: Committee members note the importance of Performance Max advertising. Discussion was had about the importance of cross promoting with the CV Starr in the future. Fourth of July events/plans were noted; requests were made to make the info graphic of the events on the Fourth of July weekend more accessible.

3C. [26-269](#) Receive Update from Visit Mendocino

Attachments: [VMC Monthly Update 2026](#)

[Social Slides May 2026](#)

Scott Schneider presented on Visit Mendocino events, social media, and advertisements.

Public Comment: None.

Discussion: None.

3D. [26-271](#) Receive Oral Update from VFB Special Events Subcommittee

Adelaide La Torre presented on City activities, subcommittee events, and future activities in Fort Bragg. Cristal Munoz reminded the committee that planning will begin soon for the 2026 shoulder season, with major events like Magic Market, Harvest Festival, etc.

Public Comment: None.

Discussion: Committee members discussed the positives of First Friday and wish to prioritize specific items in the future, such as the DJ. Use of the idea matrix was encouraged. Next years graduation events will be the day before First Friday. Ideas on the future events set up and execution were

4. MATTERS FROM COMMITTEE / STAFF

Cristal Munoz announced that there will be no July City Council committee meetings. Scheduling for Visit Fort Bragg's Special meeting was discussed.

ADJOURNMENT

Chair Albin-Smith adjourned the meeting at 4:32 PM.

STATE OF CALIFORNIA)
)ss.
COUNTY OF MENDOCINO)

I declare, under penalty of perjury, that I am employed by the City of Fort Bragg and that I caused this agenda to be posted in the City Hall notice case on June 5, 2026.

Stephanie Remington
Administrative Assistant

NOTICE TO THE PUBLIC

**DISTRIBUTION OF ADDITIONAL INFORMATION FOLLOWING AGENDA PACKET
DISTRIBUTION:**

ADA NOTICE AND HEARING IMPAIRED PROVISIONS:



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File Number: 26-329

Agenda Date: 8/11/2026

Version: 1

Status: Business

In Control: Visit Fort Bragg

File Type: Committee Minutes

Agenda Number: 1B.

Approve Minutes of Visit Fort Bragg Committee June 15, 2026



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Meeting Minutes Visit Fort Bragg

Monday, June 15, 2026

3:30 PM

Town Hall, 363 N. Main Street
and Via Video Conference

SPECIAL MEETING

MEETING CALLED TO ORDER

Chair Albin-Smith called the meeting to order at 3:30 PM.

ROLL CALL

City Staff Present: City Manager Isaac Whippy, Senior Administrative Analyst Cristal Munoz, Administrative Assistant Stephanie Remington, and Public Experience Liaison Adelaide La Torre

Noting the arrival of Scott Schneider at 3:33 PM, and the remote attendance of Barb Bruce per Government Code 54953.8.3.

Present: 7 - Tess Albin-Smith, Lindy Peters, Jon Glidewell, Stathi Pappas, Barbara Bruce, Ryan Ballou and Scott Schneider1

Absent: 1 - Sabine Hahnbueck

1. APPROVAL OF MINUTES

None.

2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

None.

3. CONDUCT OF BUSINESS

- 3A. [26-285](#)** Discussion about Visit Fort Bragg Future Structure, Funding, and Strategic Direction and Make Recommendation to the City Council

Attachments: [06152026 Staff Report VFB Strategic Direction](#)

[Att 1 - VFB Strategic Marketing Plan](#)

[Att 2 - VFB Bylaws 2022](#)

City Manager Isaac Whippy presented a report on the Visit Fort Bragg organization and history/budgeting. Council member Jon Glidewell presented a report discussing the potential future structure and strategy of Visit Fort Bragg, stating his support for a Destination Marketing Organization (DMO). City Manager Isaac Whippy opened the topic for wider discussion among the committee, with several questions posed for brainstorming.

Public Comment: Shelly Green, Jamie Peters, Paul Clark, and Jacob Patterson.

Discussion: Committee members discussed budgeting, Transient Occupancy Tax (TOT), and the rationale for the founding of Visit Fort Bragg. City Manager Isaac Whippy was directed by

Council members to send the posed questions as a survey out to committee members that will inform decisions made by City Council. Committee members requested the discussion of the future structure of Visit Fort Bragg to continue at the next scheduled.

4. MATTERS FROM COMMITTEE / STAFF

Cristal Munoz presented information on The Dog Days of Summer, an event with Overtime Brewing to be held June 27th.

ADJOURNMENT

Chair Albin-Smith adjourned the meeting at 5:00 PM.



City of Fort Bragg

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Text File

File Number: 26-325

Agenda Date: 8/11/2026

Version: 1

Status: Business

In Control: Visit Fort Bragg

File Type: Staff Report

Agenda Number: 3A.

Receive Report and Provide Direction for FY 26-27 Scope of Work for the Idea Cooperative



VISIT FORT BRAGG STAFF REPORT

TO: Visit Fort Bragg Committee

DATE: August 11, 2026

DEPARTMENT: Administration Department

PREPARED BY: Cristal Munoz, Senior Administrative Analyst

PRESENTER: Cristal Munoz, Senior Administrative Analyst

AGENDA TITLE: Receive Report and Provide Direction for FY 26-27 Scope of Work for the Idea Cooperative

RECOMMENDATION

Receive the staff report, discuss and provide feedback on the scope of work for Visit Bragg.

BACKGROUND

On June 15, 2026, during the Special VFB Meeting, the committee heard a joint proposal from City Manager Isaac Whippy and VFB Committee Member Jon Glidewell outlining a long-term vision for Fort Bragg's tourism program and the evolving role of Visit Fort Bragg (VFB). At the June 29th Special City Council meeting, the City Council approved a new contract with The Idea Cooperative, the City's external marketing consultant.

With this new contract in place, the VFB Committee is requesting the opportunity to review and provide input on the FY 2026–27 Scope of Work. Under the City's current model, Visit Fort Bragg functions as an advisory body, while core tourism operations, destination marketing, branding, and advertising are carried out by The Idea Cooperative.

This partnership structure directly supports Strategic Plan Goal 1: Invigorate Economic Opportunity and Community Vibrancy, which emphasizes strengthening Fort Bragg's economic vitality through coordinated tourism promotion. The collaboration between the VFB Committee and The Idea Cooperative is intended to advance that goal by ensuring a unified, strategic approach to destination marketing.

DISCUSSION AND ANALYSIS

In prior years, the City Manager's Office has provided direction to the City's marketing consultants as they developed the annual roadmap for tourism marketing and promotion. Because these contracts are structured on a fiscal-year basis, each cycle offers an opportunity to refine, update, and enhance campaigns based on performance,

AGENDA ITEM NO. XX

particularly those that successfully support shoulder-season visitation and contribute to increased TOT revenue while promoting local businesses.

Tourism continues to be one of Fort Bragg's most significant economic sectors. Given its importance, the VFB Committee has requested to provide feedback on The Idea Cooperative's proposed promotional calendar and marketing roadmap for FY 2026–27. This review will help ensure that planned campaigns align with community priorities, support local economic vitality, and reflect the strategic direction outlined in the City's long-term tourism model.

Below is the prior year's promotional table for reference.

Promotional Activity	Description / Scope of Work
Seasonal Event Promotion	Implementation of ongoing Summer and Fall promotional campaigns supporting scheduled community events.
Fort Bragg Photo Contest	Coordination, promotion, and content management for the annual photo contest to increase engagement and user-generated content.
Fort Bragg Beer Month	Promotion of Beer Month activities, including integrated hotel packages and partner business features.
Winter Visit Campaign	Development and rollout of winter-season marketing with lodging promotions to increase off-season visitation.
Blues Fest	Marketing support for Blues Fest, including digital promotion and event visibility.
Whale Fest & Wine Walk	Promotional activities for Whale Fest and Wine Walk, with coordinated hotel promotions to drive overnight stays.
Music Fest Planning	Early-stage preparation, organization, and planning for Music Fest
Major Event Development	Concept development, planning, and promotional support for major events identified in the promotional calendar.(Bike Race,etc)

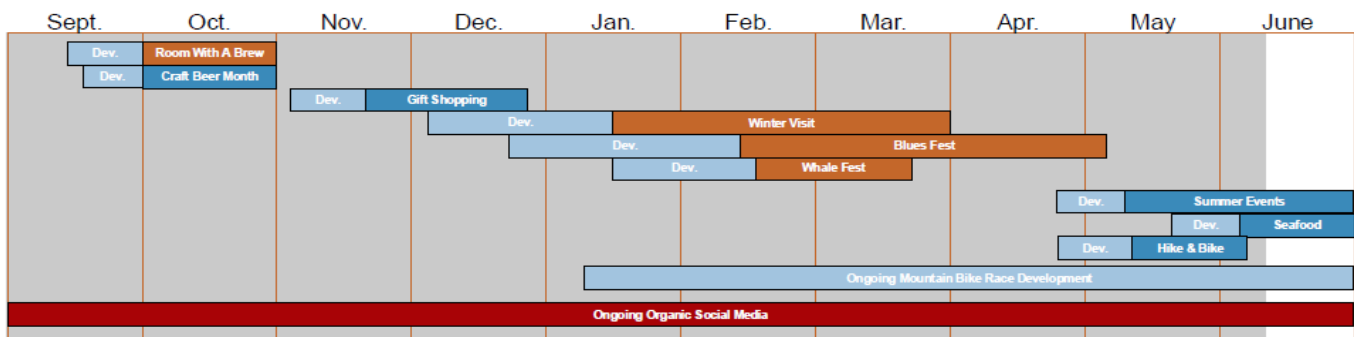
In addition, the scope of work includes ongoing development of original content for all Visit Fort Bragg outbound communications. The Idea Cooperative will produce new photography, video, interviews, and monthly promotional features, supported by two content-gathering trips to Fort Bragg during the contract term. A continuous social media calendar will be maintained, with local content contributions from Fort Bragg resident Barbara Bruce, and Facebook and Instagram will be used to increase engagement, drive website traffic, and expand the follower base.

The monthly Visit Fort Bragg e-newsletter will continue to highlight local events, stories, and community insights. Performance goals for the newsletter will focus on growing the subscriber list and improving engagement through higher open rates, click-throughs, and conversions on featured promotions.

Task Component	Scope of Work
Content Development	Creation of ongoing original content including photography, video, interviews, and monthly promotional features; supported by two content-gathering trips to Fort Bragg.
Social Media	Maintenance of a continuous social media calendar for Facebook and Instagram, with local content contributions from Barbara Bruce; goals include increased engagement, web traffic, and follower growth.
Monthly E-newsletter	Monthly Visit Fort Bragg e-newsletter featuring stories, event details, and community insights; performance goals include subscriber growth and improved engagement measured through opens, clicks, and conversions.

Hard costs associated with Visit Fort Bragg's promotional and communication activities, including printing, content development, travel for on-site production, social media management, interactive digital services, and SEO support, will be monitored and adjusted on a monthly basis to ensure alignment with evolving project needs and priorities. This flexible cost-management approach allows the City and its consultant to allocate resources to the platforms, campaigns, and content areas demonstrating the highest impact, while maintaining fiscal accountability and responsiveness to changing conditions throughout the contract term.

Below is an example of Promotional Calendar



- | Major Promotion | Minor Promotion | Campaign Development |
|---|--|----------------------|
| <ul style="list-style-type: none"> - Hotel Involvement - Landing Page - Paid Media - Organic Social - Newsletter - Conversion CTA | <ul style="list-style-type: none"> - Landing Page - Organic Social - Newsletter | |

The Committee is being asked to review and provide direction on the proposed FY 2026–27 Scope of Work for Visit Fort Bragg, which outlines the full set of marketing, promotional, and content-development activities to be carried out by The Idea Cooperative under the City’s existing tourism model. This includes evaluating the planned seasonal event promotions, digital campaigns, lodging-focused initiatives, and major event development efforts, as well as the consultant’s responsibilities for ongoing content creation, social media management, and monthly e-newsletter production. The Committee’s feedback will help ensure that the promotional calendar, marketing roadmap, and associated hard-cost allocations remain aligned with community priorities, support shoulder-season visitation, and advance Strategic Plan Goal 1: Invigorate Economic Opportunity and Community Vibrancy. By reviewing these components, the Committee will confirm whether the proposed scope effectively supports destination marketing, visitor engagement, and economic vitality for the upcoming fiscal year.

FISCAL IMPACT/FUNDING SOURCE

The consultant’s contract, in the amount of \$180,000, was approved as part of the FY 2026–27 budget.

STRATEGIC PLAN/COUNCIL PRIORITIES/GENERAL PLAN CONSISTENCY

This item is consistent with the Strategic Plan Goal 1: Invigorate Economic Opportunity And Community Vibrancy.

ATTACHMENTS:

Att 1 – PowerPoint from The Idea Cooperative



Marketing Campaign Scope and Update

August 11, 2026



Integrated Communications Strategy

December 2025

Communications Goals

Ultimately, the goal is to increase local sales and transient tax revenues, and the overall success of our visitor-serving businesses, retailers, and restaurants.

- Increase overall visitation to Fort Bragg, specifically the shoulder seasons of Winter and Spring
- Increase length of stay per visit
- Increase visitor spending per day

Priorities

1. Fewer, Bigger, Hotel-Centric Promotions
2. Conversion Metrics > KPI's
3. Expand Shoulder Season Focus
4. Continued DTFB Support
 - a. Promoting the Downtown Fort Bragg experience of dining and shopping vs. aligning all merchants for Restaurant Week or Gift Guide.
 - b. Continue event support as a way to showcase and drive visitors to DTFB.

KPI's

Quantifiable Engagement & Conversion

- Site traffic through all channels
- Promotional conversion to hotel stays and other targets

Follower Value

- Grow "likely to visit" followers
- Move them from "repeat visitors" and "brand advocates"

Room Bookings

- Direct bookings through VFB promotions

Communications Strategies

New Events:

- Bike Race
- Music Event

Hotelier Engagement & Promotions:

- Breweries
- Winter Visit
- Whale Fest
- Visit Sustainability

Merchant Supporting:

- Holiday Shopping
- Fort Bragg Food
- Downtown Events

Quality Clickbait

- Traditionally effective online engagement tactics
- Done with better strategic and creative direction
- Ex: Listicles (10 winter activities), Multi-media (podcasts, playlists)

Ongoing Paid Media

- Longer running, "learning" online campaigns

Home Page and E-newsletter Refresh

- Strategic – Drive CTR
- Creative – Revised based on messaging evolution

Integrated Communications Strategy

December 2025

Target Description:

- **Destination Shoppers** – always looking for new, interesting places to visit
- **Overnight Getaway Ready** – road trippers who are willing to jump in the car and visit somewhere new
- **Young Families and Spirited Adventurers** – younger people that don't mind a windy road to remote places
- **Eco-Conscious** – love of the outdoor extends to a desire to preserve and the protect natural environment

STRATEGIC POSITIONING CONCEPT

Brand Truths	Target Insights
A Hub for Endless Activities • Close to all the fun things to do on the North Coast • Wide range of activities, from kayaking and cycling to beachcombing and shopping • Lots of places to stay • Own Your Adventure	Too Much To Wing It • Plan ahead to build your Fort Bragg adventure • Whatever kind of experience you enjoy, from leisurely to adventurous, you'll find it here. • Never bored unless you want to be • Rest up, you'll need it.
Neighborly • North Coast Hospitality – A more casual, personal approach • Sense of community – It's part of the attraction	Don't Be A Tourist • When you're here, you're one of us. • Come for the coast. Stay for the community. • It's like your home away from home on the coast.
Where Nature Amazes • Immersed in the sights, sounds and smells of nature • Clean fresh air • Environmentalism • Get closer to nature	Connect With The Land and Ocean • Immersed in the sights, sounds and smells of nature • The sound of the ocean on one side • The call of the mountains on the other • Fresh fish and locally grown produce
Real • Not overly manicured or curated • A little offbeat • Slow pace • Pets welcome	A Haven From Pretension • Feel like you live here • A place where you can be yourself • The coast experience without the coast attitude • Pack for adventure. But leave your baggage behind.
Remote • The California coast without the crowds • A little harder to get to. Even harder to leave. • For the more adventurous	A True Escape • Far enough away to feel removed • Removed enough to leave distractions behind • You'll go home closer
Cultural Outpost • Holdover from coastal artists colonies • For a small town, a surprising amount of music, history, performing arts, fine arts and more	A True Original • Uniquely beautiful natural environment • Interesting and approachable people • A distinctly laid back, easy-going vibe

Positioning Concept:

North Coast Central

Brand Truth

Stepping Off Point

Target Insight

Your Discovery Place

Mantra:

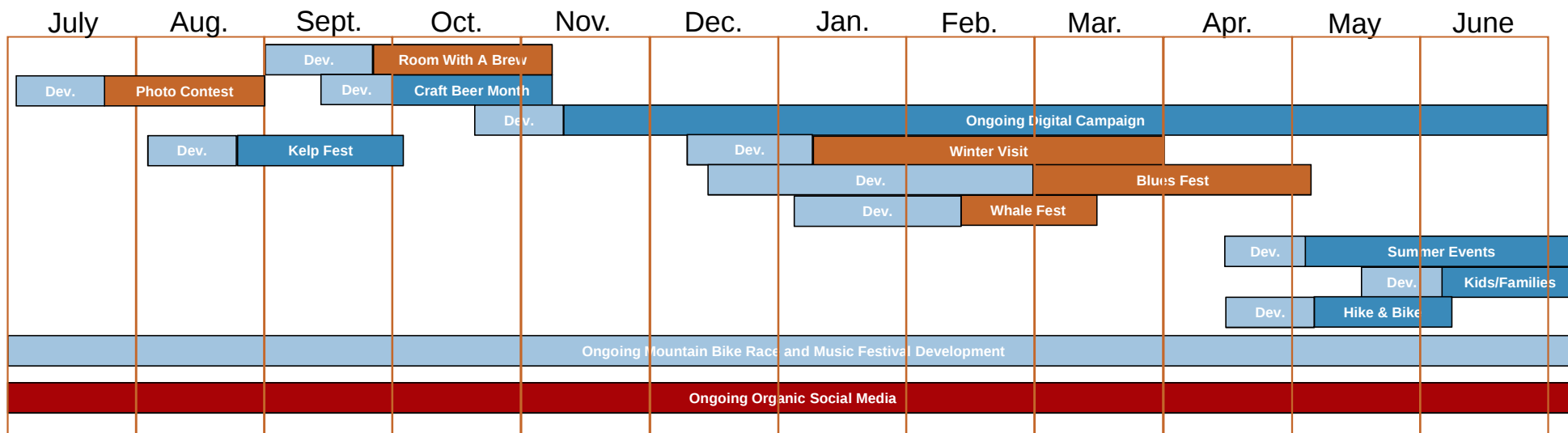
When you come to Fort Bragg, you're right in the center of all your favorite things to do, see, eat, drink and explore on the North Coast. Whether you're into bundling up by the fire, sitting down to a great meal with a stunning view, or getting out into the wilds of nature along the coast or in the redwoods, Fort Bragg has something that calls you back to your favorite home away from home on the coast.



Tourism & Marketing

2025 > 2026 Accomplishments	KPI's (June 2025 to May 2026)	2026 > 2027 Priorities
Increased Paid Media Effectiveness: - New formula improved results, lower cost - Google Max performing and improving Continue & Improve Search Optimized Content: - Multiple Top 10 Listicle Articles - Watering Holes, Vintage Shopping, Girl's Trip Major Shoulder Season Engagement Spike: - January > March Site Visitors 2025: 29k, 2026: 40k Annual Engagement Spike: - June > May Site Visitors 2025: 103k, 2026: 129k Creative Campaign Awareness: "Wander" directions further promoting Fort Bragg as hub for North Coast explorations Hotelier Engagement : - Photo Contest Cash Prize Incentive - Room with a Brew - Voucher program - Winter Visit Prize Incentives	Organic Digital Engagement - eNewsletter –9,000 to 12,000 subscribers - Instagram – 24,700 to 25,500 followers - Facebook – 69,000 to 74,000 followers Paid Media Online Shoulder Season Promotions 405,000 to 641,000 Impressions 6,510 to 21,800 Site Clicks Winter Site Traffic January > March 17,000 – 2022 22,000 – 2023 27,000 – 2024 29,000 – 2025 40,000 - 2026 Site Traffic June > May 62,300 – 2021 > 22 68,400 – 2022 > 23 94,000 – 2023 > 24 103,000 – 2024 > 25 129,000 – 2025 > 2026	Creative Direction: - Continue "Wander" Creative Direction Awareness SEO Focus: - Continue Site Traffic Growth - Sharpen Target Focus Continue to Improve Paid Media Effectiveness: - P-Max Campaign Continuity - Exceed Results in All promotions Major Event Progress: - Music Festival – Spring 2027? - Bike Race – Fall 2027? Shoulder Season Prioritization: - Continue Budget "Bulge" Younger Demographic Skew: - Continue Targeting Younger Audience Increase Hotel ROI: - Engage Additional Hoteliers - Continue Booking Incentives

Preliminary Promotional Calendar 2025 > 2026



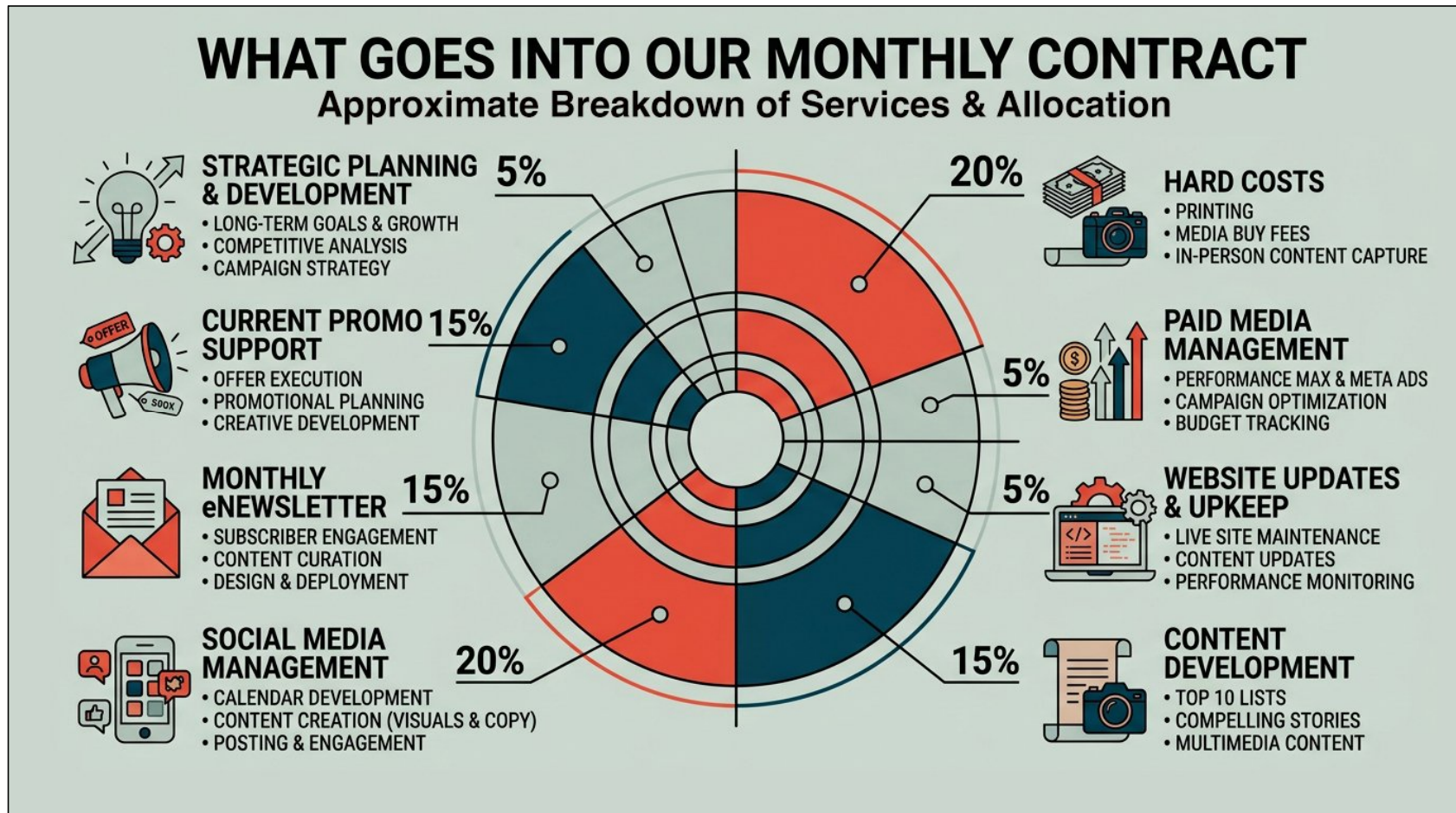
Major Promotion

- Hotel Involvement
- Landing Page
- Paid Media
- Organic Social
- Newsletter
- Conversion CTA

Minor Promotion

- Landing Page
- Organic Social
- Newsletter

Promotions & Budgeting



Questions?

Comments?

**CITY OF FORT BRAGG
PROFESSIONAL SERVICES AGREEMENT
WITH
CREATIVE THINKING, INC. DBA THE IDEA COOPERATIVE**

THIS AGREEMENT is made and entered into this 30th day of June, 2026 ("Effective Date"), by and between the CITY OF FORT BRAGG, a municipal corporation, 416 N. Franklin Street, Fort Bragg, California 95437 ("City"), and CREATIVE THINKING, INC. DBA THE IDEA COOPERATIVE, a California corporation, 835 5th Avenue, Suite C, San Rafael, California 94901 ("Consultant").

W I T N E S S E T H :

A. WHEREAS, City proposes to utilize the services of Consultant as an independent contractor to provide strategic and creative marketing services for Visit Fort Bragg, as more fully described herein; and

B. WHEREAS, City and Consultant desire to contract for the specific services described in **Exhibit A** (the "Project") and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

C. WHEREAS, no official or employee of City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

1.1. Scope of Work. Consultant shall provide the professional services described in the Consultant's Proposal ("Proposal"), attached hereto as **Exhibit A** and incorporated herein by this reference.

1.2. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement. Consultant shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times observe and comply with all such laws and regulations. City officers and employees shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this section.

1.3. Performance to Satisfaction of City. Consultant agrees to perform all the work to the complete satisfaction of the City as hereinafter specified. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the matters of concern;
- (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement. To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.

1.5. Non-discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability except as permitted pursuant to Section 12940 of the Government Code. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

Consultant shall, in all solicitations and advertisements for employees placed by, or on behalf of Consultant, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability. Consultant shall cause the paragraphs contained in this Section to be inserted in all subcontracts for any work covered by the Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

1.6. Non-Exclusive Agreement. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense. All insurance requirements contained in this Agreement are independently applicable to any and all subcontractors that Consultant may engage during the term of this Agreement.

1.8. Confidentiality. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

2.0. COMPENSATION AND BILLING

2.1. Compensation. Consultant shall be paid as set forth in Exhibit "A." Consultant's total compensation shall not exceed **One Hundred Eighty Thousand Dollars (\$180,000.00)**.

2.2. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of work specified in the Consultant's Proposal or which is inconsistent with or in violation of the provisions of this Agreement unless the City or the Project Manager for this Project, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable. Should the City request in writing additional services that increase the hereinabove described "Scope of Work," an additional fee based upon the Consultant's standard hourly rates shall be paid to the Consultant for such additional services. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any one project.

2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but not more often than monthly. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the date of final payment.

3.0. TIME OF PERFORMANCE

3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence within five (5) days from the issuance of Notice to Proceed. Said services shall be performed in strict compliance with the schedule set forth in the Scope of Work attached hereto as **Exhibit A**. Consultant will complete the services in accordance with this Agreement by **June 30, 2027**. The Time of Completion may only be modified by a written amendment of the Agreement signed by both the City and the Consultant and in accordance with its terms.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of

performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party. If a delay beyond the control of the Consultant is encountered, a time extension may be mutually agreed upon in writing by the City and the Consultant. The Consultant shall present documentation satisfactory to the City to substantiate any request for a time extension.

4.0. TERM AND TERMINATION

4.1. Term. This Agreement shall commence on the Effective Date and expire on **September 30, 2027** unless previously terminated as provided herein or as otherwise agreed to in writing by the parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing at least ten (10) days prior written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City. If the City suspends, terminates or abandons a portion of this Agreement, such suspension, termination or abandonment shall not make void or invalidate the remainder of this Agreement.

If the Consultant defaults in the performance of any of the terms or conditions of this Agreement, it shall have ten (10) days after service upon it of written notice of such default in which to cure the default by rendering a satisfactory performance. In the event that the Consultant fails to cure its default within such period of time, the City shall have the right, notwithstanding any other provision of this Agreement, to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

The City shall have the right, notwithstanding any other provisions of this Agreement, to terminate this Agreement, at its option and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement, immediately upon service of written notice of termination on the Consultant, if the latter should:

- a. Be adjudged a bankrupt;
- b. Become insolvent or have a receiver of its assets or property appointed because of insolvency;
- c. Make a general assignment for the benefit of creditors;
- d. Default in the performance of any obligation or payment of any indebtedness under this Agreement;
- e. Suffer any judgment against it to remain unsatisfied or unbonded of record for thirty (30) days or longer; or
- f. Institute or suffer to be instituted any procedures for reorganization or rearrangement of its affairs.

4.3. Compensation. In the event of termination, City shall pay Consultant for

reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination within thirty-five (35) days after service of the notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant. City shall not be liable for any claim of lost profits.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

5.0. INSURANCE

5.1. Minimum Scope and Limits of Insurance. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent Best's Key Insurance Rating Guide, and approved by City:

- (a) Broad-form commercial general liability, in a form at least as broad as ISO form #CG 20 01 04 13, including premises-operations, products/ completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) aggregate, combined single limits. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or shall be twice the required occurrence limit. If Consultant maintains higher limits than the specified minimum limits, City requires and shall be entitled to coverage for the high limits maintained by the Consultant.
- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, each incident for bodily injury and property damage.
- (c) Workers' compensation insurance as required by the State of California and Employers Liability Insurance with a minimum limit of \$1,000,000 per accident for any employee or employees of Consultant. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officials, officers, agents, employees, and volunteers for losses arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.

Before execution of this Agreement by the City, the Consultant shall file with the City Clerk the following signed certification:

I am aware of, and will comply with, Section 3700 of the Labor Code, requiring every employer to be insured against liability of Workers' Compensation or to undertake self-insurance before commencing any of the work.

The Consultant shall also comply with Section 3800 of the Labor Code by securing, paying for and maintaining in full force and effect for the duration of this Agreement, complete Workers' Compensation Insurance, and shall furnish a Certificate of Insurance to the City Clerk before execution of this Agreement by the City. The City, its officers and employees shall not be responsible for any claims in law or equity occasioned by failure of the consultant to comply with this section.

- (d) Professional errors and omissions ("E&O") liability insurance with policy limits of not less than Two Million Dollars (\$2,000,000.00), combined single limits, per occurrence and aggregate. Architects' and engineers' coverage shall be endorsed to include contractual liability. If the policy is written as a "claims made" policy, the retro date shall be prior to the start of the contract work. Consultant shall obtain and maintain said E&O liability insurance during the life of this Agreement and for three years after completion of the work hereunder.

Neither the City nor any of its elected or appointed officials, officers, agents, employees, or volunteers makes any representation that the types of insurance and the limits specified to be carried by Consultant under this Agreement are adequate to protect Consultant. If Consultant believes that any such insurance coverage is insufficient, Consultant shall provide, at its own expense, such additional insurance as Consultant deems adequate.

5.2. Endorsements. The commercial general liability insurance policy and business automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: "The City of Fort Bragg and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant."
- (b) Notice: "Consultant shall provide immediate written notice if (1) any of the required insurance policies is terminated; (2) the limits of any of the required policies are reduced; or (3) the deductible or self-insured retention is increased. In the event of any cancellation or reduction in coverage or limits of any insurance, Consultant shall forthwith obtain and submit proof of substitute insurance. Should Consultant fail to immediately procure other insurance, as specified, to substitute for any canceled policy, the City may procure such insurance at Consultant's sole cost and expense."

- (c) Other insurance: "The Consultant's insurance coverage shall be primary insurance as respects the City of Fort Bragg, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Fort Bragg shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Fort Bragg, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5.3. Deductible or Self-Insured Retention. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.

5.4. Certificates of Insurance. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement. The certificates of insurance and endorsements shall be attached hereto as **Exhibit B** and incorporated herein by this reference.

5.5. Non-limiting. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City Manager or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Consultant shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. The Project Manager designated to work directly with Consultant in the performance of this Agreement will be **Isaac Whippy, City Manager**. It shall be the Consultant's responsibility to assure that the Project Manager is kept informed of the progress

of the performance of the services and the Consultant shall refer any decision, which must be made by City, to the Project Manager. Unless otherwise specified herein, any approval of City required hereunder shall mean the approval of the Project Manager.

Consultant designates **Tom Kavanaugh, President**, as its Project Manager, who shall represent it and be its agent in all consultations with City during the term of this Agreement and who shall not be changed by Consultant without the express written approval by the City. Consultant or its Project Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement or the work hereunder may be provided by personal delivery, facsimile or if mailed, shall be addressed as set forth below and placed in a sealed envelope, postage prepaid, and deposited in the United States Postal Service. Such communication shall be deemed served or delivered: a) at the time of delivery if such communication is sent by personal delivery; b) at the time of transmission if such communication is sent by facsimile; and c) 72 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

IF TO CONSULTANT:
Tom Kavanaugh, President
Creative Thinking, Inc.
DBA The Idea Cooperative
835 5th Avenue, Suite C
San Rafael, CA 94901
Tel: 415-377-6708

IF TO CITY:
City Clerk

City of Fort Bragg
416 N. Franklin St.
Fort Bragg, CA 95437
Tel: 707-961-2823
Fax: 707-961-2802

6.5. Attorneys' Fees. In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.

6.6. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Mendocino County, California. Consultant agrees to submit to the personal jurisdiction of such court in the event of such action.

6.7. Assignment. Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant's interest in this Agreement without City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of City's consent, no subletting or assignment shall release Consultant of Consultant's obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.8. Indemnification and Hold Harmless. If Consultant is not a design professional performing "design professional" services under this Agreement, as that term is defined in Civil

Code Section 2782.8, Consultant agrees to defend, indemnify, hold free and harmless the City, its elected and appointed officials, officers, agents and employees, at Consultant's sole expense, from and against any and all claims, demands, actions, suits or other legal proceedings brought against the City, its elected and appointed officials, officers, agents and employees arising out of the performance of the Consultant, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply whenever any claim, action, complaint or suit asserts liability against the City, its elected and appointed officials, officers, agents and employees based upon the work performed by the Consultant, its employees, and/or authorized subcontractors under this Agreement, whether or not the Consultant, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable. Notwithstanding the foregoing, the Consultant shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Consultant's Proposal, which shall be of no force and effect.

6.9. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

6.10. PERS Eligibility Indemnification. In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

6.11. Cooperation. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.

6.12. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, preliminary notes, working documents, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City, but shall be made available to the City within ten (10) days of request or within ten (10) days of termination. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, preliminary notes and working documents, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City. Consultant or Consultant's agents shall execute such documents as may be necessary from time to time to confirm City's ownership of the copyright in such documents.

6.13. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.

6.14. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, *et seq.*) and Government Code Section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.

6.15. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to

the correction.

6.16. Prohibited Employment. Consultant will not employ any regular employee of City while this Agreement is in effect.

6.17. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, the conflict shall be resolved by giving precedence in the following order, if applicable: This Agreement, the City's Request for Proposals, the Consultant's Proposal.

6.18. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

6.19. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.

6.20. Headings. Paragraph and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

6.21. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.

6.22. Amendments. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.

6.23. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

6.24. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

6.25. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

6.26. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

CITY

Signed by:
By: Isaac Whippy
50E9C1A52F474A7...
Isaac Whippy
Its: City Manager

CONSULTANT

DocuSigned by:
By: Tom Kavanaugh
0EF6F997950944C...
Tom Kavanaugh
Its: President

ATTEST:

Signed by:
By: Diana Paoli
E348FAFF33A740D...
Diana Paoli
City Clerk

APPROVED AS TO FORM:

DocuSigned by:
By: Baron J. Bettenhausen
356D1F0925C64D1...
Baron J. Bettenhausen
City Attorney

Proposal & Scope of Work

July 1, 2025 to June 30, 2026

June 27, 2024

CONTRACT TERMS

The Idea Cooperative has been identified as the Visit Fort Bragg Creative Communications Agency of Record for Destination Marketing, rolling their current contract, expiring on June 30, 2025, into a 12-month contract term from July 1, 2025 to June 30, 2026.

A budget of \$180,000 has been approved by Fort Bragg City Council for this contract.

SCOPE OF WORK

Notes on RFP Scope of Work and Proposed Tasks

- Monthly Budget Reduction - Because last year's contract started in September, running for 10 months instead of 12, this year's annual budget of \$180,000 represents a \$3,000/month reduction. The lower monthly fee means few, if any, additional promotions and programs can be budgeted, unless additional funds become available.
- Fee vs Hard Costs Adjustment – Due to the addition of several new promotions, including work towards major new Fort Bragg events for a Music Festival and Bike Race, the balance between Agency Fee and Hard Costs has been adjusted to give the agency more time for creative development related to the new promotions. This will allow for the creation of original work to promote a Music Fest and Bike Race but will come at the expense of paid media budgets, which will decrease slightly. This decrease is justified by the addition of google-optimized content driving increases in organic site visits.
- Programs and Promotions Funding Not Included – Several promotional activities that were discussed and recommended to be explored have not been included in this proposal due to budget constraints, including:
 - Influencer Marketing Program
 - TikTok Social Media Channel
 - Major Event Outside Costs (paid media, printing) for Bike Race and/or Music Festival
- Promotion Continuity & Refinement – In this proposal, The Idea Cooperative has done it's best to maintain the programs that deliver most effectively against the agreed-upon objectives. All promotional programs will be refined this year, based on learning from previous years to increase their effectiveness.
- Major Event Budget Considerations – During Task 1, The Idea Cooperative will develop an estimate of how much time can be allocated for Bike Race and Music Festival. Both events are currently in the planning stages, making it hard to know how much work will be required. However, additional time of staff realized through the Fee vs. Hard Costs Adjustments will be earmarked for Major Event Promotion.

Task 1: Strategic & Promotion Confirmation

Working from last year's Strategic Plan, The Idea Cooperative will review the results from each and develop a 2025 > 2026 Promotional Calendar and Working Budget to outline specific activities and monthly budgets throughout the contract term.

Timing: July 1 > 31, 2025

Task 2: Promotional Development, Execution & Analytics

Working from the approved 2025 > 2026 Promotional Calendar and Working Budget, The Idea Cooperative will implement all promotional activities. Initial promotional activities will likely include the following, but will be confirmed in Task 1:

- Ongoing Summer and Fall Seasonal Event Promotion
- Fort Bragg Photo Contest
- Fort Bragg Beer Month with Hotel Promotion
- Holiday Gift Shopping
- Winter Visit Campaign with Hotel Promotion
- Blues Fest
- Whale Fest/Wine Walk with Hotel Promotion
- Music Fest Preparation, Organization and Planning (See Funding Not Included – Above)
- Major Event Preparation and Planning + Concept/Promotion Limited Time Allocation

Timing: Ongoing

Task 3: Ongoing Content Development, Social Media & E-newsletter

The Idea Cooperative will develop ongoing original content for use in all outbound communications, using original photography, video, interviews with locals and featuring ongoing month to month promotions. At least three trips to Fort Bragg will be made by The Idea Cooperative for content gathering during the contract term.

An ongoing social media calendar will be maintained by The Idea Cooperative with help with ongoing local content from Fort Bragg resident Barbara Bruce. Facebook and Instagram will be used, with goals of a) increasing engagement and building web traffic and b) increasing followers.

The monthly Visit Fort Bragg e-newsletter will continue to deliver news, stories, insights and details about local events to a highly engaged audience. Newsletter goals are a) subscriber growth and b) subscriber engagement measured through opens, clicks and conversions on promotions.

Timing: Ongoing

BUDGET AND SCHEDULE OF CHARGES

Working from the designated annual not to exceed budget of \$180,000 The Idea Cooperative recommends a similar structure and schedule of charges from previous years, with \$12,000 per month Retainer Costs to cover time of staff costs and \$3,000 for hard costs including printing, content creation (including travel), social media, interactive and SEO services.

Budget:

\$12,000/Month Retainer Costs + \$3,000/Month* for Hard Costs

\$180,000 12 Month Total

*note: Hard Costs totals may vary month to month, but will equal the total at the end of contract.

Retainer Costs Monthly Break Out

Work Specification	Hours	Rate	Fee
Strategic Marketing Consultation	1	\$200	\$200
Creative Direction	5	\$200	\$1,000
Art Direction/Creative Concept	9	\$150	\$1,350
Copywriting/Creative Concept	9	\$150	\$1,350
Account Direction	8	\$125	\$1,000
Project Management	16	\$100	\$1,600
Production Management	8	\$100	\$800
Digital Production Art / Production Design	16	\$100	\$1,600
Interactive Strategy and Consultation	4	\$100	\$400
Interactive Development & Programming	16	\$100	\$1,600
Social Media & Content Execution	16	\$100	\$1,600
TOTAL			\$12,500.00

Schedule of Charges

Month	Fee	Hard Costs	TOTAL
July, 2025	\$12,500	\$2,500	\$15,000
August, 2025	\$12,500	\$2,500	\$15,000
September, 2025	\$12,500	\$2,500	\$15,000
October, 2025	\$12,500	\$2,500	\$15,000
November, 2025	\$12,500	\$2,500	\$15,000
December, 2025	\$12,500	\$2,500	\$15,000
January, 2026	\$12,500	\$2,500	\$15,000
February, 2026	\$12,500	\$2,500	\$15,000
March, 2026	\$12,500	\$2,500	\$15,000
April, 2026	\$12,500	\$2,500	\$15,000
May, 2026	\$12,500	\$2,500	\$15,000
June, 2026	\$12,500	\$2,500	\$15,000
Totals:	\$150,000	\$30,000	
TOTAL CONTRACT:			\$180,000

Authorization To Proceed: _____ Date: _____

Notes:

Media and content costs may not be allocated evenly each month. A running accounting of all media and content costs will be included with each invoice. The Idea Cooperative will bill \$12,000 at the end of each month to cover work performed during that month, plus applicable media and content costs.

This estimate is based on a preliminary understanding of services to be delivered. If any aspect of the project changes, this estimate will be subject to revision or addendum. This estimate does not include CA sales tax, if applicable.

EXHIBIT B

CERTIFICATES OF INSURANCE AND ENDORSEMENTS



THEIDEA-04

TCARPIO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0757776 HUB International Insurance Services Inc. 40 E Alamar Ave Santa Barbara, CA 93105	CONTACT NAME: Michele Ricca PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: michele.ricca@hubinternational.com INSURER(S) AFFORDING COVERAGE INSURER A : Citizens Insurance Company of America 31534 INSURER B : Allmerica Financial Benefit Insurance Company 41840 INSURER C : Federal Insurance Company 20281 INSURER D : INSURER E : INSURER F :
INSURED Creative Thinking, Inc dba The Idea Cooperative. 835 5th Avenue San Rafael, CA 94901	NAIC # INSURER A : Citizens Insurance Company of America 31534 INSURER B : Allmerica Financial Benefit Insurance Company 41840 INSURER C : Federal Insurance Company 20281 INSURER D : INSURER E : INSURER F :

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC OTHER:	X		OBFD649507	7/18/2025	7/18/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			OBFD649507	7/18/2025	7/18/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N	N / A	W2FD649506	7/18/2025	7/18/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Errors & Omissions			8234-6490	7/18/2025	7/18/2026	Per Claim/Aggregate 1,000,000
C	Errors & Omissions			8234-6490	7/18/2025	7/18/2026	Retention 5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Employment Practices Liability: limit: \$25,000, Deductible: \$5,000. - Original Inception Date: 07/18/2018.

City of Fort Bragg is Additional Insured with regard to the General Liability policy, per the attached endorsement form 3911941 08/16.

CERTIFICATE HOLDER

CANCELLATION

City of Fort Bragg 416 N. Franklin Street Fort Bragg, CA 95437	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS COVERAGE FORM

SCHEDULE

Name of Person or Organization:
CITY OF FORT BRAGG 416 N.FRANKLIN STREET FORT BRAGG,CA 95437

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

For the purpose of coverage provided by this endorsement, the following changes are made to **SECTION II - LIABILITY**:

A. The following is added to SECTION II - LIABILITY, C. Who is an Insured:

Any person or organization shown in the Schedule above is also an additional insured, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf in the performance of your ongoing operations or in connection with your premises owned by or rented to you.

However:

- a. The insurance afforded to such additional insured only applies to the extent permitted by law; and
- b. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. The following is added to SECTION II - LIABILITY, D. Liability and Medical Expenses Limits of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

- a. Required by the contract or agreement; or
 - b. Available under the applicable Limits of Insurance shown in the Declarations;
- whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

ALL OTHER TERMS, CONDITIONS, AND EXCLUSIONS REMAIN UNCHANGED.

ClickEthos Proposal for the City of Fort Bragg

SEO, GEO, Social Media, and Event Marketing Support

ClickEthos would like to offer the City of Fort Bragg a practical, locally focused marketing program designed to increase online visibility, support local businesses, promote events, and improve how Fort Bragg is found through both traditional search engines and emerging AI-driven search platforms.

The goal is simple: help more people find Fort Bragg, understand what makes this community special, and connect them with local businesses, events, lodging, restaurants, activities, and cultural experiences.

Core Services

SEO: Search Engine Optimization

SEO helps Fort Bragg appear more prominently when people search on Google and other search engines for travel, events, restaurants, lodging, things to do, coastal activities, Noyo Harbor, downtown Fort Bragg, and related searches.

- Keyword research
- On-page optimization
- Website content recommendations
- Local search optimization
- Search performance tracking
- Monthly reporting
- Ongoing strategy adjustments

GEO: Generative Engine Optimization

GEO is the next layer of digital visibility. It helps Fort Bragg appear in AI-driven searches through platforms like ChatGPT, Google AI Overviews, Gemini, Perplexity, and voice search.

Instead of only asking Google, people are now asking AI tools questions such as:

- Where should I go on the Northern California coast?
- What is there to do in Fort Bragg?
- Best weekend trip near Mendocino County?
- Where can I eat near Noyo Harbor?
- What events are happening in Fort Bragg this month?

GEO content is designed to answer those questions clearly, locally, and strategically so Fort Bragg becomes part of the answer.

- Locally focused blog content
- AI-friendly question-and-answer content
- Event and attraction content
- Business and activity highlights
- Visitor-focused guides
- Content structured for search engines and AI tools

Monthly SEO/GEO Service Options

Option	SEO Keywords	Monthly Price	Best Use
Local Visibility Starter	25 keywords + GEO	\$1,000 per month	Foundation around the most important Fort Bragg search terms.
Growth Visibility Plan	50 keywords + expanded GEO	\$1,500 per month	Broader visibility across tourism, events,

			restaurants, lodging, outdoor recreation, downtown, and Noyo Harbor.
Citywide Visibility Plan	100 keywords + full GEO	\$2,000 per month	Full citywide search and AI visibility strategy for tourism, events, local businesses, off-season travel, and Fort Bragg branding.

Option 1: Local Visibility Starter

25 SEO Keywords + GEO Content | \$1,000 per month

Best for building a foundation and improving visibility around the most important Fort Bragg search terms.

- 25 targeted SEO keywords
- GEO-focused content strategy
- Monthly website content support
- Local search optimization
- Basic monthly reporting

Option 2: Growth Visibility Plan

50 SEO Keywords + Expanded GEO Content | \$1,500 per month

Best for broader visibility across tourism, events, restaurants, lodging, outdoor recreation, downtown, and Noyo Harbor.

- 50 targeted SEO keywords
- Expanded GEO content strategy
- Monthly blog/content development
- Event and seasonal search optimization
- Local business visibility support
- Monthly performance reporting

Option 3: Citywide Visibility Plan

100 SEO Keywords + Full GEO Content Program | \$2,000 per month

Best for a full citywide search and AI visibility strategy supporting tourism, events, local businesses, off-season travel, and Fort Bragg branding.

- 100 targeted SEO keywords
- Full GEO content strategy
- Expanded monthly content creation
- Visitor guide style content
- Event promotion support
- Local business and attraction visibility
- Monthly analytics and recommendations
- Ongoing SEO/GEO refinement

Social Media Support

ClickEthos can also support the City with social media content that promotes Fort Bragg in a consistent, engaging, and locally authentic way.

- Facebook and Instagram content
- Event promotion

- Business highlights
- Seasonal tourism posts
- Local storytelling
- Short-form video ideas
- Community engagement posts
- Monthly content calendars

The goal is not just to post pretty pictures, but to create posts that encourage people to visit, shop, eat, stay, attend events, and share Fort Bragg with others.

Event Planning and Promotion

ClickEthos can also assist with event planning, marketing, and promotion for City-supported events, shoulder-season tourism efforts, and local business activation.

- Event concept development
- Promotional strategy
- Social media campaigns
- Business participation outreach
- Landing page or event page content
- Email/newsletter support
- Local and regional promotion
- Post-event reporting

Events can be used not only as community gatherings, but as economic drivers that bring visitors into town, support local businesses, and create more reasons to visit Fort Bragg outside the peak summer months.

Monthly Service Hours

In addition to the SEO and GEO service options listed above, ClickEthos will budget 60 hours per month for social media support, event planning, content development, outreach, and related marketing work.

These hours will be billed at \$50 per hour, for a total of \$3,000 per month.

The specific use of these hours will be determined the month prior in coordination with the City of Fort Bragg. This allows the City to direct the work toward the most pressing needs each month, whether that is event planning, social media content, business outreach, seasonal campaigns, website updates, or promotional strategy.

This structure keeps the program flexible while making sure there is a clear monthly budget and a consistent amount of time dedicated to Fort Bragg's marketing needs.

Why This Matters

Fort Bragg has the natural beauty, the working harbor, the downtown, the history, the restaurants, the lodging, the trails, the ocean, and the community character people are already searching for. The opportunity is to make sure Fort Bragg is being found.

Search is changing. People are no longer only scrolling through websites. They are asking AI tools, voice assistants, social media, and search engines where to go and what to do. This proposal helps Fort Bragg show up in those answers.

Summary

ClickEthos can provide Fort Bragg with a practical marketing program focused on:

- Improving Google search visibility

- Building AI/GEO visibility
- Promoting local events
- Supporting local businesses
- Increasing off-season awareness
- Creating stronger digital storytelling for Fort Bragg

Fort Bragg already has the story. ClickEthos would help more people find it.



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Text File

File Number: 26-326

Agenda Date: 8/11/2026

Version: 1

Status: Business

In Control: Visit Fort Bragg

File Type: Staff Report

Agenda Number: 3B.

Discussion of Visit Fort Bragg Strategic Goals FY 2026/27 and Committee Survey Results



VISIT FORT BRAGG STAFF REPORT

TO: Visit Fort Bragg Committee **DATE:** August 11, 2026

DEPARTMENT: City Manager's Office

PREPARED BY: Isaac Whippy, City Manager

PRESENTER: Isaac Whippy, City Manager & Cristal Munoz, Senior Administrative

AGENDA TITLE: Visit Fort Bragg Strategic Direction Survey Results and Recommendations to the City Council

RECOMMENDATION

Staff recommends that the Visit Fort Bragg Committee:

1. Receive and discuss the results of the Visit Fort Bragg Strategic Direction Survey;
 2. Confirm the strategic priorities identified through the Committee's study session and survey, including:
 - Increasing overnight stays and shoulder-season visitation;
 - Modernizing destination marketing;
 - Expanding events and experiences that generate economic activity;
 - Improving the visitor experience;
 - Strengthening local and regional partnerships; and
 - Establishing measurable outcomes for tourism investments; and
 3. Recommend these strategic priorities to the City Council as the framework for the future direction of Visit Fort Bragg and further evaluation of its organizational structure, marketing scope, funding, and implementation.
-

BACKGROUND

The Visit Fort Bragg Committee recently held a study session to discuss the future direction of tourism in Fort Bragg, including the City's marketing strategy, events, visitor experience, partnerships, tourism investments, and organizational structure.

The Committee considered three potential organizational models:

- **Existing Advisory Model** – Continue the current Visit Fort Bragg Committee and contracted marketing structure.

- **City-Led Destination Management Model** – Build greater internal capacity focused on visitor experience, events, social media, partnerships, and economic development while maintaining a more targeted marketing contract.
- **Independent Destination Marketing Organization (DMO)** – Explore creation of an independent tourism organization with professional leadership, dedicated governance, and potentially expanded public and private funding.

Rather than selecting an organizational model during the study session, the Committee expressed interest in first establishing the strategic goals and outcomes it would like Fort Bragg's tourism investments to achieve.

Following the study session, Committee members completed a Strategic Direction Survey. Seven Committee members participated. The results are included as an attachment to this report.

DISCUSSION AND ANALYSIS

(i) Strategic Direction

The survey demonstrates considerable alignment around the outcomes the Committee would like tourism investments to achieve.

When asked about the primary role of Visit Fort Bragg over the next five to ten years, 57% identified economic development driver as the primary role. Other responses emphasized a combination of marketing, events, visitor experience, and oversight.

The highest-rated tourism investment outcomes were:

- **More overnight stays – 100% High Priority**
- **Increased TOT revenue – 86% High Priority**
- **Stronger shoulder-season visitation – 83% High Priority**
- **Increased sales tax revenue – 71% High Priority**
- **Improved visitor experience – 67% High Priority**

These results suggest an interest in viewing tourism as more than a marketing function and connecting future tourism investments more directly to economic outcomes.

(ii) Marketing, Events & Visitor Experience

The Committee also expressed interest in modernizing Fort Bragg's marketing approach. Social media storytelling and influencer partnerships received the greatest support, followed by paid digital advertising and event promotion. Travel platforms such as Roadtrippers and Google Travel, along with public relations and earned media, also received support.

Committee members emphasized targeted marketing during off-peak periods, telling Fort Bragg's story, and continuing to promote **Fort Bragg as a distinct destination**. Events were also identified as an important opportunity. Shoulder-season events received the greatest support for future event funding, followed by new event concepts. Committee comments suggested developing distinctive events that can build a following, generate overnight stays, and create activity during traditionally slower periods. Visitor experience priorities included wayfinding, coastal access, downtown/Noyo Harbor connectivity, digital visitor information, and public art.

The Committee also identified opportunities to strengthen partnerships with Visit Mendocino County, the Fort Bragg Chamber of Commerce, lodging establishments, Skunk Train, Mendocino Coast Botanical Gardens, Noyo Harbor, local businesses, event organizers, and other regional partners.

(iii) Proposed Strategic Framework

Based on the study session and survey results, staff has summarized the Committee's direction into five strategic priorities:

1. DRIVE YEAR-ROUND ECONOMIC ACTIVITY

Increase overnight stays, shoulder-season visitation, visitor spending, TOT, and sales tax revenues.

2. MODERNIZE DESTINATION MARKETING

Use targeted digital advertising, social media storytelling, influencers, event promotion, travel platforms, public relations, and other strategies to reach clearly defined visitor markets.

3. CREATE REASONS TO VISIT

Develop and support distinctive events, experiences, and activities—particularly during shoulder seasons—that encourage overnight visitation and repeat trips.

4. IMPROVE THE VISITOR EXPERIENCE

Prioritize wayfinding, coastal access, downtown/Noyo Harbor connectivity, visitor information, and other improvements that enhance the overall Fort Bragg experience.

5. BUILD STRONGER PARTNERSHIPS

Leverage relationships with Visit Mendocino County, the Chamber of Commerce, lodging providers, attractions, local businesses, event organizers, and other stakeholders to maximize tourism resources and economic impact.

(iv) Organizational Structure

The survey did not establish a clear consensus regarding the preferred organizational model. Three Committee members selected an independent DMO, two selected the existing advisory model, one selected the City-led destination management model, and

one selected another approach with two Committee not yet filled the survey as we write this report. The results indicate interest in continuing to explore alternative models, particularly an independent DMO, but do not provide a clear majority recommendation.

Staff therefore recommends that the Committee first confirm the strategic framework and recommend it to the City Council. The organizational structure, funding model, staffing, and future marketing scope can then be evaluated based on which approach is best positioned to accomplish the established strategic goals.

NEXT STEPS

If confirmed by the Committee, the strategic framework would be forwarded to the City Council for consideration. Staff would recommend that the City Council consider the Committee's priorities and provide direction regarding further evaluation of:

- The future scope and performance expectations for destination marketing – Idea Cooperative;
- Event and shoulder-season tourism strategies;
- Visitor experience investments;
- Local and regional partnerships;
- Tourism performance measures; and
- The appropriate organizational and funding model for Visit Fort Bragg.

FISCAL IMPACT

No additional appropriation is requested. Any future changes to tourism funding, staffing, contracts, or organizational structure would be subject to City Council consideration and approval.

ATTACHMENTS

- Visit Fort Bragg By-Laws
- Strategic Marketing Plan + Budget Allocation Proposal

Q1 What is your name?

Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES
First Name	100.00% 7
Last Name	100.00% 7
	0.00% 0
	0.00% 0
	0.00% 0

#	FIRST NAME	DATE
1	Tess	8/5/2026 4:37 AM
2	Barbara	8/3/2026 2:07 PM
3	Lindy	7/30/2026 11:24 AM
4	Scott	7/18/2026 12:18 PM
5	Stathi	7/16/2026 2:52 PM
6	Sabine	7/14/2026 2:24 PM
7	Jon	7/14/2026 9:07 AM

#	LAST NAME	DATE
1	Albin-Smith	8/5/2026 4:37 AM
2	Bruce	8/3/2026 2:07 PM
3	Peters	7/30/2026 11:24 AM
4	Schneider	7/18/2026 12:18 PM
5	Pappas	7/16/2026 2:52 PM
6	Hahnbeuck	7/14/2026 2:24 PM
7	Glidewell	7/14/2026 9:07 AM

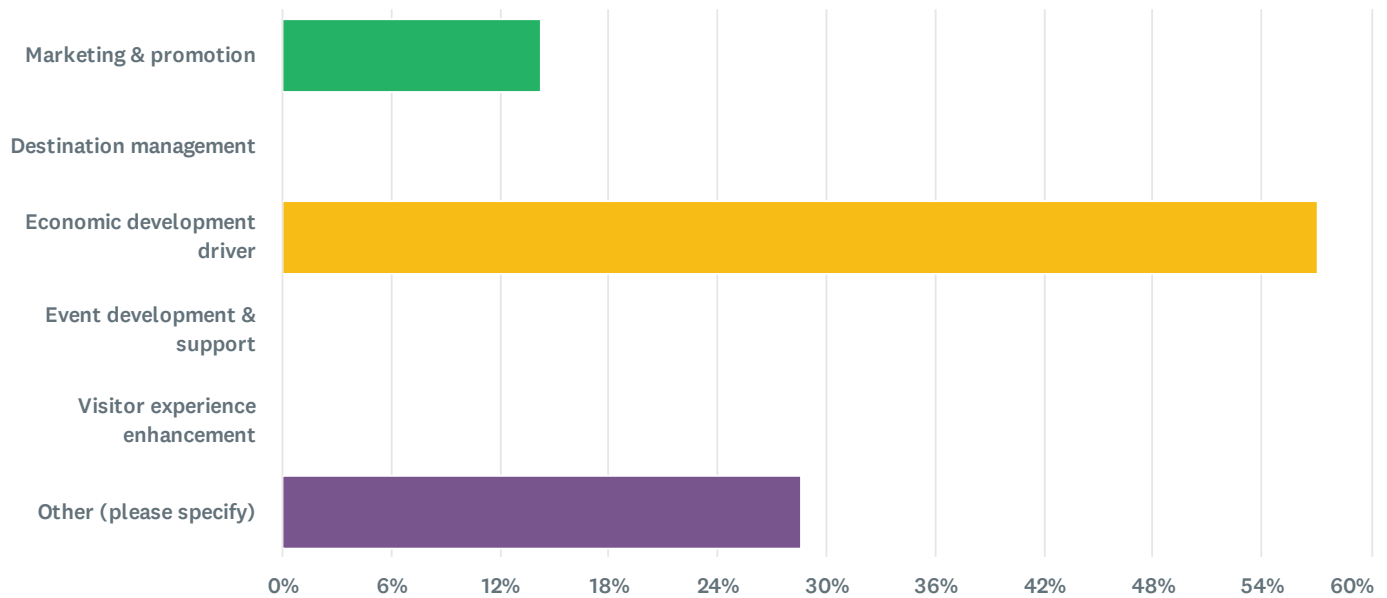
#	DATE
	There are no responses.

#	DATE
	There are no responses.

#	DATE
	There are no responses.

Q2 7 responses

What should be the primary role of Visit Fort Bragg over the next 5–10 years?

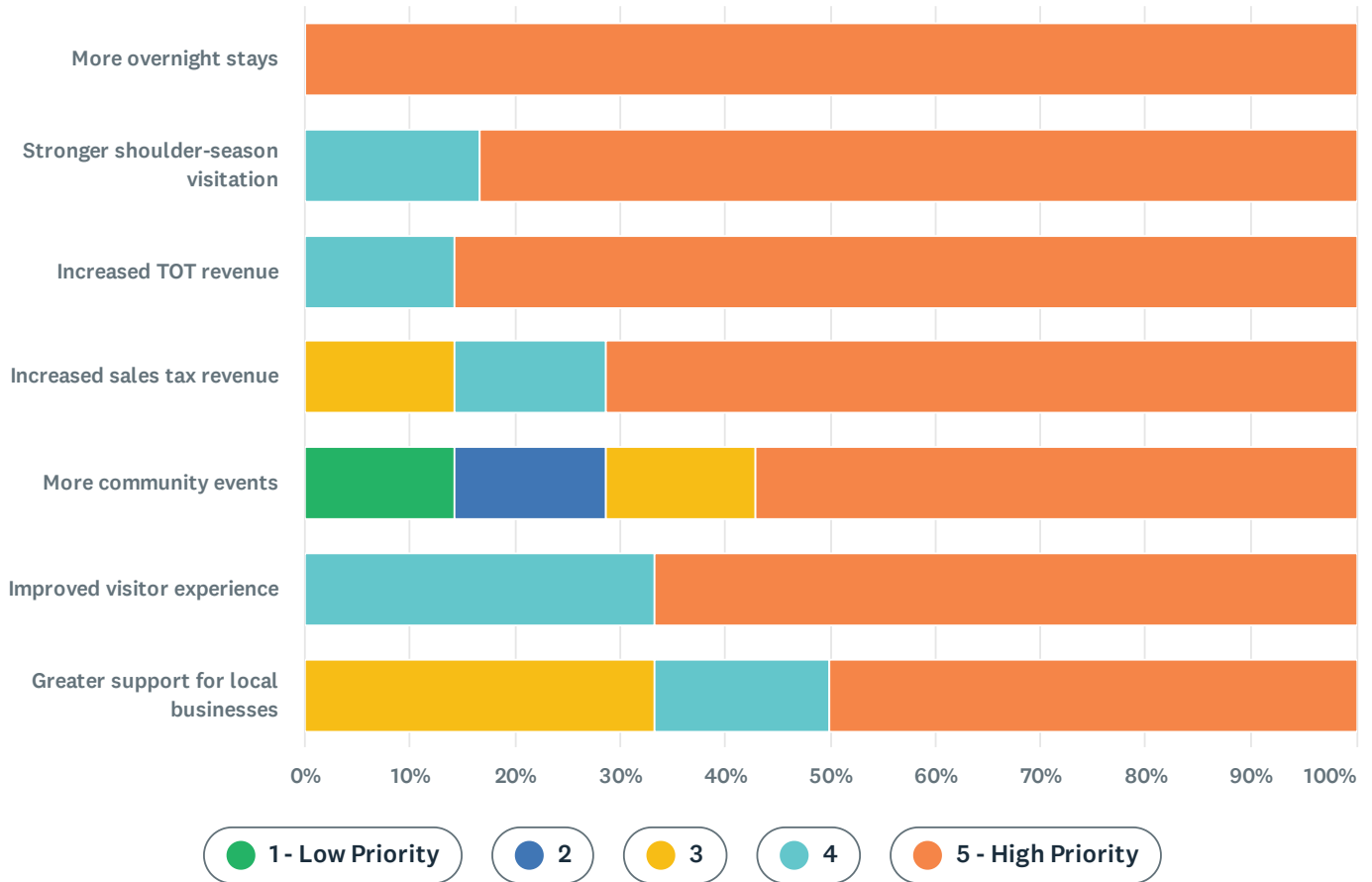


Answer Choices	Percentage	Responses
● Marketing & promotion	14.29%	1
● Destination management	0%	0
● Economic development driver	57.14%	4
● Event development & support	0%	0
● Visitor experience enhancement	0%	0
● Other (please specify)	28.57%	2
Total		7

#	OTHER (PLEASE SPECIFY)	DATE
1	Soliciting Events and ideas for tourism, website oversight, VFB budget oversight	8/5/2026 4:37 AM
2	#s 1, 4, 5	7/14/2026 9:07 AM

Q3 7 responses

Please rate the importance of the following outcomes for tourism investment.



	1 - Low Priority	2	3	4	5 - High Priority	Total
More overnight stays	0% 0	0% 0	0% 0	0% 0	100.00% 6	6
Stronger shoulder-season visitation	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Increased TOT revenue	0% 0	0% 0	0% 0	14.29% 1	85.71% 6	7
Increased sales tax revenue	0% 0	0% 0	14.29% 1	14.29% 1	71.43% 5	7
More community events	14.29% 1	14.29% 1	14.29% 1	0% 0	57.14% 4	7
						45

Visit Fort Bragg Committee Strategic Direction Survey

	 1 - Low Priority	 2	 3	 4	 5 - High Priority	Total
Improved visitor experience	0% 0	0% 0	0% 0	33.33% 2	66.67% 4	6
Greater support for local businesses	0% 0	0% 0	33.33% 2	16.67% 1	50.00% 3	6
						45

#	OTHER (PLEASE SPECIFY)	DATE
1	More solicitation from local event planners for ideas and taking the lead	8/5/2026 4:37 AM

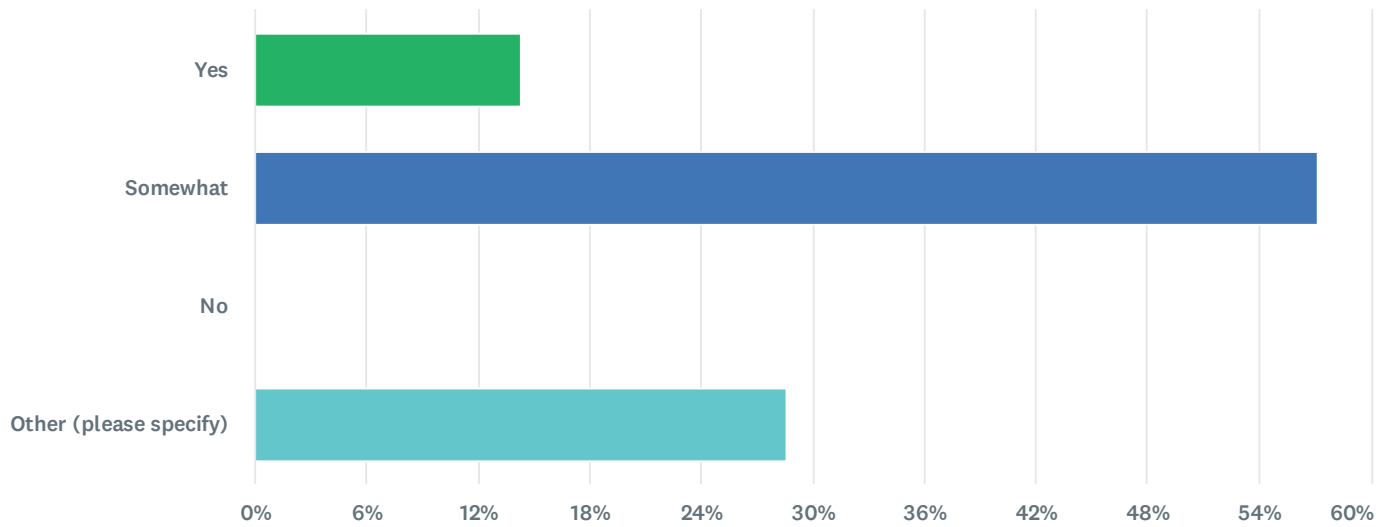
Q4 What opportunities do you see to strengthen year-round visitation?

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Unusual events in the shoulder season, like Dog or Cat shows or Festivals, Chowder Tasting, Spelling Bee, Surfing contest, swim or homemade watercraft races in the Noyo Harbor, showcase tournament Timberwolf, celebrity sports event, beach volleyball tournament	8/5/2026 4:37 AM
2	Definitely feel like we need better bathrooms and signs more parking, i really feel like we need to keep promoting Fort Bragg individually. Specifically mentioned fort bragg and not the mendocino coast and not mendocino	8/3/2026 2:07 PM
3	More marketing to our target markets including public relations, web advertising/search optimization. Help tell the emotional story of Fort Bragg, reminding people to visit in all times of the year.	7/18/2026 12:18 PM
4	Greater promotion of winter and flank season activities	7/16/2026 2:52 PM
5	Special events which generate a following	7/14/2026 2:24 PM
6	Push market to a carefully defined target audience in order to fill off-peak periods when demand is not at capacity.	7/14/2026 9:07 AM

Q5 7 responses

Is the current marketing strategy aligned with the City's goals?

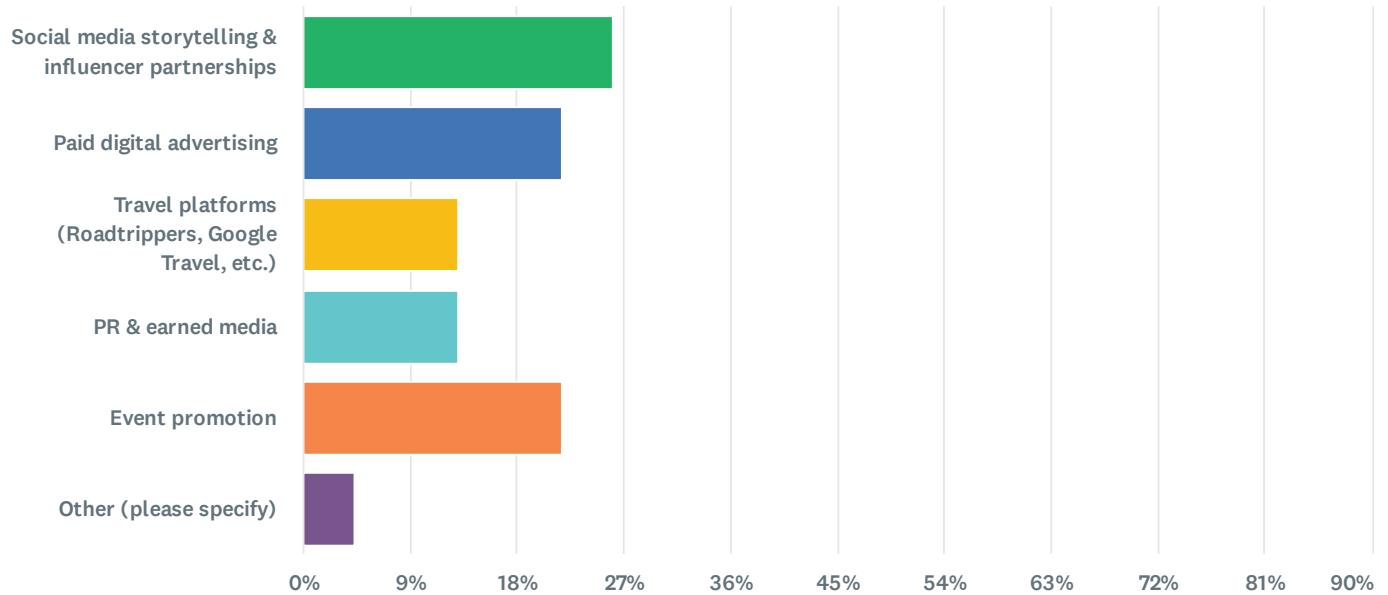


Answer Choices	Percentage	Responses
● Yes	14.29%	1
● Somewhat	57.14%	4
● No	0%	0
● Other (please specify)	28.57%	2
Total		7

#	OTHER (PLEASE SPECIFY)	DATE
1	too much emphasis on hiring our events to be done	8/5/2026 4:37 AM
2	What marketing strategy? I haven't seen one so can't answer this question.	7/18/2026 12:18 PM

Q6 7 responses

Which marketing approaches should be prioritized? (Select up to 3)

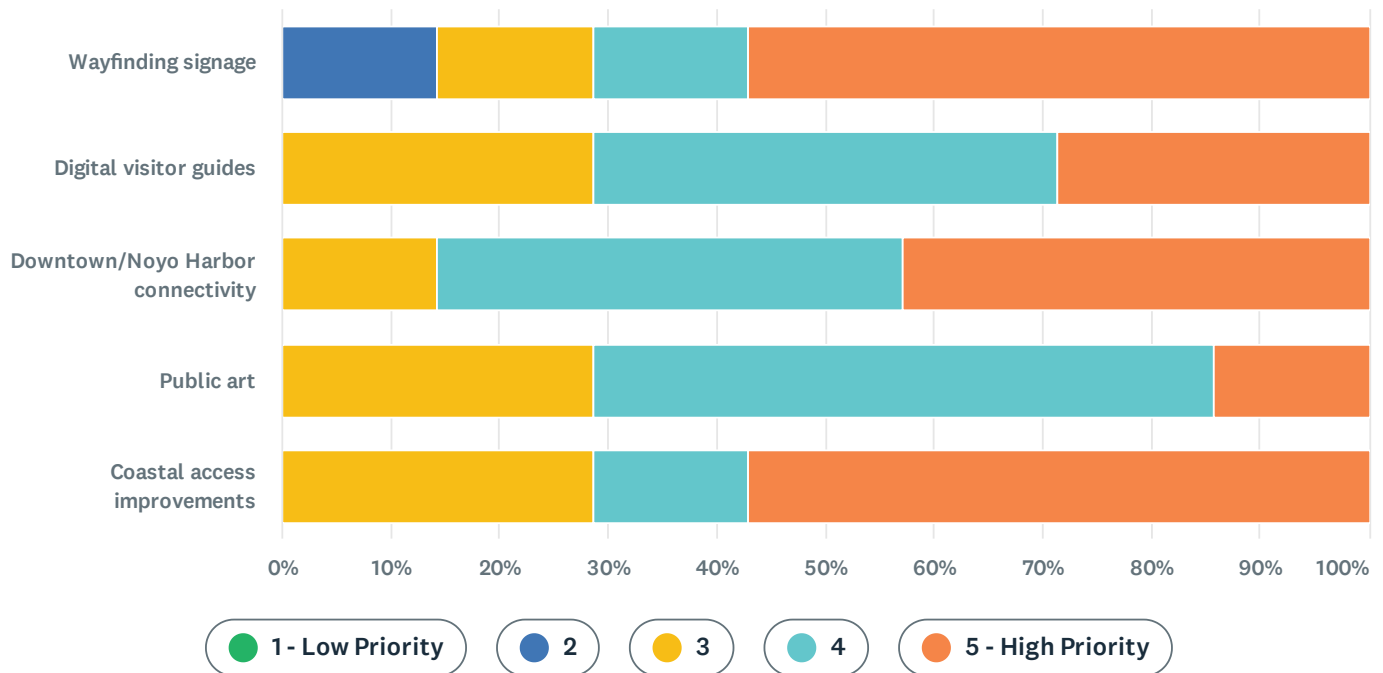


Answer Choices	Percentage	Responses
● Social media storytelling & influencer partnerships	26.09%	6
● Paid digital advertising	21.74%	5
● Travel platforms (Roadtrippers, Google Travel, etc.)	13.04%	3
● PR & earned media	13.04%	3
● Event promotion	21.74%	5
● Other (please specify)	4.35%	1
Total		23

#	OTHER (PLEASE SPECIFY)	DATE
1	Let locals try to bring in crowds with their ideas	8/5/2026 4:37 AM

Q7 7 responses

Please rate the importance of the following visitor experience improvements.

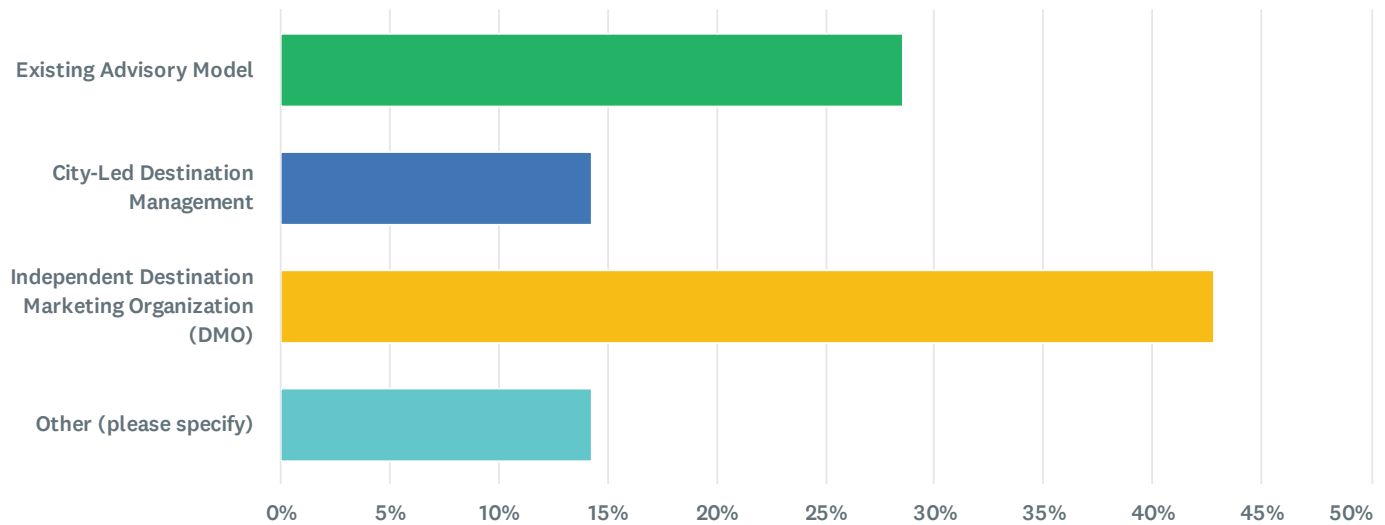


	1 - Low Priority	2	3	4	5 - High Priority	Total
Wayfinding signage	0% 0	14.29% 1	14.29% 1	14.29% 1	57.14% 4	7
Digital visitor guides	0% 0	0% 0	28.57% 2	42.86% 3	28.57% 2	7
Downtown/Noyo Harbor connectivity	0% 0	0% 0	14.29% 1	42.86% 3	42.86% 3	7
Public art	0% 0	0% 0	28.57% 2	57.14% 4	14.29% 1	7
Coastal access improvements	0% 0	0% 0	28.57% 2	14.29% 1	57.14% 4	7
						35

#	OTHER (PLEASE SPECIFY)	DATE
1	Historic and other walking tours (headphones)	8/5/2026 4:37 AM
2	Private businesses will best drive this, support their growth and success.	7/16/2026 2:52 PM

Q8 7 responses

Which organizational model best positions Fort Bragg for long-term success?



Answer Choices	Percentage	Responses
● Existing Advisory Model	28.57%	2
● City-Led Destination Management	14.29%	1
● Independent Destination Marketing Organization (DMO)	42.86%	3
● Other (please specify)	14.29%	1
Total		7

#	OTHER (PLEASE SPECIFY)	DATE
1	Existing okay, but need to invite public to participate	8/5/2026 4:37 AM

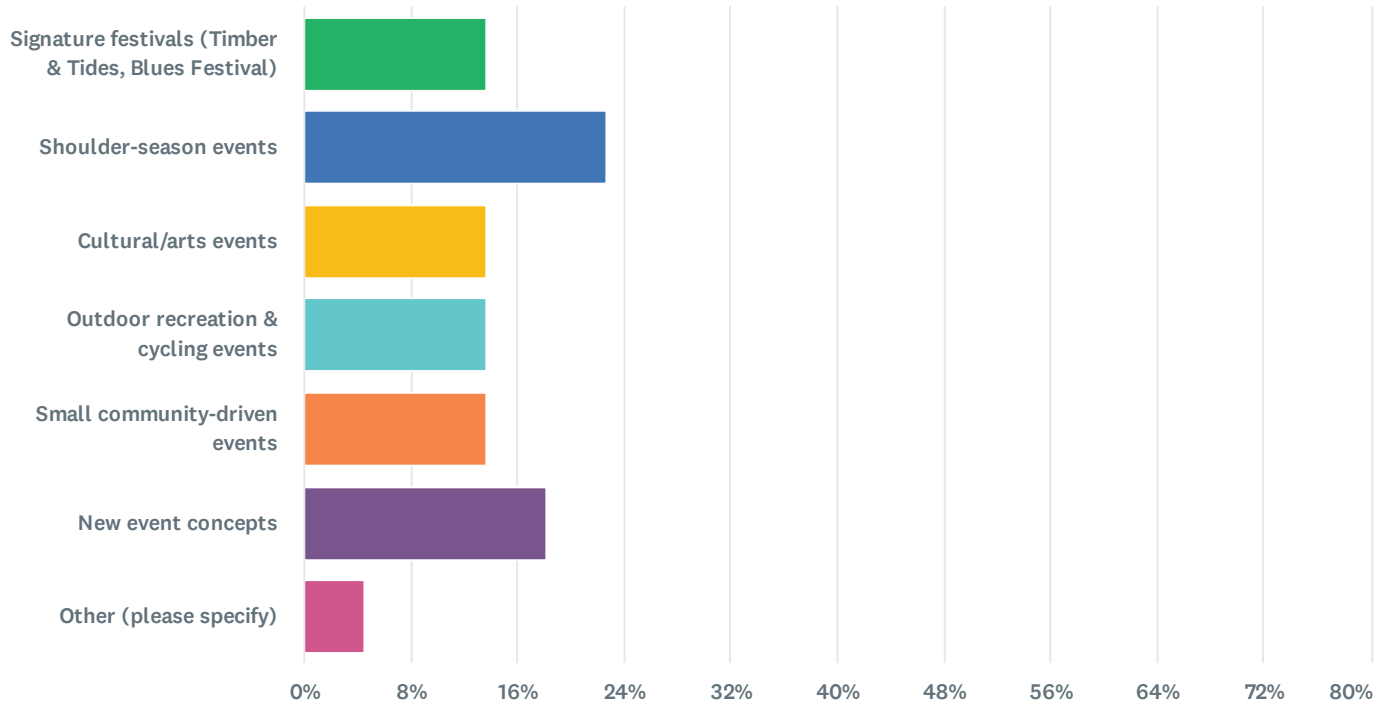
Q9 What concerns or opportunities do you see with your preferred model?

Answered: 4 Skipped: 3

#	RESPONSES	DATE
1	We rely on outside marketing too much. VFB should invite locals to propose events and marketing. VFB should not do events other than small ones--but should have ability to approve or disapprove budget expenditures	8/5/2026 4:37 AM
2	Funding is always a challenge. Promotion needs to get away from city government. At this point, we are a committee that follows the lead of two councilmembers. They do the most talking at meetings, set the agenda and allow for minimal discussion/disagreement at meetings. Destination marketing is a fairly fast-paced, opportunistic function and we need a structure that allows for improved efficiency and effectiveness.	7/18/2026 12:18 PM
3	Needs the right leadership to work.	7/16/2026 2:52 PM
4	Finding the right leader / director	7/14/2026 9:07 AM

Q10 7 responses

Which event types should receive priority funding?



Answer Choices	Percentage	Responses
● Signature festivals (Timber & Tides, Blues Festival)	13.64%	3
● Shoulder-season events	22.73%	5
● Cultural/arts events	13.64%	3
● Outdoor recreation & cycling events	13.64%	3
● Small community-driven events	13.64%	3
● New event concepts	18.18%	4
● Other (please specify)	4.55%	1
Total		22

#	OTHER (PLEASE SPECIFY)	DATE
1	annual events really help	8/5/2026 4:37 AM

Q11 What new partnership opportunities should be explored?

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	RFP's for events that locals plan and execute including the marketing	8/5/2026 4:37 AM
2	We definitely need to hire some influencers in my opinion Keep partnering with the skunk train and the gardens and maybe even more so. But also have strong hotel relationships	8/3/2026 2:07 PM
3	Visit Mendocino County; Chamber of Commerce; similar destinations in other coastal areas to increase itineraries, partnerships, etc.	7/18/2026 12:18 PM
4	Who are the big fish in the pond actively drawing people here. That is who matters to partner with.	7/16/2026 2:52 PM
5	Partnerships between other cities like Willits and Ukiah, working with other Mendocino County Chambers.	7/14/2026 2:24 PM
6	Strengthen partnerships with Visit Mendocino County, and existing visitor demand drivers like Noyo Harbor, Mendo Parks, Skunk Train and Mendocino Coast Botanical Gardens.	7/14/2026 9:07 AM



VISIT FORT BRAGG STAFF REPORT

TO: Visit Fort Bragg Committee **DATE:** June 15, 2026

DEPARTMENT: City Manager's Office

PREPARED BY: Isaac Whippy, City Manager

PRESENTER: Isaac Whippy, City Manager

AGENDA TITLE: Future Structure, Funding, and Strategic Direction of Visit Fort Bragg

RECOMMENDATION

Receive the staff report, discuss the future direction of tourism in Fort Bragg, and provide recommendations to the City Council regarding:

1. The long-term vision, goals, and priorities for tourism in Fort Bragg;
2. The role of Visit Fort Bragg in supporting tourism, destination management, visitor experience, events, and economic development initiatives;
3. Opportunities to strengthen marketing, visitor experiences, community partnerships, and year-round visitation;
4. Potential organizational and governance models to support tourism efforts moving forward; and
5. Future performance measures and funding priorities to ensure tourism investments are aligned with community goals and measurable economic outcomes.

Vision → Strategy → Role of VFB → Structure/Funding → Accountability

BACKGROUND

The purpose of this special committee session is to facilitate a discussion regarding the future of tourism in Fort Bragg and the role Visit Fort Bragg should play moving forward. Tourism remains one of the most important sectors of the local economy. The Committee is being asked to evaluate whether the current tourism structure, funding priorities, and performance measures remain aligned with the City's long-term goals and opportunities. The Committee's discussion and recommendations will help inform future City Council policy and budget decisions regarding tourism, destination management, marketing, visitor experience, and economic development.

Tourism is one of the most important economic drivers in the City of Fort Bragg and generates significant benefits for local businesses, employees, and municipal services. As of June 30, 2025, Transient Occupancy Tax (TOT) revenue exceeded approximately \$3.2 million annually, making TOT the largest single revenue source within the City's General Fund. These revenues support a wide range of municipal services, including public safety, parks, recreation, infrastructure, economic development initiatives, and quality-of-life improvements.

Because tourism-generated revenues play such a significant role in the City's financial sustainability, the manner in which tourism resources are invested and managed has important long-term implications for the community.

Measure AA and Measure AB (2016)

In November 2016, Fort Bragg voters approved Measure AA and Measure AB. Measure AA increased the City's Transient Occupancy Tax (TOT) rate from 10% to 12%. Measure AB was an advisory measure expressing voter preferences regarding the use of the additional revenues generated by Measure AA.

The advisory allocation approved by voters included:

- 50% toward promotions, events, and marketing for Fort Bragg;
- 25% toward Coastal Trail maintenance and security;
- 12.5% toward supporting establishment of the Noyo Center for Marine Science as a visitor attraction; and
- 12.5% toward special projects that support tourism and benefit the community, including improvements to local athletic fields and related community-serving amenities.

While Measure AB was advisory and not legally binding, it provided important insight into community priorities regarding tourism-generated revenues and demonstrated strong public support for investing in tourism, visitor amenities, and community assets.

Measure U (2024)

In November 2024, Fort Bragg voters approved Measure U, increasing the City's Transient Occupancy Tax rate from 12% to 14%. Measure U is projected to generate approximately \$400,000 in additional annual revenue for the City.

Combined with continued growth in tourism activity, Measure U provides additional opportunities for the City to evaluate how tourism-generated revenues can best support:

- Economic development;
- Destination marketing;
- Visitor experience improvements;
- Community events;
- Tourism-related infrastructure;
- Public safety services; and
- Community quality-of-life investments.

Nearly ten years have passed since the approval of Measure AA and Measure AB.

During that time:

- Tourism has evolved significantly;
- Digital marketing has transformed destination promotion;
- Visitor expectations have changed;
- Event-based tourism has expanded;
- Communities have increasingly adopted destination management strategies; and
- Competition among destinations has intensified.

At the same time, TOT has grown into the City's largest General Fund revenue source. As the City looks toward the next decade, an important policy question emerges:

How should Fort Bragg invest tourism-generated revenues to maximize economic benefit, support local businesses, enhance visitor experiences, and strengthen the community?

The purpose of this study session is to begin that conversation and explore whether the City's current tourism structure remains the best model for the future

DISCUSSION AND ANALYSIS

Visit Fort Bragg Committee

Visit Fort Bragg currently operates as an advisory committee of the City of Fort Bragg and provides recommendations to the City Manager and City Council regarding tourism-related programs, marketing initiatives, events, visitor attraction efforts, and funding priorities.

The Committee is comprised of:

- Two City Council Members
- Business representatives
- Tourism stakeholders
- Community members

The Committee provides recommendations to the City Manager and City Council regarding tourism-related programs, marketing, events, and funding priorities.

Current Tourism Investment Model (1% of TOT):

Program	Annual Budget
Marketing Contract (Idea Cooperative)	\$180,000
Events – Shoulder season Programming	\$100,000
Fireworks – 4 th July Celebration	\$35,000
City Staff Time	\$30,000
Total	\$345,000

THE IDEA COOPERATIVE

The City currently contracts with The Idea Cooperative to serve as Fort Bragg's tourism marketing agency. Under this model, the majority of tourism funding is dedicated to outsourced destination marketing and promotional services.

Services provided by The Idea Cooperative generally include:

- Destination branding and messaging
- Advertising campaigns
- Digital marketing
- Website management and content
- Social media support
- Public relations and media outreach
- Visitor attraction campaigns
- Marketing strategy and implementation

This model has allowed the City to access professional marketing expertise without maintaining dedicated tourism staff. It has also provided continuity in destination branding and promotion.

As part of this discussion, the Committee may wish to evaluate whether the current consultant-based model remains aligned with the City's future tourism goals and priorities, or whether a greater emphasis should be placed on areas such as event development, visitor experience improvements, downtown activation, business engagement, community partnerships, and destination management.

The question is not whether marketing remains important, it clearly does. Rather, the question is whether the current balance of tourism investments is achieving the outcomes the community and lodging establishment would like to see and whether alternative models could provide greater capacity, stronger partnerships, and increased economic impact.

VISIT MENDOCINO COUNTY (VMC)

As part of this discussion, it is important to understand the role of Visit Mendocino County (VMC). VMC serves as the countywide destination marketing organization responsible for promoting Mendocino County as a visitor destination.

Responsibilities generally include:

- Destination marketing
- Advertising campaigns
- Public relations
- Travel media outreach
- Visitor information

- Tourism research
- Brand development
- Industry partnerships

VMC receives funding primarily through the Mendocino County Tourism Business Improvement District (TBID/BID). The BID is funded through assessments paid by lodging establishments throughout Mendocino County and is specifically intended to support tourism promotion and visitor attraction.

As a result, Fort Bragg lodging operators currently contribute to:

1. The City's Transient Occupancy Tax (TOT) 14%; and
2. The Mendocino County Tourism Business Improvement District (TBID/BID) 1%.

Today, Visit Fort Bragg and Visit Mendocino County generally operate as separate organizations with different governance structures and funding sources, although both share the common objective of increasing visitation and supporting the local visitor economy.

THE EVOLUTION OF TOURISM

Historically, tourism organizations focused primarily on destination marketing.

Success was often measured by:

- Advertising impressions
- Website visits
- Click-through rates
- Social media reach

While these metrics remain valuable, many communities have shifted toward destination management models that focus on broader economic and community outcomes.

Success is increasingly measured through:

- Event attendance
- Downtown foot traffic
- Hotel occupancy data
- Sales tax generation
- TOT growth
- Business participation
- Visitor satisfaction
- Repeat visitation

The goal is not simply to attract visitors, but to create experiences that support local businesses and strengthen the overall economy.

COMPARABLE TOURISM MODELS

Several successful California destinations operate through independent destination marketing organizations rather than advisory committee structures.

1. Sonoma Valley

Tourism efforts are managed through a destination marketing organization supported by tourism-related revenues and industry partnerships.

Focus areas include:

- Marketing
- Visitor services
- Event development
- Destination stewardship
- Industry engagement

2. Monterey County

See Monterey operates as the county's official destination marketing organization and is governed by tourism and hospitality stakeholders.

Responsibilities include:

- Marketing
- Visitor attraction
- Conference and group sales
- Tourism development
- Research and analytics

3. Carmel-by-the-Sea

Tourism promotion is coordinated through a dedicated tourism organization focused on destination branding, public relations, digital marketing, and visitor attraction.

4. Napa Valley

Visit Napa Valley operates as an independent nonprofit destination marketing organization funded through tourism assessment revenues.

Responsibilities include:

- Marketing
- Visitor services
- Tourism development
- Strategic planning
- Industry partnerships

Common Characteristics

These organizations generally share:

- Dedicated executive leadership
- Professional staff
- Industry participation
- Consolidated tourism funding
- Event development capacity
- Visitor experience initiatives
- Performance accountability

HOW DOES FORT BRAGG COMPARE?

Community	Governance	Leadership	Funding Model
Sonoma Valley	DMO Board	Executive Director	Tourism Assessments
Monterey County	DMO Board	Executive Director	Industry Funding
Carmel	Tourism Organization	Professional Staff	Tourism Revenues
Napa Valley	Independent Nonprofit	Executive Director	Assessment District
Fort Bragg (Current)	Advisory Committee	Staff/Consultant-Based	Approx. \$315,000

The Committee may wish to consider whether Fort Bragg's current structure remains the most effective model for the future?

STRATEGIC OPPORTUNITIES

Based on tourism research, stakeholder input, and the attached Strategic Marketing Plan, several opportunities exist to strengthen Fort Bragg's visitor economy and maximize the return on tourism investments.

1. Increase Shoulder Season Tourism & Overnight Stays

Fort Bragg's greatest opportunity may not be increasing peak-season visitation, but rather growing visitation during traditionally slower periods when additional visitors provide the greatest economic benefit to local businesses and lodging providers.

Potential opportunities include:

- Expanding existing shoulder-season events such as Timber & Tides Music Festival, Fort Bragg Blues Festival, Magic Market, Tacos & Brews, Oktoberfest, and cycling events.
- Developing new seasonal events and recurring activations that drive overnight stays.
- Creating lodging and experience packages that combine accommodations with attractions, dining, recreation, and local experiences.
- Expanding culinary, arts, cultural, harbor, and outdoor recreation programming.

- Increasing winter and holiday-related activities that encourage year-round visitation.

The goal is to generate additional overnight stays, increase occupancy during slower periods, and create reasons for visitors to return throughout the year.

2. Improve the Visitor Experience

As the Committee has considered recently on marketing that not only attracts visitors, but the visitor experience ultimately determines whether they return and recommend Fort Bragg to others.

Potential investments include:

- Wayfinding and visitor signage.
- Digital visitor guides and trip-planning resources.
- Downtown and Noyo Harbor connectivity.
- Public art, murals, and photo opportunities.
- Visitor information and welcome initiatives.
- Coastal access improvements and visitor amenities.
- Enhancements that encourage longer stays and greater visitor engagement.

The objective is to ensure Fort Bragg is not only a destination people discover, but one they remember and return to.

3. Strengthen Partnerships & Destination Development

Tourism success depends on collaboration among public agencies, businesses, lodging providers, nonprofits, event organizers, and regional tourism partners.

Potential opportunities include:

- Expanded collaboration with Visit Mendocino County.
- Stronger partnerships with lodging providers and hospitality businesses.
- Coordination with the Chamber of Commerce and downtown businesses.
- Joint marketing and promotional efforts.
- Development of visitor packages and experiences.
- Greater participation from local stakeholders in tourism initiatives.

The goal is to align resources and reduce duplication while maximizing the economic impact of tourism investments.

4. Increase Economic Impact & Accountability

As tourism-generated revenues continue to grow, there is an opportunity to place greater emphasis on measurable outcomes and return on investment.

Potential performance measures include:

- Hotel occupancy and overnight stays.
- Event attendance.
- Sales tax and TOT growth.
- Business participation.
- Visitor satisfaction.
- Website conversions and visitor engagement.
- Tourism-related economic impact.

The objective is to ensure tourism investments are producing measurable benefits for local businesses, residents, and the community as a whole.

5. Leverage Data-Driven Tourism Strategies

Modern destination organizations increasingly rely on visitor data, market research, occupancy trends, and performance analytics to guide investment decisions.

Potential opportunities include:

- Better understanding visitor travel patterns and feeder markets.
- Identifying high-value visitor segments.
- Tracking campaign performance and conversion rates.
- Measuring event and tourism-related economic impacts.
- Using data to guide future tourism investments and strategic priorities.

A data-driven approach can help ensure tourism resources are invested where they generate the greatest benefit for Fort Bragg and the Mendocino Coast.

6. Modern Destination Marketing & Storytelling

Visitor travel planning has changed significantly over the last decade. Today's travelers increasingly discover destinations through social media, digital content, travel influencers, online trip-planning platforms, and peer recommendations rather than traditional advertising alone.

Fort Bragg is uniquely positioned to benefit from visual storytelling due to its coastal scenery, redwood forests, historic attractions, harbor district, outdoor recreation opportunities, and authentic small-town character.

Potential opportunities include:

- Partnerships with travel influencers and content creators.
- Familiarization tours for travel writers and media outlets.
- Enhanced social media storytelling and video content.
- Development of curated itineraries and trip-planning resources.

- Partnerships with platforms such as Roadtrippers and similar travel discovery services.
- User-generated content campaigns highlighting visitor experiences.
- Promotion of seasonal experiences and hidden gems throughout the community.

The goal is to expand Fort Bragg's reach, increase destination awareness, and inspire future visitation through authentic storytelling and modern marketing channels.

Audience	Potential Channels
Bay Area Weekend Travelers	Instagram, Meta, Roadtrippers
Sacramento Families	Google Search, YouTube, Family Travel Blogs
Outdoor Recreation Visitors	Roadtrippers, AllTrails, MTB networks
Couples Getaways	Influencers, PR, travel magazines
Retirees	Email marketing, travel publications
International Visitors	VMC partnerships, PR, travel trade

OPTION 1 – EXISTING MODEL

Under the current model, Visit Fort Bragg functions as an advisory committee to the City Manager and City Council. The Committee provides recommendations regarding tourism marketing, events, and funding priorities. The City contracts with The Idea Cooperative to provide destination marketing, advertising, branding, and promotional services.

City Council

City Manager

Visit Fort Bragg Committee (Advisory Committee)

- Recommends Tourism Priorities
- Reviews Marketing Initiatives
- Advises on Event Funding
- Makes Recommendations to Council

Marketing Consultant (The Idea Cooperative)

Tourism Marketing
Advertising
Promotion
Branding

Primary Focus: Marketing & Promotion

Annual Budget: Approximately \$315,000

Leadership Model: Advisory Committee + City Staff + Consultant

Primary Strength: Local control and established structure

Primary Limitation: Limited capacity to implement tourism initiatives beyond marketing

Advantages

- Familiar governance structure
- Local control
- Minimal organizational changes

Challenges

- Limited implementation capacity
- Heavy reliance on marketing
- Limited staffing resources
- Less focus on destination management

OPTION 2 – CITY-LED DESTINATION MANAGEMENT MODEL

Under this model, tourism efforts would be more closely integrated with the City's Economic Development Program and supported by a dedicated Visitor Experience, Events & Social Media Manager. The idea is not to eliminate marketing, but to rebalance our investment so that more resources are focused on creating and enhancing the experiences that bring people to Fort Bragg in the first place.

Marketing services would continue through a contracted consultant, but under a more focused scope centered on branding, advertising, digital campaigns, and destination promotion. At the same time, the City would build internal capacity to better coordinate events, support local businesses, strengthen social media and storytelling efforts, and improve the overall visitor experience.

This model recognizes that tourism is about more than attracting visitors—it is about giving them reasons to come, encouraging them to stay longer, and creating experiences that make them want to return. Greater emphasis would be placed on event development, downtown activation, visitor experience improvements, and partnerships with organizations such as Visit Mendocino County, the Fort Bragg Chamber of Commerce, local businesses, lodging providers, nonprofits, and community event organizers.

A dedicated staff member could help bring these efforts together by serving as a central point of coordination, identifying opportunities to expand existing events, attract new events during the shoulder season, support local event organizers, and strengthen collaboration among community partners.

Structure

City Manager



Economic Development



Visitor Experience, Events & Social Media Manager

↓
Visit Fort Bragg Committee (Advisory)

↓
Marketing Consultant

The goal of this model is to maintain strong destination marketing while placing greater focus on visitor experience, events, community partnerships, and measurable economic outcomes. Success would be evaluated not only by impressions and clicks, but by event attendance, business participation, foot traffic, overnight stays, visitor satisfaction, and the overall economic impact generated for the Fort Bragg community.

Example Budget

Marketing: \$90,000

Events: \$100,000

Personnel: \$95,000

Fireworks: \$35,000

Advantages

- Greater implementation capacity
- Strong local control and accountability
- Increased focus on events and visitor experience
- Stronger partnerships with community organizations and businesses
- Better alignment with economic development goals
- More direct engagement through social media and local storytelling

Challenges

- Additional City staffing responsibilities
- Increased operational involvement by the City
- Reduced reliance on outsourced marketing may require a transition period
- Success depends on strong coordination among community partners

The goal of this model is to maintain effective destination marketing while placing greater emphasis on visitor experience, event development, community partnerships, and measurable economic outcomes. Success would be evaluated not only by impressions and clicks, but by event attendance, business participation, foot traffic, overnight stays, visitor satisfaction, and the overall economic impact generated for the Fort Bragg community.

OPTION 3 – FORT BRAGG DESTINATION MARKETING ORGANIZATION (DMO)

Create a new independent Destination Marketing Organization that combines tourism resources, funding, and expertise into a single professionally managed organization focused on destination marketing, tourism development, visitor experience, event programming, and economic impact.

This option is not a merger with Visit Mendocino County and does not transfer authority to VMC. Rather, it contemplates creation of a new organization with strong local representation and participation from tourism stakeholders.

Potential Participants

- City of Fort Bragg
- Visit Fort Bragg
- Visit Mendocino County
- Lodging industry representatives
- Business representatives
- Event organizers
- Tourism stakeholders

Potential Funding Sources

- Visit Fort Bragg funding
- Visit Mendocino County partnerships
- BID-supported initiatives
- Lodging participation
- Sponsorships
- Grants
- Event revenues
- Private partnerships

Potential Annual Resources



Potential Structure

DMO Board of Directors
↓
Executive Director
↓
Marketing & Communications
Destination Development
Events & Partnerships
Visitor Experience
Research & Analytics

Potential uses of the fund would be:

Allocation Summary — Reference Guide

#	Initiative	Share	Est. Budget
01	Locally Based Nonprofit DMO Structure	10%	~\$68,000
02	Destination Data & Insights (Pre-Campaign)	5%	~\$34,000
03	Website Conversion & User Experience	TBD	via reserve
04	Comprehensive Marketing Plan & Paid Media	30%	~\$204,000
05	Expanded VMC Strategic Partnership	5%	~\$34,000
06	TOT Investment Alignment	0%	no direct cost
07	Visitor Experience Improvement Program	10%	~\$68,000
08	Visitor Email Database & Trade Show Program	6%	~\$41,000
09	Lodging Partnerships & Off-Season Packages	8%	~\$54,000
10	Signature Events & Activation Strategies	8%	~\$54,000
11	PR & Earned Media Program	5%	~\$34,000
12	Content Engine	2%	~\$12,000
13	Reporting, Accountability & ROI Tracking	2%	~\$12,000
+	Flexible Reserve & Website Implementation	9%	~\$61,000

DISCUSSION QUESTIONS

Strategic Direction

1. What should be the primary role of Visit Fort Bragg over the next 5-10 years?
2. What are the most important outcomes the Committee would like tourism efforts to achieve?
 - Increased overnight stays
 - Stronger shoulder-season visitation
 - Higher TOT and sales tax revenues
 - More events
 - Improved visitor experiences
 - Greater support for local businesses

3. What opportunities exist to strengthen year-round visitation and increase economic activity?

Marketing & Visitor Experience

4. Is the current marketing strategy aligned with the City's goals and priorities?
5. What visitor markets should Fort Bragg focus on (Bay Area, Sacramento, families, outdoor recreation, couples, international visitors, etc.)?
6. What marketing approaches provide the greatest return on investment?
 - Digital advertising
 - Social media
 - Influencers and content creators
 - Public relations and earned media
 - Roadtrippers and trip-planning platforms
 - Event promotion
 - Partnerships with VMC
7. What visitor experience improvements, events or partnerships should be prioritized?

Organizational Structure

8. Is tourism primarily a marketing function, an economic development strategy, or a combination of both?
9. Which organizational model best positions Fort Bragg for long-term success?
10. How should tourism investments be balanced between marketing, events, visitor experience, destination development, and partnerships?
11. What recommendation should the Committee forward to the City Council?

For nearly a decade, tourism investments supported by Measure AA/AB have helped promote Fort Bragg and support the visitor economy. As tourism continues to evolve, the Committee has an opportunity to evaluate whether the current structure remains the best model for the future or whether alternative approaches could provide greater capacity, stronger partnerships, enhanced visitor experiences, and increased economic impact.

The purpose of this study session is not to select a preferred option, but to begin a strategic discussion regarding how tourism resources can best be utilized to support local businesses, strengthen the economy, improve visitor experiences, and position Fort Bragg for long-term success.

STRATEGIC PLAN/CONSISTENCY

This discussion supports several City Strategic Plan goals, including:

- Economic Development – Supporting local businesses, tourism, and job creation.

- Downtown Revitalization – Increasing visitation, activity, and business engagement.
- Fiscal Sustainability – Maximizing the effectiveness of tourism-generated revenues.
- Community Vitality – Supporting events, recreation, and quality-of-life improvements.
- Partnerships & Collaboration – Strengthening coordination among tourism stakeholders and community partners.

Tourism is both an economic development and quality-of-life strategy that supports residents, businesses, and visitors alike.

FISCAL IMPACT

No fiscal action is requested at this time. Current tourism-related funding totals approximately \$345,000 annually and includes marketing, events, and community celebrations. As of June 30, 2025, Transient Occupancy Tax (TOT) revenues exceeded \$3.2 million, making TOT the City's largest General Fund revenue source. In 2024, voters approved Measure U, increasing the TOT rate from 12% to 14%, which is projected to generate approximately \$400,000 in additional annual revenue.

This discussion provides an opportunity to evaluate whether current tourism investments are aligned with community priorities and whether alternative organizational models could improve economic outcomes and return on investment.

Any future funding or organizational changes would be subject to City Council approval through the annual budget process.

ATTACHMENTS

- Visit Fort Bragg By-Laws
- Strategic Marketing Plan + Budget Allocation Proposal

To the Fort Bragg City Council and City Administration:

Re: Support for an Independent, Locally Controlled Visit Fort Bragg DMO

We, the undersigned members of Fort Bragg's lodging community, respectfully encourage the City to begin transitioning Visit Fort Bragg toward an independent, locally controlled destination management organization with professional leadership, dedicated staff, and reliable funding.

We first want to recognize the City, the Visit Fort Bragg Committee, staff, consultants, volunteers, and community partners who have built and supported Fort Bragg's tourism marketing efforts over the past decade. Their work has strengthened the destination's visibility, supported community events, and established a strong foundation for the future.

Our request is not a criticism of those efforts. Rather, we believe tourism has evolved, and Fort Bragg must continue evolving with it.

Successful destination organizations now do more than promote a community. They help manage the visitor economy by supporting overnight visitation, hotel occupancy, tax revenue, events, foot traffic, local business participation, visitor satisfaction, and repeat visitation.

Fort Bragg competes with destinations that have independent governance, professional leadership, dedicated staff, and the ability to respond quickly to changing travel trends and opportunities. To remain competitive and contemporary, we support **an independent Fort Bragg DMO** structured as a locally controlled nonprofit organization.

We also believe this transition should be supported by a stronger and more predictable City investment in tourism. The lodging community supported the City's increases in the transient occupancy tax from 10% to 12%, and subsequently from 12% to 14%, with the understanding that a healthy visitor economy benefits the entire community. We respectfully ask the City to **reinvest a meaningful portion of those revenues** into Visit Fort Bragg at a level that reflects tourism's importance to the local economy and provides the new organization with the resources necessary to succeed.

This model would provide:

- A local board representing lodging, attractions, events, and community interests
- A qualified executive director and support staff
- Predictable funding and clear performance expectations
- Transparent reporting based on economic and community outcomes
- Greater flexibility to pursue emerging trends, partnerships, events, public relations, and new visitor experiences

We believe this approach preserves local control while providing the leadership, capacity, and nimbleness needed to strengthen Fort Bragg's visitor economy.

We respectfully ask the City Council to begin a collaborative process to develop this model, establish appropriate safeguards and accountability measures, identify a sustainable level of City funding, and create a thoughtful transition plan with input from the City, lodging community, local businesses, and other stakeholders.

Tourism supports Fort Bragg's businesses, employees, public services, and community events. A modern, professionally managed DMO is not simply an investment in marketing. It is an investment in Fort Bragg's long-term economic vitality.

Thank you for your service and consideration.

Respectfully submitted,

Members of the Fort Bragg Lodging Community

[full list of signers attached]



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Text File

File Number: 26-331

Agenda Date: 8/11/2026

Version: 2

Status: Business

In Control: Visit Fort Bragg

File Type: Staff Report

Agenda Number: 3C.

Receive Update from Visit Mendocino



City of Fort Bragg

416 N Franklin Street
Fort Bragg, CA 95437
Phone: (707) 961-2823
Fax: (707) 961-2802

Text File

File Number: 26-332

Agenda Date: 8/11/2026

Version: 1

Status: Business

In Control: Visit Fort Bragg

File Type: Staff Report

Agenda Number: 3D.

Receive Oral Update from VFB Special Events Subcommittee

**CITY OF FORT BRAGG
PROFESSIONAL SERVICES AGREEMENT
WITH
CREATIVE THINKING, INC. DBA THE IDEA COOPERATIVE**

THIS AGREEMENT is made and entered into this 30th day of June, 2026 ("Effective Date"), by and between the CITY OF FORT BRAGG, a municipal corporation, 416 N. Franklin Street, Fort Bragg, California 95437 ("City"), and CREATIVE THINKING, INC. DBA THE IDEA COOPERATIVE, a California corporation, 835 5th Avenue, Suite C, San Rafael, California 94901 ("Consultant").

W I T N E S S E T H :

A. WHEREAS, City proposes to utilize the services of Consultant as an independent contractor to provide strategic and creative marketing services for Visit Fort Bragg, as more fully described herein; and

B. WHEREAS, City and Consultant desire to contract for the specific services described in **Exhibit A** (the "Project") and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

C. WHEREAS, no official or employee of City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

1.1. Scope of Work. Consultant shall provide the professional services described in the Consultant's Proposal ("Proposal"), attached hereto as **Exhibit A** and incorporated herein by this reference.

1.2. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement. Consultant shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times observe and comply with all such laws and regulations. City officers and employees shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this section.

1.3. Performance to Satisfaction of City. Consultant agrees to perform all the work to the complete satisfaction of the City as hereinafter specified. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the matters of concern;
- (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement. To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.

1.5. Non-discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability except as permitted pursuant to Section 12940 of the Government Code. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

Consultant shall, in all solicitations and advertisements for employees placed by, or on behalf of Consultant, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability. Consultant shall cause the paragraphs contained in this Section to be inserted in all subcontracts for any work covered by the Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

1.6. Non-Exclusive Agreement. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense. All insurance requirements contained in this Agreement are independently applicable to any and all subcontractors that Consultant may engage during the term of this Agreement.

1.8. Confidentiality. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

2.0. COMPENSATION AND BILLING

2.1. Compensation. Consultant shall be paid as set forth in Exhibit "A." Consultant's total compensation shall not exceed **One Hundred Eighty Thousand Dollars (\$180,000.00)**.

2.2. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of work specified in the Consultant's Proposal or which is inconsistent with or in violation of the provisions of this Agreement unless the City or the Project Manager for this Project, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable. Should the City request in writing additional services that increase the hereinabove described "Scope of Work," an additional fee based upon the Consultant's standard hourly rates shall be paid to the Consultant for such additional services. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any one project.

2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but not more often than monthly. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the date of final payment.

3.0. TIME OF PERFORMANCE

3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence within five (5) days from the issuance of Notice to Proceed. Said services shall be performed in strict compliance with the schedule set forth in the Scope of Work attached hereto as **Exhibit A**. Consultant will complete the services in accordance with this Agreement by **June 30, 2027**. The Time of Completion may only be modified by a written amendment of the Agreement signed by both the City and the Consultant and in accordance with its terms.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of

performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party. If a delay beyond the control of the Consultant is encountered, a time extension may be mutually agreed upon in writing by the City and the Consultant. The Consultant shall present documentation satisfactory to the City to substantiate any request for a time extension.

4.0. TERM AND TERMINATION

4.1. Term. This Agreement shall commence on the Effective Date and expire on **September 30, 2027** unless previously terminated as provided herein or as otherwise agreed to in writing by the parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing at least ten (10) days prior written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City. If the City suspends, terminates or abandons a portion of this Agreement, such suspension, termination or abandonment shall not make void or invalidate the remainder of this Agreement.

If the Consultant defaults in the performance of any of the terms or conditions of this Agreement, it shall have ten (10) days after service upon it of written notice of such default in which to cure the default by rendering a satisfactory performance. In the event that the Consultant fails to cure its default within such period of time, the City shall have the right, notwithstanding any other provision of this Agreement, to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

The City shall have the right, notwithstanding any other provisions of this Agreement, to terminate this Agreement, at its option and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement, immediately upon service of written notice of termination on the Consultant, if the latter should:

- a. Be adjudged a bankrupt;
- b. Become insolvent or have a receiver of its assets or property appointed because of insolvency;
- c. Make a general assignment for the benefit of creditors;
- d. Default in the performance of any obligation or payment of any indebtedness under this Agreement;
- e. Suffer any judgment against it to remain unsatisfied or unbonded of record for thirty (30) days or longer; or
- f. Institute or suffer to be instituted any procedures for reorganization or rearrangement of its affairs.

4.3. Compensation. In the event of termination, City shall pay Consultant for

reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination within thirty-five (35) days after service of the notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant. City shall not be liable for any claim of lost profits.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

5.0. INSURANCE

5.1. Minimum Scope and Limits of Insurance. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent Best's Key Insurance Rating Guide, and approved by City:

- (a) Broad-form commercial general liability, in a form at least as broad as ISO form #CG 20 01 04 13, including premises-operations, products/ completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) aggregate, combined single limits. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or shall be twice the required occurrence limit. If Consultant maintains higher limits than the specified minimum limits, City requires and shall be entitled to coverage for the high limits maintained by the Consultant.
- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, each incident for bodily injury and property damage.
- (c) Workers' compensation insurance as required by the State of California and Employers Liability Insurance with a minimum limit of \$1,000,000 per accident for any employee or employees of Consultant. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officials, officers, agents, employees, and volunteers for losses arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.

Before execution of this Agreement by the City, the Consultant shall file with the City Clerk the following signed certification:

I am aware of, and will comply with, Section 3700 of the Labor Code, requiring every employer to be insured against liability of Workers' Compensation or to undertake self-insurance before commencing any of the work.

The Consultant shall also comply with Section 3800 of the Labor Code by securing, paying for and maintaining in full force and effect for the duration of this Agreement, complete Workers' Compensation Insurance, and shall furnish a Certificate of Insurance to the City Clerk before execution of this Agreement by the City. The City, its officers and employees shall not be responsible for any claims in law or equity occasioned by failure of the consultant to comply with this section.

- (d) Professional errors and omissions ("E&O") liability insurance with policy limits of not less than Two Million Dollars (\$2,000,000.00), combined single limits, per occurrence and aggregate. Architects' and engineers' coverage shall be endorsed to include contractual liability. If the policy is written as a "claims made" policy, the retro date shall be prior to the start of the contract work. Consultant shall obtain and maintain said E&O liability insurance during the life of this Agreement and for three years after completion of the work hereunder.

Neither the City nor any of its elected or appointed officials, officers, agents, employees, or volunteers makes any representation that the types of insurance and the limits specified to be carried by Consultant under this Agreement are adequate to protect Consultant. If Consultant believes that any such insurance coverage is insufficient, Consultant shall provide, at its own expense, such additional insurance as Consultant deems adequate.

5.2. Endorsements. The commercial general liability insurance policy and business automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: "The City of Fort Bragg and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant."
- (b) Notice: "Consultant shall provide immediate written notice if (1) any of the required insurance policies is terminated; (2) the limits of any of the required policies are reduced; or (3) the deductible or self-insured retention is increased. In the event of any cancellation or reduction in coverage or limits of any insurance, Consultant shall forthwith obtain and submit proof of substitute insurance. Should Consultant fail to immediately procure other insurance, as specified, to substitute for any canceled policy, the City may procure such insurance at Consultant's sole cost and expense."

- (c) Other insurance: "The Consultant's insurance coverage shall be primary insurance as respects the City of Fort Bragg, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Fort Bragg shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Fort Bragg, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5.3. Deductible or Self-Insured Retention. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.

5.4. Certificates of Insurance. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement. The certificates of insurance and endorsements shall be attached hereto as **Exhibit B** and incorporated herein by this reference.

5.5. Non-limiting. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City Manager or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Consultant shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. The Project Manager designated to work directly with Consultant in the performance of this Agreement will be **Isaac Whippy, City Manager**. It shall be the Consultant's responsibility to assure that the Project Manager is kept informed of the progress

of the performance of the services and the Consultant shall refer any decision, which must be made by City, to the Project Manager. Unless otherwise specified herein, any approval of City required hereunder shall mean the approval of the Project Manager.

Consultant designates **Tom Kavanaugh, President**, as its Project Manager, who shall represent it and be its agent in all consultations with City during the term of this Agreement and who shall not be changed by Consultant without the express written approval by the City. Consultant or its Project Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement or the work hereunder may be provided by personal delivery, facsimile or if mailed, shall be addressed as set forth below and placed in a sealed envelope, postage prepaid, and deposited in the United States Postal Service. Such communication shall be deemed served or delivered: a) at the time of delivery if such communication is sent by personal delivery; b) at the time of transmission if such communication is sent by facsimile; and c) 72 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

IF TO CONSULTANT:
Tom Kavanaugh, President
Creative Thinking, Inc.
DBA The Idea Cooperative
835 5th Avenue, Suite C
San Rafael, CA 94901
Tel: 415-377-6708

IF TO CITY:
City Clerk

City of Fort Bragg
416 N. Franklin St.
Fort Bragg, CA 95437
Tel: 707-961-2823
Fax: 707-961-2802

6.5. Attorneys' Fees. In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.

6.6. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Mendocino County, California. Consultant agrees to submit to the personal jurisdiction of such court in the event of such action.

6.7. Assignment. Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant's interest in this Agreement without City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of City's consent, no subletting or assignment shall release Consultant of Consultant's obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.8. Indemnification and Hold Harmless. If Consultant is not a design professional performing "design professional" services under this Agreement, as that term is defined in Civil

Code Section 2782.8, Consultant agrees to defend, indemnify, hold free and harmless the City, its elected and appointed officials, officers, agents and employees, at Consultant's sole expense, from and against any and all claims, demands, actions, suits or other legal proceedings brought against the City, its elected and appointed officials, officers, agents and employees arising out of the performance of the Consultant, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply whenever any claim, action, complaint or suit asserts liability against the City, its elected and appointed officials, officers, agents and employees based upon the work performed by the Consultant, its employees, and/or authorized subcontractors under this Agreement, whether or not the Consultant, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable. Notwithstanding the foregoing, the Consultant shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Consultant's Proposal, which shall be of no force and effect.

6.9. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

6.10. PERS Eligibility Indemnification. In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

6.11. Cooperation. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.

6.12. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, preliminary notes, working documents, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City, but shall be made available to the City within ten (10) days of request or within ten (10) days of termination. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, preliminary notes and working documents, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City. Consultant or Consultant's agents shall execute such documents as may be necessary from time to time to confirm City's ownership of the copyright in such documents.

6.13. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.

6.14. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, *et seq.*) and Government Code Section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.

6.15. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to

the correction.

6.16. Prohibited Employment. Consultant will not employ any regular employee of City while this Agreement is in effect.

6.17. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, the conflict shall be resolved by giving precedence in the following order, if applicable: This Agreement, the City's Request for Proposals, the Consultant's Proposal.

6.18. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

6.19. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.

6.20. Headings. Paragraph and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

6.21. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.

6.22. Amendments. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.

6.23. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

6.24. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

6.25. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

6.26. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

CITY

Signed by:
By: Isaac Whippy
50E9C1A52F474A7...
Isaac Whippy
Its: City Manager

CONSULTANT

DocuSigned by:
By: Tom Kavanaugh
0EF6F997950944C...
Tom Kavanaugh
Its: President

ATTEST:

Signed by:
By: Diana Paoli
E348FAFF33A740D...
Diana Paoli
City Clerk

APPROVED AS TO FORM:

DocuSigned by:
By: Baron J. Bettenhausen
356D1F0925C64D1...
Baron J. Bettenhausen
City Attorney

Proposal & Scope of Work July 1, 2025 to June 30, 2026 June 27, 2024

CONTRACT TERMS

The Idea Cooperative has been identified as the Visit Fort Bragg Creative Communications Agency of Record for Destination Marketing, rolling their current contract, expiring on June 30, 2025, into a 12-month contract term from July 1, 2025 to June 30, 2026.

A budget of \$180,000 has been approved by Fort Bragg City Council for this contract.

SCOPE OF WORK

Notes on RFP Scope of Work and Proposed Tasks

- Monthly Budget Reduction - Because last year's contract started in September, running for 10 months instead of 12, this year's annual budget of \$180,000 represents a \$3,000/month reduction. The lower monthly fee means few, if any, additional promotions and programs can be budgeted, unless additional funds become available.
- Fee vs Hard Costs Adjustment – Due to the addition of several new promotions, including work towards major new Fort Bragg events for a Music Festival and Bike Race, the balance between Agency Fee and Hard Costs has been adjusted to give the agency more time for creative development related to the new promotions. This will allow for the creation of original work to promote a Music Fest and Bike Race but will come at the expense of paid media budgets, which will decrease slightly. This decrease is justified by the addition of google-optimized content driving increases in organic site visits.
- Programs and Promotions Funding Not Included – Several promotional activities that were discussed and recommended to be explored have not been included in this proposal due to budget constraints, including:
 - Influencer Marketing Program
 - TikTok Social Media Channel
 - Major Event Outside Costs (paid media, printing) for Bike Race and/or Music Festival
- Promotion Continuity & Refinement – In this proposal, The Idea Cooperative has done it's best to maintain the programs that deliver most effectively against the agreed-upon objectives. All promotional programs will be refined this year, based on learning from previous years to increase their effectiveness.
- Major Event Budget Considerations – During Task 1, The Idea Cooperative will develop an estimate of how much time can be allocated for Bike Race and Music Festival. Both events are currently in the planning stages, making it hard to know how much work will be required. However, additional time of staff realized through the Fee vs. Hard Costs Adjustments will be earmarked for Major Event Promotion.

Task 1: Strategic & Promotion Confirmation

Working from last year's Strategic Plan, The Idea Cooperative will review the results from each and develop a 2025 > 2026 Promotional Calendar and Working Budget to outline specific activities and monthly budgets throughout the contract term.

Timing: July 1 > 31, 2025

Task 2: Promotional Development, Execution & Analytics

Working from the approved 2025 > 2026 Promotional Calendar and Working Budget, The Idea Cooperative will implement all promotional activities. Initial promotional activities will likely include the following, but will be confirmed in Task 1:

- Ongoing Summer and Fall Seasonal Event Promotion
- Fort Bragg Photo Contest
- Fort Bragg Beer Month with Hotel Promotion
- Holiday Gift Shopping
- Winter Visit Campaign with Hotel Promotion
- Blues Fest
- Whale Fest/Wine Walk with Hotel Promotion
- Music Fest Preparation, Organization and Planning (See Funding Not Included – Above)
- Major Event Preparation and Planning + Concept/Promotion Limited Time Allocation

Timing: Ongoing

Task 3: Ongoing Content Development, Social Media & E-newsletter

The Idea Cooperative will develop ongoing original content for use in all outbound communications, using original photography, video, interviews with locals and featuring ongoing month to month promotions. At least three trips to Fort Bragg will be made by The Idea Cooperative for content gathering during the contract term.

An ongoing social media calendar will be maintained by The Idea Cooperative with help with ongoing local content from Fort Bragg resident Barbara Bruce. Facebook and Instagram will be used, with goals of a) increasing engagement and building web traffic and b) increasing followers.

The monthly Visit Fort Bragg e-newsletter will continue to deliver news, stories, insights and details about local events to a highly engaged audience. Newsletter goals are a) subscriber growth and b) subscriber engagement measured through opens, clicks and conversions on promotions.

Timing: Ongoing

BUDGET AND SCHEDULE OF CHARGES

Working from the designated annual not to exceed budget of \$180,000 The Idea Cooperative recommends a similar structure and schedule of charges from previous years, with \$12,000 per month Retainer Costs to cover time of staff costs and \$3,000 for hard costs including printing, content creation (including travel), social media, interactive and SEO services.

Budget:

\$12,000/Month Retainer Costs + \$3,000/Month* for Hard Costs

\$180,000 12 Month Total

*note: Hard Costs totals may vary month to month, but will equal the total at the end of contract.

Retainer Costs Monthly Break Out

Work Specification	Hours	Rate	Fee
Strategic Marketing Consultation	1	\$200	\$200
Creative Direction	5	\$200	\$1,000
Art Direction/Creative Concept	9	\$150	\$1,350
Copywriting/Creative Concept	9	\$150	\$1,350
Account Direction	8	\$125	\$1,000
Project Management	16	\$100	\$1,600
Production Management	8	\$100	\$800
Digital Production Art / Production Design	16	\$100	\$1,600
Interactive Strategy and Consultation	4	\$100	\$400
Interactive Development & Programming	16	\$100	\$1,600
Social Media & Content Execution	16	\$100	\$1,600
TOTAL			\$12,500.00

Schedule of Charges

Month	Fee	Hard Costs	TOTAL
July, 2025	\$12,500	\$2,500	\$15,000
August, 2025	\$12,500	\$2,500	\$15,000
September, 2025	\$12,500	\$2,500	\$15,000
October, 2025	\$12,500	\$2,500	\$15,000
November, 2025	\$12,500	\$2,500	\$15,000
December, 2025	\$12,500	\$2,500	\$15,000
January, 2026	\$12,500	\$2,500	\$15,000
February, 2026	\$12,500	\$2,500	\$15,000
March, 2026	\$12,500	\$2,500	\$15,000
April, 2026	\$12,500	\$2,500	\$15,000
May, 2026	\$12,500	\$2,500	\$15,000
June, 2026	\$12,500	\$2,500	\$15,000
Totals:	\$150,000	\$30,000	
TOTAL CONTRACT:			\$180,000

Authorization To Proceed: _____ Date: _____

Notes:

Media and content costs may not be allocated evenly each month. A running accounting of all media and content costs will be included with each invoice. The Idea Cooperative will bill \$12,000 at the end of each month to cover work performed during that month, plus applicable media and content costs.

This estimate is based on a preliminary understanding of services to be delivered. If any aspect of the project changes, this estimate will be subject to revision or addendum. This estimate does not include CA sales tax, if applicable.

EXHIBIT B
CERTIFICATES OF INSURANCE AND ENDORSEMENTS



THEIDEA-04

TCARPIO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 0757776 HUB International Insurance Services Inc. 40 E Alamar Ave Santa Barbara, CA 93105	CONTACT NAME: Michele Ricca PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: michele.ricca@hubinternational.com												
INSURER(S) AFFORDING COVERAGE													
INSURED Creative Thinking, Inc dba The Idea Cooperative. 835 5th Avenue San Rafael, CA 94901	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">INSURER A : Citizens Insurance Company of America</td> <td style="width: 20%;">31534</td> </tr> <tr> <td>INSURER B : Allmerica Financial Benefit Insurance Company</td> <td>41840</td> </tr> <tr> <td>INSURER C : Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER A : Citizens Insurance Company of America	31534	INSURER B : Allmerica Financial Benefit Insurance Company	41840	INSURER C : Federal Insurance Company	20281	INSURER D :		INSURER E :		INSURER F :	
INSURER A : Citizens Insurance Company of America	31534												
INSURER B : Allmerica Financial Benefit Insurance Company	41840												
INSURER C : Federal Insurance Company	20281												
INSURER D :													
INSURER E :													
INSURER F :													

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC OTHER:	X		OBFD649507	7/18/2025	7/18/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☒ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY			OBFD649507	7/18/2025	7/18/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N	N / A	W2FD649506	7/18/2025	7/18/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Errors & Omissions			8234-6490	7/18/2025	7/18/2026	Per Claim/Aggregate
C	Errors & Omissions			8234-6490	7/18/2025	7/18/2026	Retention 5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Employment Practices Liability: limit: \$25,000, Deductible: \$5,000. - Original Inception Date: 07/18/2018.

City of Fort Bragg is Additional Insured with regard to the General Liability policy, per the attached endorsement form 3911941 08/16.

CERTIFICATE HOLDER

CANCELLATION

City of Fort Bragg 416 N. Franklin Street Fort Bragg, CA 95437	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS COVERAGE FORM

SCHEDULE

Name of Person or Organization:
CITY OF FORT BRAGG 416 N.FRANKLIN STREET FORT BRAGG,CA 95437

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

For the purpose of coverage provided by this endorsement, the following changes are made to **SECTION II - LIABILITY**:

A. The following is added to SECTION II - LIABILITY, C. Who is an Insured:

Any person or organization shown in the Schedule above is also an additional insured, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf in the performance of your ongoing operations or in connection with your premises owned by or rented to you.

However:

- a. The insurance afforded to such additional insured only applies to the extent permitted by law; and
- b. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. The following is added to SECTION II - LIABILITY, D. Liability and Medical Expenses Limits of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

- a. Required by the contract or agreement; or
 - b. Available under the applicable Limits of Insurance shown in the Declarations;
- whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

ALL OTHER TERMS, CONDITIONS, AND EXCLUSIONS REMAIN UNCHANGED.