



# City of Fort Bragg

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

## Meeting Agenda

### City Council

**THE FORT BRAGG CITY COUNCIL MEETS CONCURRENTLY  
AS THE FORT BRAGG MUNICIPAL IMPROVEMENT DISTRICT  
NO. 1 AND THE FORT BRAGG REDEVELOPMENT SUCCESSOR  
AGENCY**

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Monday, January 26, 2026

6:00 PM

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

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**AMENDED**

### CALL TO ORDER

### PLEDGE OF ALLEGIANCE

### ROLL CALL

### COUNCILMEMBERS PLEASE TAKE NOTICE

*Councilmembers 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: Jan 26, 2026 06:00 PM Pacific Time (US and Canada)*

*Topic: City Council Meeting*

*Join from PC, Mac, iPad, or Android:*

*<https://us06web.zoom.us/j/85263204615>*

*Or Telephone dial: 1-669-444-9171 US*

*Webinar ID: 852 6320 4615*

*International numbers available: <https://us06web.zoom.us/u/kcvas6RoLP>*

*To speak during public comment portions of the agenda via zoom, please join the meeting and use the raise hand feature when the Mayor or Acting Mayor calls for public comment on the item you wish to address.*

### CLOSED SESSION REPORT

### AGENDA REVIEW

#### **1. MAYOR'S RECOGNITIONS AND ANNOUNCEMENTS**

**1A. [26-40](#)** Presentation of Proclamation Honoring the 25th Anniversary of Art Explorer's Inc.

**Attachments:** [02- Art Explorer, Inc. 25th](#)

## **2. PUBLIC COMMENTS ON: (1) NON-AGENDA, (2) CONSENT CALENDAR & (3) CLOSED SESSION ITEMS**

*MANNER OF ADDRESSING THE CITY COUNCIL: All remarks and questions shall be addressed to the City Council; no discussion or action will be taken pursuant to the Brown Act. No person shall speak without being recognized by the Mayor or Acting Mayor. Public comments are restricted to three (3) minutes per speaker.*

*TIME ALLOTMENT FOR PUBLIC COMMENT ON NON-AGENDA ITEMS: Thirty (30) minutes shall be allotted to receiving public comments. If necessary, the Mayor or Acting Mayor may allot an additional 30 minutes to public comments after Conduct of Business to allow those who have not yet spoken to do so. Any citizen, after being recognized by the Mayor or Acting Mayor, may speak on any topic that may be a proper subject for discussion before the City Council for such period of time as the Mayor or Acting Mayor may determine is appropriate under the circumstances of the particular meeting, including number of persons wishing to speak or the complexity of a particular topic. Time limitations shall be set without regard to a speaker's point of view or the content of the speech, as long as the speaker's comments are not disruptive of the meeting.*

*BROWN ACT REQUIREMENTS: The Brown Act does not allow action or discussion on items not on the agenda (subject to narrow exceptions). This will limit the Council's response to questions and requests made during this comment period.*

*WRITTEN PUBLIC COMMENTS: Written public comments received after agenda publication are forwarded to the Councilmembers as soon as possible after receipt and are available for inspection at City Hall, 416 N. Franklin St, Fort Bragg, during normal business hours. All comments after 2 PM on the day of the meeting will become a permanent part of the agenda packet on the day after the meeting or as soon thereafter as possible, except comments that are in an unrecognized file type or too large to be uploaded to the City's agenda software. Public comments may be submitted to [cityclerk@fortbraggca.gov](mailto:cityclerk@fortbraggca.gov).*

## **3. STAFF COMMENTS**

## **4. MATTERS FROM COUNCILMEMBERS**

## **5. CONSENT CALENDAR**

*All items under the Consent Calendar will be acted upon in one motion unless a Councilmember requests that an individual item be taken up under Conduct of Business.*

**5A. [26-596](#)** Receive and File Minutes of the Public Works and Facilities Committee Meeting of December 11, 2025

**Attachments:** [PWF 12112025](#)

**5B. [26-32](#)** Approve Minutes of January 12, 2026

**Attachments:** [CCM01.12.2026](#)

**5C. [26-34](#)** Approve Minutes of Special Meeting of January 12, 2026

**Attachments:** [SCCM1.12.2026](#)

**6. DISCLOSURE OF EX PARTE COMMUNICATIONS ON AGENDA ITEMS****7. PUBLIC HEARING****8. CONDUCT OF BUSINESS**

**8A. 26-45** Advancing Our Strategic Plan (2024-2028): Status and 2026 Goals

**Attachments:** [Strategic Planning and Goal 2026 Staff Report](#)

[Att 1 - 2025 Year End Review](#)

[Att 2 - Approved Strategic Plan 2024-2028](#)

[Att 3 - Strategic Plan Status Tracker Jan 2025](#)

**8B. 26-43** Receive Report on City of Fort Bragg Municipal Broadband Utility Project, Provide Direction to Staff, and Consider Approving City Council Resolution Authorizing City Manager to Execute Contract Change Order No. 2 with HP Communications, Inc (Amount Not to Exceed \$11,242,814; Account: 516-4875-0731)

**Attachments:** [01262026 Broadband Construction Updated](#)

[Att 1 - Resolution HP Change Order No. 1](#)

[Att 2 - Fort Bragg Digital Infrastructure Project \(2021\)](#)

[Att 3 - CA MMBI Map](#)

**8C. 26-46** Receive Report and Consider Adoption of Resolution Approving Contract Change Order No. 5 with A.B.S. Builders, Inc. for the Bainbridge Park Enhancement Project (City Project No. PWP-00096) and Authorizing City Manager to Execute Contract (Not to Exceed \$1,632,801.11); CEQA Exemptions 15301(d), 15303, 15304, and 15332

**Attachments:** [01262026 Bainbridge Park Contract Change Order Report](#)

[Att 1 - RESO BBP Enhancements ABS CCO 5](#)

[Att 2 - Ex A Change Order No. 5 – A.B.S. Builders, Inc.](#)

[Att 3 - Project Cost Analysis Spreadsheet](#)

**8D. 26-42** Results of the Fort Bragg City Council Accepting the Results of the Ordinance 672 Salary Survey and Authorizing the City Manager to Execute Same and Adopt Changes to the City of Fort Bragg Salary Rate Compensation Plan

**Attachments:** [01262026 Staff Report ORD 672](#)

[RESO Ordinance 672 Survey Results eff. 1.1.2026](#)

[Att 1 - Exhibit A](#)

[Att 2 - Exhibit B](#)

[Att 3 - ORD 672](#)

**9. CLOSED SESSION****ADJOURNMENT**

*The adjournment time for all Council meetings is no later than 10:00 p.m. If the Council is still in session at 10:00 p.m., the Council may continue the meeting upon majority vote.*

**NEXT REGULAR CITY COUNCIL MEETING:  
6:00 P.M., MONDAY, FEBRUARY 9, 2026**

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 January 23, 2026.

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Diana Paoli  
City Clerk

**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 upon making reasonable arrangements with the City Clerk for viewing same during normal business hours.*
- *Such documents are also available on the City of Fort Bragg's website at <https://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).*



# City of Fort Bragg

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## Text File

File Number: 26-40

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Proclamation

**Agenda Number:** 1A.

Presentation of Proclamation Honoring the 25th Anniversary of Art Explorer's Inc.

# PROCLAMATION

## Honoring the 25<sup>th</sup> Anniversary of Art Explorers, Inc.

**WHEREAS**, Art Explorers “is a creative arts program and progressive studio in Fort Bragg, California, serving neurodivergent adults and adults with physical disabilities;” and

**WHEREAS**, Art Explorers started an art class one Saturday morning in 1992 hosted by Joan Burleigh and Kristin Otwell at the Harrison Street House in Fort Bragg and first public art exhibition in 1994 at the downtown Daly’s building, and in 2000, Art Explorers, Inc. became a nonprofit art program; and

**WHEREAS**, the mission of Art Explorers is to provide a fun, nurturing, non-judgmental, and artistically stimulating environment for creativity to thrive!; and

**WHEREAS**, Art Explorers provides studio space that upholds their belief and philosophy to respect all individuals and allow all people an artistic voice that deserves to be heard; and

**WHEREAS**, the City of Fort Bragg acknowledges the personalized services and inclusive setting that Art Explorers provides including First Friday events since 2007 and Mayor’s Well-Done Award for “Best Creative Community Organization” in 2019; and

**WHEREAS**, Art Explorers continues to operate as a non-profit 501 (c)(3) organization governed by a volunteer-based Board dedicated to creativity, connection, and community of Fort Bragg; and

**NOW THEREFORE BE IT RESOLVED**, I, Jason Godeke, Mayor of the City of Fort Bragg, on behalf of the entire City Council, do hereby recognize and congratulate Art Explorers on the exceptional occasion of its 25<sup>th</sup> anniversary, and extend our deep appreciation for their ongoing contributions to the Fort Bragg community.

SIGNED this 26<sup>th</sup> day of January, 2026

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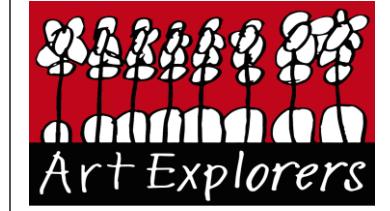
JASON GODEKE, Mayor

ATTEST:

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Diana Paoli, City Clerk

No. 02-2026





# City of Fort Bragg

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## Text File

File Number: 26-596

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Consent Agenda

**In Control:** City Council

**File Type:** Committee Minutes

**Agenda Number:** 5A.

Receive and File Minutes of the Public Works and Facilities Committee Meeting of December 11, 2025



# City of Fort Bragg

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## Meeting Minutes Public Works and Facilities Committee

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Thursday, December 11, 2025

4:00 PM

Town Hall, 363 N. Main Street

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### MEETING CALLED TO ORDER

Committee Member Jason Godeke called meeting to order at 4:00 PM

### ROLL CALL

Committee Members Jason Godeke and Scott Hockett present. City Staff; Public Works Director John Smith and Administrative Assistant Emily Reno present.

### 1. APPROVAL OF MINUTES

A. [25-547](#) Approve Minutes of November 13, 2025

Committee Members Godeke and Hockett approved minutes as presented.

### 2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

Public comment received from Jenny, Ron, and Gabriel.

### 3. CONDUCT OF BUSINESS

A. [25-487](#) Discussion of Electrical Plug-In for Food Trucks in Central Business District

Director Smith and Committee Members Godeke and Hockett discussed the potential of having an alternative way for food trucks to plug in to alleviate issues as noise and exhaust from generators. Director Smith indicated poles have low amps available. Would like to look into PGE boxes near the light poles if they have capability.

Public Comment was received by Sabine, Monica, Jacob, Jenny, and Paul.

B. [25-548](#) Director Oral Report on Departmental Activities and Project Updates

Director Smith provided updates on the following projects and items of interest:

- Town Hall Retrofit & Bathrooms Project
- Dryer Building Rehab
- Biosolids Storage Building
- Facilities Solar Project
- Micro Grid Application
- Replacement of Pomo Bathrooms

- Veteran's Hall lease
- Oneka Desal Buoy Project
- Raw Water Line Replacement Project
- Recycled Water Feasibility Study
- Reservoir Project
- CV Starr HVAC
- CIPP Project

Public Comment was received by Jacob and Paul.

Discussion: Committee Member Hockett inquired about solar facilities project. Committee Member Godeke inquired about biosolids odors and veterans hall maintenance work. Director Smith provided more details.

#### **4. MATTERS FROM COMMITTEE / STAFF**

None

#### **ADJOURNMENT**

Committee Member Godeke adjourned the meeting at 4:47 PM



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## Text File

File Number: 26-32

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Minutes

**Agenda Number:** 5B.

Approve Minutes of January 12, 2026



# City of Fort Bragg

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## Meeting Minutes

### City Council

**THE FORT BRAGG CITY COUNCIL MEETS CONCURRENTLY  
AS THE FORT BRAGG MUNICIPAL IMPROVEMENT DISTRICT  
NO. 1 AND THE FORT BRAGG REDEVELOPMENT  
SUCCESSOR AGENCY**

---

Monday, January 12, 2026

6:00 PM

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

---

### CALL TO ORDER

Mayor Godeke called the meeting to order at 6:00 p.m.

### ROLL CALL

Present: 4 - Mayor Jason Godeke, Vice Mayor Marcia Rafanan, Councilmember Tess Albin-Smith and Councilmember Lindy Peters  
Absent: 1 - Councilmember Scott Hockett

### CLOSED SESSION REPORT

Mayor Godeke reported that no reportable action was take on the Closed Session Items.

### AGENDA REVIEW

#### 1. MAYOR'S RECOGNITIONS AND ANNOUNCEMENTS

1A. [25-556](#) National Law Enforcement Appreciation Day Proclamation

Mayor Godeke read and presented Proclamation of National Law Enforcement Day to Chief Eric Swift.

#### 2. PUBLIC COMMENTS ON: (1) NON-AGENDA, (2) CONSENT CALENDAR & (3) CLOSED SESSION ITEMS

- (1) Monica Mankinen, Sabine Brunner, Jay McMartin by Jacob Patterson, Jenny Shattuck and David Skarr.
- (2) Jenny Shattuck, Jacob Patterson, and Paul Clark.
- (3) N/A

#### 3. STAFF COMMENTS

City Manager, Isaac Whippy shared new Park and Recreation Ad Hoc Committee meeting date of January 23, 2026, and CV Starr pool will be opened at the end of the month. Police Chief, Eric Swift shared Flock Camera presentation will be presented at the next Safety Committee Meeting on January 21, 2026. The Police Department reported more Family Roundtable meetings are planned with Fort Bragg Unified School District and Department is also working on Citizen Academy.

#### **4. MATTERS FROM COUNCILMEMBERS**

Councilmembers shared upcoming meetings, Visit Fort Bragg, Public Safety Meeting, and new Parks & Recreation Ad Hoc Committee. Also shared was the League of Cities Coastal Leadership Group discussed federal proposal for oil drilling and requested comment letters. Sonoma Clean Power Board announced PG&E rates are going down next year. Other meetings attended were Gang Awareness Family Roundtable at Fort Bragg High School and next meeting will be March 19, 2026 regarding Social Media. It was also reported that the Public Works Committee discussed Street Projects with timelines and funding to prioritize and be more responsive to streets. The equipment to be invested for city staff to pilot street repairs is planned to occur this summer. Food Truck infrastructure was also discussed to find solutions to reduce or eliminate generator noise and parking considerations. Meet with Mayor at Farmer's Market will be January 21, 2026, at 3:00 PM Rain or Shine.

#### **5. CONSENT CALENDAR**

Councilmember Albin-Smith pulled Item 5C and Vice Mayor Rafanan pulled Item 5D.

##### **Approval of the Consent Calendar**

**A motion was made by Councilmember Peters, seconded by Councilmember Albin-Smith, to approve the Consent Calendar with the exception of Items 5C and 5D. The motion carried by the following vote:**

**Aye:** 4 - Mayor Godeke, Vice Mayor Rafanan, Councilmember Albin-Smith and Councilmember Peters

**Absent:** 1 - Councilmember Hockett

**5A. 25-543** Adopt, by Title Only, and Waive Further Reading of Ordinance 1021-2026 Amending Section 2.04.060 (Salary Designated) of Chapter 2.04 (City Council) of Title 2 (Administration and Personnel) of the Fort Bragg Municipal Code

**This Ordinance was adopted on the Consent Calendar.**

Enactment No: ORD 1021-2026

**5B. 26-586** Adopt Resolution of the Fort Bragg Redevelopment Successor Agency Approving Recognized Obligation Payment Schedule (ROPS) 26-27 (FY 26/27; July 1, 2026 - June 30, 2027) Pursuant to Health and Safety Code Section 34177(l)

**This RS Resolution was adopted on the Consent Calendar.**

Enactment No: RES RS 41-2026

**5E. 26-588** Accept and File Development Impact Fee Report, Utility Capacity Fee Reports and General Plan Maintenance Fee Report for Fiscal Year Ending June 30, 2025

**These Reports were approved on the Consent Calendar.**

**5F. 25-571** Adopt Resolution of the Fort Bragg City Council Approving First Amendment to

Professional Services Agreement with Lumos & Associates for Materials Testing and Inspection Services for the Bainbridge Park Enhancements Project and Authorizing the City Manager to Execute Contract Amendment (Amount Not To Exceed \$60,873.00); CEQA Exemptions 15301(d), 15303, 15304, and 15332

**This Resolution was adopted on the Consent Calendar.**

Enactment No: RES 4993-2026

**5G. 25-572**

Adopt Resolution of the Fort Bragg City Council Approving the Escrow Agreement for the Raw Water Line Project to Form and Authorizing the Public Works Director to Sign the Agreement in the amount \$150,000 with the California Department of Fish and Wildlife (CDFW) to Ensure Performance of Mitigation Requirements

**This Resolution was adopted on the Consent Calendar.**

Enactment No: RES 4994-2026

**5H. 25-564**

Receive and File Minutes of the Public Works and Facilities Committee Meeting of November 13, 2025

**These Committee Minutes were received and filed on the Consent Calendar.**

**5I. 26-577**

Receive and File Minutes of the Visit Fort Bragg Committee Meeting of November 18, 2025

**These Committee Minutes were received and filed on the Consent Calendar.**

**5J. 26-578**

Receive and File Minutes of the Finance and Administration Committee of November 18, 2025

**These Committee Minutes were received and filed on the Consent Calendar.**

**5K. 25-557**

Approve Minutes of June 9, 2025

**These Minutes were approved on the Consent Calendar.**

**5L. 25-558**

Approve Minutes of June 23, 2025

**These Minutes were approved on the Consent Calendar.**

**5M. 25-550**

Approve Minutes of December 8, 2025

**These Minutes were approved on the Consent Calendar.**

**5N. 25-549**

Approve Minutes of Special Meeting of December 8, 2025

**These Minutes were approved on the Consent Calendar.**

**ITEMS REMOVED FROM THE CONSENT CALENDAR**

**5C. 25-569** Accept Certificate of Completion for the 2025 Street Rehab Project (PWP-00132) and Direct City Clerk to File Notice of Completion

Councilmember Albin-Smith pulled Item 5C. Councilmembers asked clarifying questions.

Public Comment: Jacob Patterson and Jenny Shattuck.

There was no objection from Council to pull Item 5C and table until January 26, 2026.

**5D. 25-570** Adopt Resolution of the Fort Bragg City Council Approving First Amendment to Professional Services Agreement with Lumos & Associates for Construction Management Services for 2025 Streets and Stop Gap Projects and Authorizing the City Manager to Execute Contract (Amount Not To Exceed \$340,000) CEQA Exemption 15301 (c)

Vice Mayor Rafanan pulled Item 5D. Councilmembers asked clarifying questions.

Public Comment: Jacob Patterson and Paul Clark.

**A motion was made by Councilmember Peters, seconded by Councilmember Albin-Smith, that the Resolution be adopted. The motion carried by the following vote:**

**Aye:** 4 - Mayor Godeke, Vice Mayor Rafanan, Councilmember Albin-Smith and Councilmember Peters

**Absent:** 1 - Councilmember Hockett

Enactment No: RES 4995-2026

**6. DISCLOSURE OF EX PARTE COMMUNICATIONS ON AGENDA ITEMS**

None.

**7. PUBLIC HEARING**

**7A. 25-562** Receive Report, Hold a Public Hearing, and Consider Adopting a Resolution of the Fort Bragg City Council Approving an Application for Funding and the Execution of a Grant Agreement and Any Amendments Thereto from the 2025 Funding Year of the State Community Development Block Grant (CDBG) Program

Mayor Godeke introduced Item 7A. Grant Coordinator Lacy Sallas presented the Staff Report. Councilmembers asked clarifying questions.

**Mayor Godeke opened the public hearing at 7:25 PM.**

Public Comment: None.

**Mayor Godeke closed the public hearing at 7:25 PM**

**A motion was made by Councilmember Peters, seconded by Councilmember Albin-Smith, that the Resolution be adopted. The motion carried by the following vote:**

**Aye:** 4 - Mayor Godeke, Vice Mayor Rafanan, Councilmember Albin-Smith and Councilmember Peters

**Absent:** 1 - Councilmember Hockett

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Enactment No: RES 4996-2026

## **8. CONDUCT OF BUSINESS**

**8A. 26-576** City Council Discussion and Provide Direction to LT Municipal Consultants on the Water and Sewer Rate Study

Mayor Godeke introduced Item 8A. City Manager, Isaac Whippy and Consultant Alison Lechowicz of LT Municipal Consultants presented Water and Sewer Rate Study. Last water and sewer rate increase was in 2019. Councilmembers asked clarifying questions regarding Option A or Option B for water and sewer rates.

Public Comment: Jacob Patterson.

Direction: City Council gave direction to support Option B for both water and sewer rates.

**Mayor Godeke recessed the meeting at 8:15 PM; the meeting reconvened to open session at 8:26 PM.**

**8B. 25-449** Receive Report and Consider Adoption of Resolution Authorizing Contract Change Order No. 1 with WaterWorks Engineers for the Reservoir Project for Water Storage Resilience, Increasing the Total Contract Amount to \$909,641, and Approving Budget Amendment 2025/26-08 in the Amount of \$200,000

Mayor Godeke introduced Item 8B. Assistant Director-Engineering Chantell O'Neal presented staff report. Councilmembers asked clarifying questions.

Public Comment: None.

**A motion was made by Councilmember Peters, seconded by Vice Mayor Rafanan, that the Resolution be adopted. The motion carried by the following vote:**

**Aye:** 4 - Mayor Godeke, Vice Mayor Rafanan, Councilmember Albin-Smith and Councilmember Peters

**Absent:** 1 - Councilmember Hockett

Enactment No: RES 4997-2026

**8C. 25-561** Receive Report and Consider Adopting Resolution Awarding the Dryer Building Reconstruction Project, City Project No. WWP-00027 to August-Jaye, Inc. as the Lowest Responsible Bidder, and Authorizing the City Manager to Execute Contract (Not To Exceed \$321,861)

Mayor Godeke introduced Item 8A. Assistant City Engineer, Alfredo Huerta presented staff report. Councilmembers asked clarifying questions.

Public Comment: Dana Jess

**A motion was made by Councilmember Albin-Smith, seconded by Vice Mayor Rafanan, that the Resolution be adopted. The motion carried by the following vote:**

**Aye:** 4 - Mayor Godeke, Vice Mayor Rafanan, Councilmember Albin-Smith and Councilmember Peters

**Absent:** 1 - Councilmember Hockett

Enactment No: RES 4998-2026

**9. CLOSED SESSION**

**ADJOURNMENT**

**Mayor Godeke adjourned the meeting at 8:55 PM.**



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## Text File

File Number: 26-34

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Minutes

**Agenda Number:** 5C.

Approve Minutes of Special Meeting of January 12, 2026



# City of Fort Bragg

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## Meeting Minutes Special City Council

**THE FORT BRAGG CITY COUNCIL MEETS CONCURRENTLY  
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NO. 1 AND THE FORT BRAGG REDEVELOPMENT  
SUCCESSOR AGENCY**

---

Monday, January 12, 2026

4:30 PM

Town Hall, 363 N Main Street  
and Via Video Conference

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### Special Closed Session

#### CALL TO ORDER

Mayor Godeke called the meeting to order at 4:32 PM.

#### ROLL CALL

**Present:** 4 - Mayor Jason Godeke, Vice Mayor Marcia Rafanan, Councilmember Tess Albin-Smith and Councilmember Lindy Peters

**Absent:** 1 - Councilmember Scott Hockett

#### 1. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

None.

#### 2. CLOSED SESSION

**2A. [25-574](#)** CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION, Pursuant to Paragraph (1) of Subdivision (d) of Gov. Code Section 54956.9; City of Fort Bragg v. Mendocino Railway, Case No.: 21CV00850, Superior Court of Mendocino County, State of California

**2B. [25-575](#)** CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION, Pursuant to Paragraph (1) of Subdivision (d) of Gov. Code Section 54956.9 SIERRA NORTHERN RAILWAY and MENDOCINO RAILWAY v. CITY OF FORT BRAGG, United States District Court Case No. 4:24-cv-04810-JST

**Mayor Godeke recessed the meeting at 4:33 PM; the meeting was reconvened to closed session at 4:35 PM.**

#### ADJOURNMENT

Mayor Godeke adjourned the meeting at 5:42 PM.

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JASON GODEKE, MAYOR

\_\_\_\_\_  
Diana Paoli, City Clerk

IMAGED (\_\_\_\_\_)



# City of Fort Bragg

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## Text File

File Number: 26-45

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Staff Report

**Agenda Number:** 8A.

Advancing Our Strategic Plan (2024-2028): Status and 2026 Goals



## CITY COUNCIL STAFF REPORT

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**TO:** City Council **DATE:** January 26, 2026

**DEPARTMENT:** City Manager's Office

**PREPARED BY:** Isaac Whippy, City Manager

**PRESENTER:** Isaac Whippy, City Manager

**AGENDA TITLE:** Advancing Our Strategic Plan (2024–2028): Status and Goals 2026

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### RECOMMENDATION

Receive an update on the implementation of the City's Strategic Plan 2024–2028 and provide direction, if any, to staff.

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### BACKGROUND

The City's Strategic Plan 2024–2028 was developed through a comprehensive and inclusive strategic planning process designed to reflect the priorities, values, and long-term vision of the Fort Bragg community.

The planning effort was guided by the City Council and included active participation from City staff, local business owners, community stakeholders, and residents. Engagement methods included facilitated City Council workshops, internal staff discussions, stakeholder conversations, and community input opportunities. This collaborative approach ensured that the Strategic Plan was informed by a wide range of perspectives and grounded in both community aspirations and operational realities.

As part of the planning process, the City Council worked with staff to establish a clear Mission, Vision, and set of Core Values to guide decision-making, organizational culture, and service delivery across the City. These foundational elements provide a shared framework for how the City operates, how it serves the community, and how progress is measured over time.

The Strategic Plan 2024–2028 serves as the City's primary policy and operational roadmap, aligning City priorities with available resources and guiding annual budgets, work plans, and major initiatives. Since adoption, the Strategic Plan has been integrated into City operations, capital planning, and departmental goals to ensure consistency and accountability in implementation.

## **DISCUSSION & ANALYSIS**

This report provides a high-level update on progress made toward the Strategic Plan goals since adoption. Key themes emerging from implementation include:

- Alignment of City operations and budget decisions with adopted strategic priorities
- Advancements in service delivery, infrastructure planning, and organizational effectiveness
- Increased coordination across departments to move priority initiatives forward
- Ongoing engagement with the community, partners, and stakeholders

While meaningful progress has been made, several initiatives remain ongoing and will continue to require focused effort, resource alignment, and Council direction as the City moves through the next phase of implementation.

Staff will continue to track progress, integrate the Strategic Plan into annual work programs, and return to Council with updates, policy decisions, and implementation actions as appropriate.

## **FISCAL IMPACT**

There is no immediate fiscal impact associated with receiving this update. Implementation of individual Strategic Plan initiatives is addressed through the annual budget process, funding opportunities and specific Council actions.

## **NEXT STEPS**

Following Council direction, staff will continue implementing the Strategic Plan and will return with future updates, recommended actions, and policy considerations aligned with the 2024–2028 goals.

## **IMPLEMENTATION/TIMEFRAMES:**

Implementation of the Strategic Plan is structured to occur over the four year planning horizon, with flexibility to respond to changing conditions, funding availability, and Council priorities. Staff will provide periodic updates to the City Council, integrate Strategic Plan priorities into future budget cycles, and return to Council for direction on major policy decisions and implementation milestones.

## **ATTACHMENTS**

- Adopted Strategic Plan 2024–2028
- Strategic Plan Progress Summary
- Year in Review 2025



2025

**Year in  
Review**





# MESSAGE FROM THE CITY MANAGER

Dear Fort Bragg Residents and Business Owners,

Happy New Year—and welcome to 2026. I hope you were able to slow down over the holidays, spend time with family and friends, and enjoy what makes this place special—our coastline, our redwoods, and the strong sense of community that shows up here every day. On behalf of the City of Fort Bragg and City Council, thank you for the pride you take in our town and for the many ways you support one another and our local businesses.

Looking back on 2025, we made real progress together—but we also had some tough stretches. The recent winter storms hit our streets hard, and many of you have had to navigate potholes, rough road conditions, and repairs. We know the broadband construction has added to the disruption—torn-up sections of roadway, detours, and a harder time getting around for residents, visitors, and businesses. If you've felt frustrated, you're not alone. We've heard you, and we take those impacts seriously.

In 2026–27, we will prioritize repairing streets impacted by recent work and follow a clear plan to ensure street and sidewalk restoration meets the standard this community deserves. While the construction impacts are real, we believe the long-term payoff will be worth it: a locally owned broadband utility—built for Fort Bragg, operated here, and designed to deliver reliable, more affordable internet for residents and businesses, along with new economic development opportunities for our community.

Here are a few highlights from 2025:

## [Mill Site Planning and MOU](#)

City Council directed a shift to a cooperative Mill Site strategy—pursuing a Master Development Agreement (MDA) and Local Coastal Program (LCP) amendment as a practical path forward. Following the litigation stay, the City advanced Phases 1 and 2, combining decades of planning with new analysis by Economic & Planning Systems (EPS). We shared the Draft Mill Site Development Strategy at a public workshop and refined the illustrative plan through three community meetings.

We're continuing to work with Mendocino Railway to address long-standing issues, advance the Categorical Exclusion (CatEx) process and an MOU, and keep progress moving toward rezoning and a clear, community-informed future for the site. A Mill Site and economic development survey will be available in early Q1 2026 online and included with utility billing—your input will help guide next steps.

## Downtown Fort Bragg and economic vitality

Economic development remained a central priority. The City's Economic Development Department continued supporting local businesses through our BEAR Strategy—Business Expansion, Attraction, and Retention—while strengthening downtown vitality. In 2025, we expanded business tools and resources, strengthened programs like the Fort Bragg Business Boost Fund, and advanced façade improvement grants to reinvest in our commercial districts. We also made visible improvements downtown—adding wayfinding signage, expanding murals in the Central Business District, and enhancing beautification with hanging flower baskets.

We supported signature gatherings like The Longest Table and continued growing the City's events calendar including the Blues Festival, while advancing policies to activate downtown, including launching our Entertainment Zone framework. To address persistent vacancies, the City Council also approved a Vacant Storefront Registry Ordinance to bring focus and accountability to long-term vacant properties.

## Housing: increasing supply and removing barriers

Housing remained a critical focus in 2025. The City applied for the State's Pro-housing Designation and advanced practical reforms to reduce barriers—such as waiving minimum parking requirements, expanding ministerial design review where appropriate, and streamlining processes to improve predictability and timelines.

City Council also approved two major housing projects: 86 new market-rate units and 45 affordable units—important steps toward expanding housing options for a range of incomes.

## Municipal broadband: a utility built for Fort Bragg

In 2025, the City acquired Mendocino Coast Network (MCN)—bringing local broadband operations under community ownership and positioning Fort Bragg to operate broadband as a true public utility focused on service, reliability, and long-term community benefit. Construction is underway, and we are targeting completion of the primary broadband build by March 2026.

This \$16.9 million investment in Municipal broadband will support small businesses, enable remote work, expand access to education and telehealth, and strengthen Fort Bragg's competitiveness for business attraction and retention.

## Improving service at City Hall

Inside City Hall, we focused on improving the customer experience and increasing efficiency. We increased our opening hours and created a Public Experience Liaison position to help residents and businesses navigate City services, and we continued implementing Accela to streamline licensing and permit processing. We also expanded plan-check and inspection capacity through 4Leaf to reduce delays.

In 2026, we will launch business license modernization to make applying, renewing, and paying online easier and more user-friendly.

## Strong financial footing

Financially, the City maintained 30% General Fund reserves and invested over \$3 million into the Section 115 Trust to prepare for long-term pension obligations. To address challenges identified in the City's multi-year forecast, the City Council placed Measures T and U on the November 2024 ballot, and voters approved both measures with \$1.3 million of additional tax revenues—strengthening the City's ability to provide critical services and remain financially resilient. Our commitment to strong financial practices was also recognized through the GFOA Budget Award and Excellence in Financial Reporting.

## Investing in our City team

None of this work happens without the people who show up every day—often behind the scenes—to serve Fort Bragg. In the last couple of years, we made a deliberate investment in our culture and in the long-term strength of our organization: expanding training and professional development, strengthening team building, and improving cross-department collaboration so we operate as one team with shared standards and shared purpose.

We also took concrete steps to support retention and stability through COLA adjustments and long-term labor agreements, while expanding wellness initiatives—because a healthy, supported team is essential to a high-performing City. Most importantly, we're building a culture rooted in our values: accountability, professionalism, respect, and continuous improvement.



## Thank you to our City Council

I also want to recognize and thank our Mayor Jason Godeke, Vice Mayor Marcia Rafanna, and Councilmembers Lindy Peters, Scott Hockett, and Tess Albin-Smith— for their leadership and steady commitment to Fort Bragg. Serving on the City Council is volunteer public service, and it requires countless hours of preparation, community conversations, and difficult decision-making—often outside of regular work and family time. I'm grateful for the time they give, the care they bring to this work, and their dedication to doing what's best for our community.

Reflecting on my second year as City Manager, I'm truly grateful for the opportunity to serve Fort Bragg. My family and I have called this place home for the past 12 years, and I feel lucky to live here, raise our kids here, and be part of a community that cares so deeply about one another.

What inspires me most is the opportunity in front of us—especially with the Mill Site redevelopment. It's a once-in-a-generation chance to thoughtfully address long-standing community needs: expanding housing options, strengthening our local economy, open space, improving public access and infrastructure, and shaping a waterfront that reflects Fort Bragg's values and our next chapter. Done right, this work can deliver real, lasting benefits for residents, families, and local businesses.

Thank you for your trust, your feedback, and your partnership. I will continue to lead with urgency, care, and accountability—and I'll keep pushing to ensure we're not only addressing today's needs but setting Fort Bragg up for the next generation.

With gratitude and optimism,

*Isaac Whippy*  
**City Manager**



# OUR MISSION

Fort Bragg is a small town nestled between the coast and the redwoods with a strong sense of community that seeks to preserve its environment while providing resilient public facilities and infrastructure and supporting a safe and vibrant economic, multi-cultural, and recreational experience for both locals and visitors alike.

# OUR VISION

A California coastal destination with rich natural resources and rugged beauty, is transforming our future by weaving together our people, ecosystems, and economy to create community prosperity. We are making our mark in the 21st Century by creating climate-ready water and energy independence, housing and economic opportunities, accessible health care, community public safety, and education for all

# OUR CORE VALUES

## INNOVATION

Drives our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.

## SERVICE-ORIENTED

Responsive to the public and to each other to demonstrate our genuine commitment to create a Fort Bragg that serves us today and readies us for a successful tomorrow.

## HONESTY & INTEGRITY

Emanate throughout our community to engender the trust, transparency, responsibility, and accountability that our citizens deserve.

## COLLABORATION

Nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and businesses rely on.

## FAIR & ETHICAL

Principles and practices, Fort Bragg promotes an inclusive community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.

# CITY COUNCIL



**108**

Resolutions  
Passed

**29**

Proclamations

**17**

Ordinances  
Passed



**Mayor  
Jason Godeke**



**Vice Mayor  
Marcia Rafanan**



**Councilmember  
Lindy Peters**



**Councilmember  
Scott Hockett**



**Councilmember  
Tess Albin-Smith**

# CITY COUNCIL



## PRIORITIZING COMMUNITY RESOURCES

### THE MENDOCINO COAST HUMANE SOCIETY

On August 11, 2025, the **City Council approved providing \$40,000 from Police Asset Forfeiture Funds to the Mendocino Coast Humane Society**. With this support they can continue to provide intake, medical treatment, and adoption services for stray and surrendered animals!

Fort Bragg's cutest residents are always looking for volunteers, fosters, and those wishing to adopt.

Visit their website today:  
<https://mendocinohumane.org/>



### THE FORT BRAGG FOOD BANK



Mayor Godeke on behalf of the City of Fort Bragg proudly presented a **\$58,000 check to the Fort Bragg Food Bank**, following City Council approval on July 14, 2025.

This funding—made possible through the City's FY 2024-25 budget surplus—will strengthen food security services for Fort Bragg residents and help the Food Bank continue its incredible work serving families across our community.

A big thank you to the Fort Bragg Food Bank team for their tireless efforts in ensuring no neighbor goes hungry. For volunteer opportunities please visit:  
<https://www.fortbragfoodbank.org/>

# CITY MANAGER

## DOWNTOWN REVITALIZATION

### 1. CENTRAL BUSINESS DISTRICT DOWNTOWN IMPROVEMENT GRANTS

Façade Improvement Grants are helping strengthen the look and vitality of our downtown by partnering directly with local businesses on exterior upgrades. Through this program, eligible property and business owners can apply for matching grants of up to \$25,000 to support improvements such as paint, lighting, signage, windows/doors, accessibility enhancements, and other curb-appeal upgrades that make storefronts more inviting. These reinvestments support small businesses, improve the overall streetscape, and contribute to a more vibrant, walkable Central Business District.

### 2. FORT BRAGG BUSINESS BOOST PROGRAM

The Fort Bragg City Council approved \$650,000 to establish the Fort Bragg Business Boost Fund—a revolving loan fund designed to help local businesses access affordable capital.

Small and medium-sized businesses often face real barriers to financing, including high interest rates, strict qualification requirements, and limited traditional lending options. In today's economic climate—where costs are rising and credit markets remain tight—these challenges fall hardest on smaller enterprises. For many businesses, affordable capital can be the difference between expanding, maintaining operations, or closing their doors. The Business Boost Fund is intended to help fill that gap by providing a practical, local resource for businesses working to grow and remain resilient.

In 2025, the program began delivering results by assisting two local businesses with access to this fund—supporting reinvestment, stability, and job retention right here in Fort Bragg. This initiative also builds on the proven impact of the City's CDBG Business Assistance Program, which helped fund six local businesses, created or retained 13 jobs, and strengthened local economic activity.

#### Loan Program Details:

- Interest Rate: 2.5%-4% + Loan Underwriting Fees
- Repayment Terms: 2–5 years
- Loan Amounts: Minimum \$10,000 Maximum \$200,000

#### For more information/application

Please contact our Economic Development Team:  
[lpeterson@fortbragg.com](mailto:lpeterson@fortbragg.com)  
[smccormick@fortbragg.com](mailto:smccormick@fortbragg.com)

(707) 961 2823 Ext. 108  
416 N. Franklin Street, Fort Bragg, CA  
95437

### 3. DOWNTOWN BEAUTIFICATION- HANGING FLOWER BASKETS



To enhance the look and feel of our Central Business District, the City also introduced hanging flower baskets along key downtown corridors. These baskets add color, warmth, and curb appeal—helping create a more welcoming, walkable environment for residents, shoppers, and visitors. It's a simple but visible investment that supports local pride and complements our broader downtown revitalization efforts, including murals, wayfinding, and façade improvements.

# CITY MANAGER

## DOWNTOWN REVITALIZATION

### 4. DOWNTOWN BUSINESS ROUNDTABLE- FIRST WEDNESDAY OF EACH MONTH

To strengthen communication and partnership with our downtown community, the City launched a Downtown Business Roundtable in 2025 held on the first Wednesday of each month. This forum is designed as a listening session where business owners can share concerns, ideas, and on-the-ground feedback directly with City leadership and staff. The Roundtable helps us stay connected to real-time conditions downtown, identify issues early, and collaborate on practical solutions that support a vibrant and resilient local economy.

### 5. MURALS- PUBLIC ART



The City of Fort Bragg was proud to unveil the—The Gray Whale Mural in Kelp, designed by Larry Foster and painted by Marta Alonso Canillar—at North Coast Brewing Company in August 2025. This incredible piece became our largest mural to date and marked a major milestone in the City's Downtown Revitalization work.

This mural was part of our partnership with the Alley Arts Project to expand public art downtown—celebrating local identity, enhancing key corridors, and creating a more vibrant, walkable Central Business District.

Special thanks to Lia Wilson and North Coast Brewing Company for helping bring this vision to life. Looking ahead, the City plans to add three more murals in 2026, continuing this momentum and expanding public art in meaningful, visible ways.

# CITY MANAGER

## DOWNTOWN REVITALIZATION

### 6. ENTERTAINMENT ZONE

Fort Bragg's Entertainment Zone (EZ) is an event-based tool to help activate downtown, support local businesses, and create a more vibrant, walkable Central Business District. The program was made possible through California Senate Bill 969, which expanded the ability for cities to establish designated entertainment zones tied to community events. Locally, the Fort Bragg City Council approved a downtown Entertainment Zone pilot on September 22, 2025, setting the framework for a well-managed program with clear boundaries and rules.

Importantly, Fort Bragg's EZ can only be activated when paired with other City-approved events, ensuring it is used intentionally and with appropriate coordination and oversight. When activated, the EZ operates Friday through Sunday, 12:00 p.m. to 9:00 p.m. The City launched the Entertainment Zone in November 2025, and the initial rollout was a huge success, demonstrating how thoughtful downtown activation can boost foot traffic and enhance the overall experience while maintaining clear expectations for safety and compliance.



# CITY MANAGER

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In May 2025, Fort Bragg hosted its inaugural [Fort Bragg Blues Festival](#), bringing three days of live music and downtown energy to the community. Kicking off alongside First Friday, the festival helped activate the Central Business District—drawing residents and visitors into local venues, restaurants, and shops and creating the kind of lively, welcoming atmosphere that supports small businesses and community pride.



Building on our strong first year, the City is excited to welcome the Blues back with the Second Annual Fort Bragg Blues Festival, May 1–3, 2026, continuing the momentum and growing this event into an annual tradition on the coast.



# CITY MANAGER

## COMMUNITY BUILDING EVENTS

### THE LONGEST TABLE

The Longest Table began as a simple, powerful idea that started in New York City—one evening each year, a long table is set in a public space and neighbors are invited to sit together, share a meal, and have real conversations. The goal is straightforward: reduce isolation and build connection—one seat at a time.

Here in Fort Bragg, we launched The Longest Table in October 2025, and the idea quickly took on a life of its own because it fits who we are. It became a meaningful downtown gathering where families, friends, and new faces sat side-by-side and were reminded that community isn't something we talk about—it's something we practice. It's meaningful because it creates space for belonging: you don't need an invitation, you don't need to know anyone—you just show up, and you're part of it. Moments like that—sharing a table, a laugh, a conversation—are what make Fort Bragg feel like home.



Looking ahead, the City is excited to bring back The Longest Table in 2026 and build on the momentum with a second gathering that continues strengthening connection and community in the heart of downtown.

# HOUSING

## OUR BIGGEST HOUSING DEVELOPMENT IN A DECADE



PERSPECTIVE FROM HARBOR AVENUE

In 2025, the City of Fort Bragg achieved major momentum on housing—advancing both market-rate and affordable projects while taking concrete steps to make it easier to build housing locally. The City approved an 83-unit housing development on South Main Street, with approvals secured from both the Fort Bragg City Council and the California Coastal Commission. This project represents the first new market-rate housing on the coast in decades and is an important step toward expanding housing options and increasing overall supply.

### Hazelwood –Affordable Senior Apartments



North

South



The City also advanced 45 units on Hazelwood focused on senior and low-income housing, helping address the needs of residents on fixed incomes and strengthening housing stability for some of our most vulnerable community members.

# HOUSING



## PRO-HOUSING DESIGNATION & REDUCING BARRIERS

Increasing housing supply remained a top City Council priority in 2025, aligned with the City's 2024–2028 Strategic Plan goal of adding 200+ housing units by 2026. With Fort Bragg's growing appeal as a place to live, retire, and work—and a persistent shortage of both rental and for-sale homes—the City took concrete steps to reduce barriers, improve certainty, and accelerate housing approvals.

To support this work, the City used ARPA funding that was reallocated following a community priorities survey—dedicating 50% (\$800,000) toward housing-related efforts, including ordinance updates and the City's Pro-Housing Designation initiative. In October 2024, City Council directed staff to pursue Pro-Housing Designation through the State, a program that rewards cities for adopting zoning and land use practices that make housing easier, cheaper, and faster to build—and expands eligibility and competitiveness for state housing and infrastructure funding.

Key 2025 actions to qualify for Pro-Housing Designation included:

- **Parking reform to support housing feasibility (March 24, 2025):** City Council adopted an ordinance establishing density bonus law parking requirements for all multifamily housing projects, regardless of whether affordable units are included. This reduced regulatory burden and removed a common cost driver in multifamily development.
- **Keeping local codes aligned with State housing law (June 9, 2025):** City Council adopted zoning updates for both the coastal and inland codes reflecting new and evolving State requirements related to emergency shelters, group homes, low-barrier navigation centers, supportive housing, and updates connected to density bonus provisions.
- **More predictable approvals through objective standards + ministerial design review (June 23, 2025):** City Council approved changes requiring ministerial design review for multifamily housing and updated the Citywide Design Guidelines to include objective standards for multifamily projects—helping improve clarity, consistency, and approval timelines.

Beyond policy changes, the City also completed the technical groundwork needed to apply—reviewing and self-certifying compliance with key State housing and CEQA streamlining requirements, including timeframes under the Permit Streamlining Act and newer CEQA provisions that can reduce delay and legal risk for qualifying infill multifamily projects.

**Why this matters:** Pro-Housing Designation is more than a label—it's a pathway to resources. If awarded, Fort Bragg becomes eligible to pursue additional state funding opportunities and can receive priority points or processing in several competitive programs. The City is also positioned to apply for the Pro-housing Incentive Program (PIP) (Round 4), with applications due March 31, 2026, and to be more competitive for programs such as AHSC, IIG, and other housing and infrastructure grants.

Together, these actions reflect a clear direction: Fort Bragg is reducing red tape, increasing predictability, and using available funding strategically to support housing production and long-term community stability.

# VISIT FORT BRAGG



## THE LONGEST TABLE

Fort Bragg's first ever longest table event took place this September and community connections were strengthened through a shared meal and open conversation.



## THE MAGIC MARKET

The Magic Market was a spooktacular event this year including costume contests, magical vendors and incredible live performances



## ENTERTAINMENT ZONE LAUNCH PARTY

The first ever Fort Bragg Entertainment Zone included a launch party on Franklin street to celebrate this new way to connect with one another while supporting local businesses.



## WINTER WONDERLAND

The annual tree lighting, Festival of Trees and Santa's arrival at the guest house made for a joyous night for all involved!

# VISIT FORT BRAGG



## THE FORT BRAGG BLUES FESTIVAL

The First Annual Fort Bragg Blues Festival was the biggest party of the year. Blues lovers from all over flocked to the coast to join our local aficionados in the largest music festival Fort Bragg has ever seen!



## SUMMER KICKOFF

The Summer Kickoff celebrated the arrival of sunny days and the start of summer vacation for local kids!



## 4TH OF JULY FIREWORKS

Our annual fireworks show over the pacific ocean gathered the community under sparkling skies!



## FIESTA LATINA

This annual celebration of Latinx culture (put on in partnership with the Latino Coalition) celebrates treasured traditions, while creating new memories for the community at large!

# ECONOMIC DEVELOPMENT

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## BUSINESS- FRIENDLY POLICY CHANGES- BEAR STRATEGY

### Advancing a Stronger Local Economy

In 2025, the City proposed a set of business-friendly policy changes—some adopted and others still in process—focused on making it easier for businesses to start, grow, and stay in Fort Bragg. These efforts were shaped through multiple City Council discussions and align with the City's 2024–2028 Strategic Plan priority to invigorate economic opportunity and community vibrancy. To strengthen this work, the City Manager created a dedicated Economic Development Department in July 2024, guided by the City's BEAR framework—Business Expansion, Attraction, and Retention. Building on that foundation, the City evaluated targeted updates to address long-term commercial vacancies, improve zoning flexibility, streamline permits, and create a more supportive environment for entrepreneurs and small business owners.

Key policy directions and actions reviewed with City Council included:

- **Zoning Code Modernization:** Exploring updates to land use tables to allow a broader range of business types across more zoning districts, simplifying permit findings, and increasing the number of viable locations for new and expanding businesses. The City also discussed consolidating commercial zoning districts to reduce complexity and better match market realities with available storefronts.
- **Support for Startups and Small Footprint Businesses:** Considering a “small startup” approach that would allow very small businesses (under 500 square feet) to operate in more locations—especially in areas with higher vacancies—helping activate underutilized commercial spaces and lower barriers for first-time entrepreneurs.
- **Permit Streamlining for Events (Limited Term Permits):** Reviewing improvements to the Limited Term Permit (LTP) process to reduce administrative burden, improve predictability, and support community events—potentially including a simplified pathway for smaller events and longer-term permits for recurring, well-established events.
- **Administrative Reform of Minor Use Permits:** Evaluating changes to make certain permits truly administrative, using clear checklists and objective criteria to reduce processing time and avoid unnecessary delays for low-impact uses.
- **More Flexibility for Legacy and Non-Conforming Businesses:** Considering amendments that would allow long-standing businesses more ability to expand within their existing footprint or parcel, provided health and safety standards are met—supporting retention and reinvestment without forcing businesses to relocate.
- **Fire Sprinkler Ordinance Review (In Process):** Initiating a thoughtful review of fire safety requirements with the goal of balancing public safety with the practical realities of rehabilitating older commercial buildings. Early concepts discussed included modern fire alarm monitoring options, retaining sprinkler requirements for new buildings, and refining triggers tied to higher-risk occupancies—work that remains ongoing.

Together, these policy considerations reflect a deliberate shift toward reducing red tape, increasing predictability, and supporting investment in downtown and commercial areas—all with the goal of growing local tax revenue, increasing business activity, and creating jobs while maintaining appropriate public safety and community standards.

# ECONOMIC DEVELOPMENT

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## EXPANDING CAPACITY FEE DEFERRALS FOR SMALL BUSINESSES

In 2025, the City expanded its Water and Wastewater Capacity Fee Deferral Program to help small, locally owned businesses reduce upfront costs when opening, reinvesting, or expanding—while still protecting the financial health of our utility enterprise funds. Capacity fees ensure growth pays its fair share for infrastructure, but for small businesses they can be a major barrier at the front end.

Building on a successful downtown pilot, Council expanded the program beyond the Central Business District to include additional commercial zones (CG, CH, and CN), aligning with the City's Strategic Plan and BEAR economic development strategies. The program supports eligible local businesses across sectors such as food service, retail, arts, tourism, neighborhood-serving services, and low-impact artisan/light manufacturing.

**Why it matters:** By deferring—rather than waiving—capacity fees, Fort Bragg is lowering barriers for small businesses to occupy and improve existing commercial spaces, encouraging infill and adaptive reuse, supporting downtown and neighborhood activity, and strengthening local job creation and economic vitality. This approach helps make it easier for businesses to invest in Fort Bragg while maintaining the financial stability needed to keep critical water and sewer infrastructure on track.

Importantly, the program defers fees—it does not waive them. Deferrals are available for up to five years, secured through recorded agreements, and capped annually (recommended \$200,000/year) to ensure fiscal safeguards and compliance with SB 937.

# ECONOMIC DEVELOPMENT

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## MUNICIPAL BROADBAND UTILITY:

The City of Fort Bragg is building an underground, fiber-to-the-premise, broadband network that will be owned and managed locally for the community's benefit. This +/- \$15million project is supported with \$10.3 million in grant funds from the California Public Utility Commission and will result in increased reliability and speeds, while lowering prices. The goal if this initiative is to support economic development, education and healthcare.



The City's last-mile network will connect to the State's middle-mile infrastructure through a joint-build agreement – a significant step toward connecting rural Californians and closing the digital divide.

## SUPPORTING LOCAL BUSINESSES:

The City is committed to the following actions

- 1st Wednesday Monthly Business Roundtable
- Tuesday ED Office Hours
- Business Loans and Grants
- New Business Welcome Letter
- Utility Business Assistance Program

# ECONOMIC DEVELOPMENT

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## BLUE ECONOMY INITITIVES

The City is participating in a regional partnership – **the Noyo Ocean Collective** – committed to investing resources to understand how blue economy opportunities could reinvigorate our economy. The World Bank defines the blue economy as “the sustainable uses of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of ocean ecosystems. <https://noyooceancollective.org/learn/>

**BEVRI Planning Initiative Progresses:** The purpose of the Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan is to create a roadmap for coastal resiliency within the harbor – balancing environmental stewardship with economic vitality. Our working waterfront is an integral part of local culture, and a valuable asset when considering future blue economy investment. Over the past year we've been gathering baseline data on existing social, economic, physical, and environmental conditions of the harbor and identifying blue economy opportunities and limitations. We are also identify potential adaptation and resiliency measures, and a suite of potential projects, partners and funding mechanisms for implementation.

<https://noyooceancollective.org/bevri/>

**California Sea Grant:** The City hosted California Sea Grant Mendocino Coast Extension Specialist for another year. Jami Miller has been taking the lead on an Aquaculture Feasibility Study, and part of the BEVRI Plan. This proof-of-concept analysis will help determine whether Pacific oysters, red abalone, purple sea urchin, and bull kelp survive and grow in Noyo Harbor. The results of this study will be coupled with information on regional restoration and commercial opportunities to determine which types of aquaculture operations are environmentally, economically, and socially feasible. <https://noyooceancollective.org/aquaculture-feasibility/>



**California Coastal Accelerator:** This year, the City of Fort Bragg was invited to participate in the California Coastal Accelerator initiative, which seeks to advance high-impact coastal resilience projects and support key leaders in five coastal communities: Oceanside, Santa Barbara, Santa Cruz, Alameda, and Fort Bragg.

# ECONOMIC DEVELOPMENT

## BLUE ECONOMY INITITIVES

**California Coastal Accelerator:** This year, the City of Fort Bragg was invited to participate in the California Coastal Accelerator initiative, which seeks to advance high-impact coastal resilience projects and support key leaders in five coastal communities: Oceanside, Santa Barbara, Santa Cruz, Alameda, and Fort Bragg.

**PCOR Initiative:** The City continues to support the statewide Pacific Coast Ocean Restoration (PCOR) initiative. PCOR is “a network of partners aimed at catalyzing, coordinating, and implementing marine restoration efforts to recover critical rocky reef and kelp forest habitat, and associated species in California”. This effort includes funding the development of curriculum at Mendocino Coast College for a workforce development pilot program. <https://noyooceancollective.org/rocky-reef-restoration-workforce/>



**North Coast Kelp Fest:** Bull Kelp (*Nereocystis luetkeana*) grows up to 60 feet in one season, to reproduce and be washed away by winter storms each year. Bull kelp forests are the foundation of our nearshore rocky reef ecosystem and in recent years this ecosystem has collapsed. The second annual North Coast Kelp Fest was held in October, bringing art, science, food and film together to learn about the kelp crisis and restoration efforts taking place. The kick-off event at Fort Bragg’s Town Hall to showcased regional blue economy efforts to date – followed with a First Friday kelp themed art walk, and a closing event at North Coast Brewing to unveil Fort Bragg’s largest mural yet, Grey Whale in Kelp.  
<https://www.northcoastkelpfest.org/whats-up-with-kelp>

# VOLUNTEER OPPORTUNITIES

Your City. Your Impact. Your Time to Shine. 

The City of Fort Bragg has launched a NEW Volunteer Platform with Volunteer Central—and we're looking for neighbors ready to roll up their sleeves and make a difference! From helping at Events  to planting in our parks  to supporting community programs —there's a spot for EVERYONE.

Here's how it works:

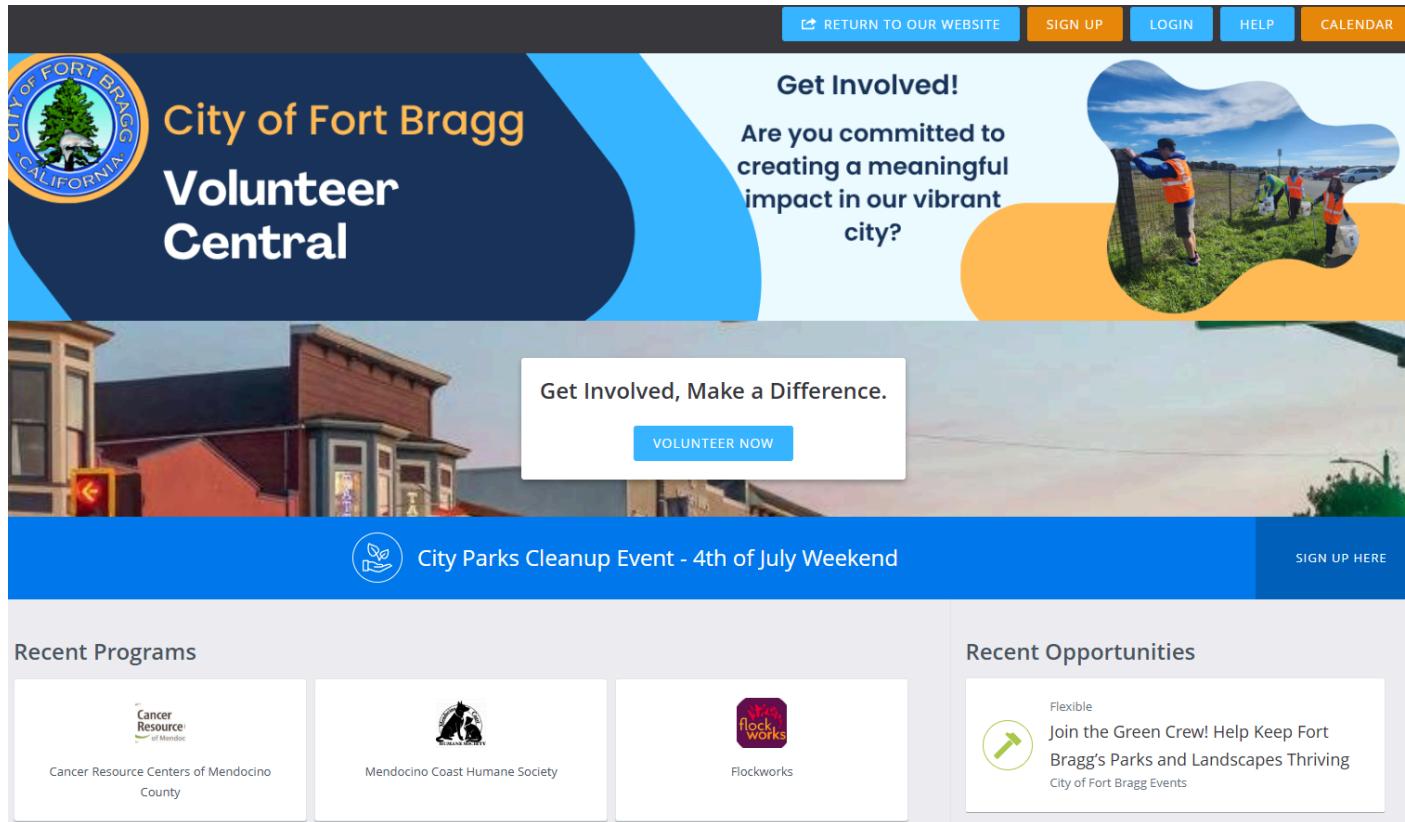
Create your profile online.

Choose the opportunities that match your skills and interests.

Get ready to be part of something bigger.

We're kicking off a busy season of events and projects, and we'd love to see YOU on the volunteer team! 

👉 Sign up now: <https://volunteer.fortbraggca.gov/>



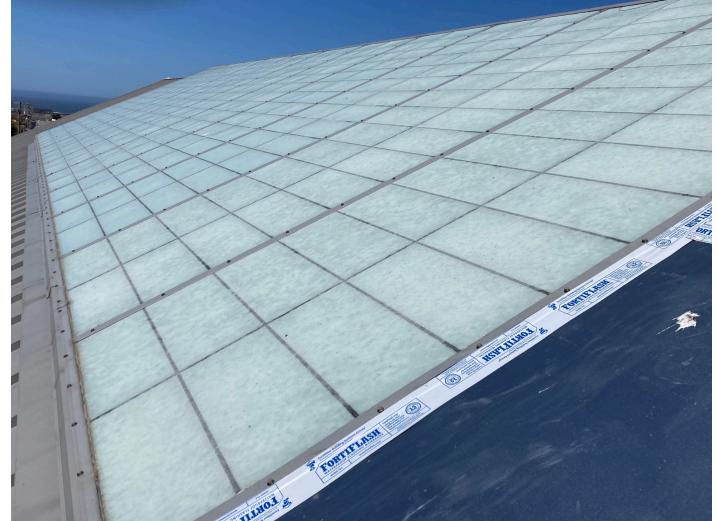
The screenshot shows the homepage of the City of Fort Bragg Volunteer Central. At the top, there's a navigation bar with links for 'RETURN TO OUR WEBSITE', 'SIGN UP', 'LOGIN', 'HELP', and 'CALENDAR'. The main header features the City of Fort Bragg logo and the text 'City of Fort Bragg Volunteer Central'. To the right, there's a section titled 'Get Involved!' with the question 'Are you committed to creating a meaningful impact in our vibrant city?'. Below this is a photo of volunteers working on a fence. A central call-to-action box contains the text 'Get Involved, Make a Difference.' and a 'VOLUNTEER NOW' button. At the bottom of the main section, there's a blue banner for a 'City Parks Cleanup Event - 4th of July Weekend' with a 'SIGN UP HERE' button. The footer is divided into 'Recent Programs' and 'Recent Opportunities'. 'Recent Programs' includes links to Cancer Resource Centers of Mendocino County, Mendocino Coast Humane Society, and Flockworks. 'Recent Opportunities' includes a link to 'Join the Green Crew! Help Keep Fort Bragg's Parks and Landscapes Thriving'.

# PARKS & RECREATION

# CV STARR

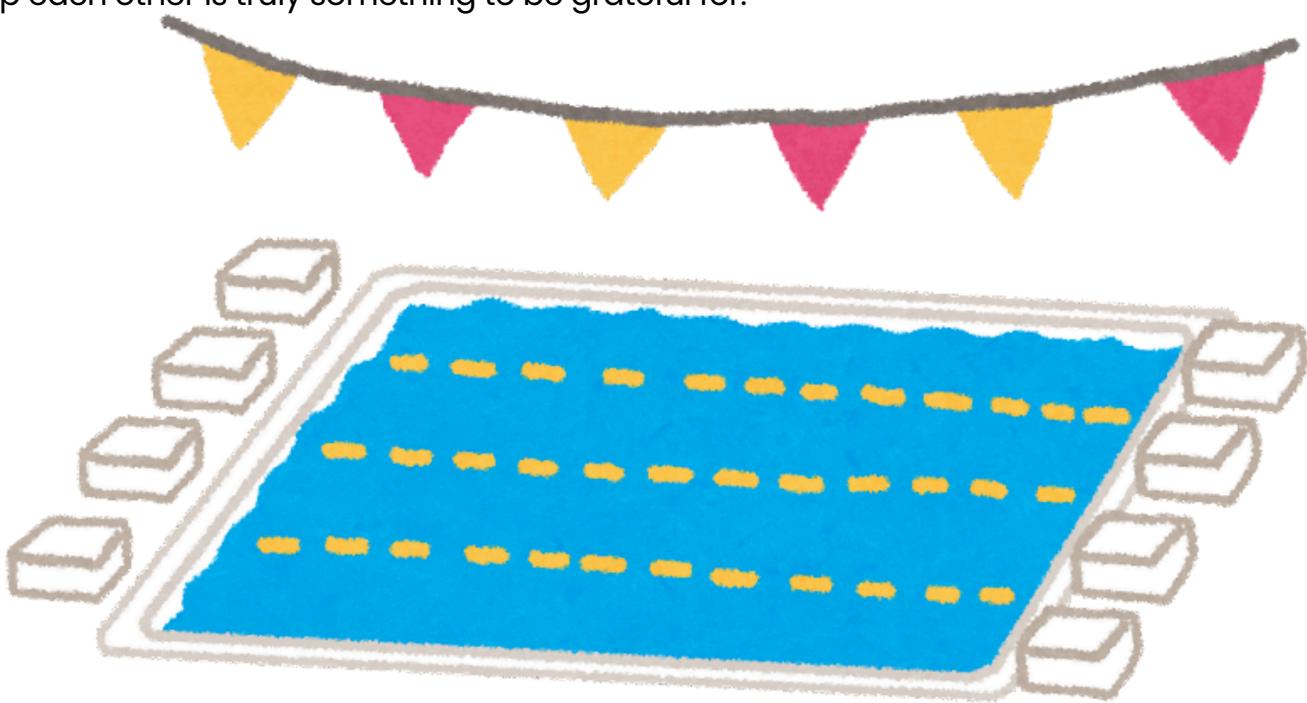
## DEPARTMENTAL HIGHLIGHTS:

The CV Starr has so many accomplishments to be grateful for this past year. The completion of replacing the North Side Skylights is huge. Since 2020 we have been trying to find a company who could take this project on. A special THANK YOU, to Carlos Hernandez for making this project happen. There are also two very big projects in progress as we come to the close of 2025 - HVAC replacement for the Natatorium and the Solar project taking place in our parking lot. These projects along with the skylights will create a more energy efficient and financially sustainable facility.



## TEAM ACHIEVEMENTS:

Like others, the CV Starr has had its challenging moments, this past year. As the Center operates 7 days a-week, staffing can be challenging at times. We have been without two of our team members in maintenance for several months. During this time, everyone, from Supervisors to front desk staff to lifeguards have stepped up and pitched in to fill the void. Having everyone pitch in to help has strengthened the working relationships among departments. It has also given each of us a better understanding of what the other departments do. Seeing co-workers go out of their way to help each other is truly something to be grateful for.



# PARKS & RECREATION

# CV STARR

## COMMUNITY IMPACT:

The CV Starr is most proud of the partnerships we have established with the Noyo High and Light House School, along with the partnership we created with Every Child is a Swimmer Foundation. Our partnership with the schools was made possible by a grant from the Community Foundation of Mendocino County, the grant was for the "Underserved Youth Wellness Program". This Grant has allowed staff to work with both the Noyo High and Light House students two times a week. Staff and students work side by side to learn the proper use of gym equipment and body mechanics. The students are also working with staff in the Competition pool to learn proper swimming stokes and various skills needed to become a lifeguard.



Partnering with Every Child is a Swimmer foundation has allowed us to offer FREE swim lessons to all families, who qualify. Several families have taken advantage of this program, and we hope more will in the coming year. Our second-grade swim program is in its 38th year. Tessie Branscomb continues to teach swim lessons to all 2nd graders in our community. Throughout the year second grade classrooms are brought to the Starr Center during school hours, where they each receive 2 weeks of free swim lessons. These fundamentally swim lessons are critical living here on the coast.



To close out the year, The CV Starr partnered with Parents & Friends to bring the 2nd annual Oktoberfest festival to the community and then partnered with several Community groups to bring the annual Trunk-or-Treat to over 1200 children.



*Thank You*  
SINCERELY





## SCHOLARSHIPS AVAILABLE

The C.V. Starr Community Center has partnered with Every Child a Swimmer to offer scholarships for our swim lessons for 100% OF THE COST!

APPLY IN ADVANCE OR GIVE US A CALL FOR MORE INFORMATION.

Applicants must meet a criteria for scholarship approvals.

### CONTACT US



(707)964-9446



[www.cvstarr.org](http://www.cvstarr.org)



300 S. Lincoln St. Fort Bragg, CA 95437



# MENDOCINO COMMUNITY NETWORK (MCN)

## MUNICIPAL BROADBAND (MCN)- LOCAL OWNERSHIP, COMMUNITY IMPACT



In July 2025, the City of Fort Bragg acquired MCN to serve as the foundation for a City-owned fiber-optic internet service provider (ISP). The project timeline includes completing fiber construction by March 2026, followed by customer transitions to the new fiber network in summer 2026. The City's goal is straightforward: deliver reliable, affordable internet that is locally controlled and community-owned—so Fort Bragg has service we can count on and a digital future shaped here at home.

For a rural community like Fort Bragg, this investment is about far more than faster speeds. A modern fiber network supports economic development by helping local businesses compete, attracting new entrepreneurs, and making downtown and industrial areas more viable for investment. It also expands opportunities for remote work, allowing residents to live here and work anywhere—helping families stay in the community while building careers. Reliable broadband strengthens access to telehealth, making it easier for residents to connect with specialists and services without long-distance travel. And it enhances education, public safety, and overall quality of life—helping close the digital divide and ensuring our community can thrive in a modern economy.

With construction on track to be completed in March 2026, we're looking ahead to an exciting milestone: launching Fort Bragg Fiber and transitioning customers to the new citywide fiber network in Summer 2026.

To sign up/stay connected:  
<https://www.mcn.org/signup/>

FIBER PLANS			
PLAN NAME	MONTHLY RATES	SPEED	IDEAL FOR
Fiber Breeze (Low-Income qualify)	\$40	500 Mbps	Everyday browsing, Zoom calls, HD Streaming
FiberCore	\$50	1 Gig	Multi-device homes, 4K streaming, remote work
FiberBlaze	\$70	2 Gig	Multi-device homes, 4K streaming, remote work Power users, online gaming, smart homes
FiberEdge	\$90	5 Gig	Creators, professionals, heavy upload/download households. Advance tech use. Constant, high-volume data flow
FiberUltra	\$110	10 Gig	Maximum performance for businesses & future-ready homes

# MENDOCINO COMMUNITY NETWORK (MCN)

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## DEPARTMENTAL HIGHLIGHTS

2025 was a year of transition, adjustment, and integration for Mendocino Community Network. On July 1, MCN was acquired by the City of Fort Bragg, positioning the organization for long-term public ownership while maintaining uninterrupted service to the community.

Following the acquisition, MCN transitioned operations into City systems and methods. This included transfer of ownership, onboarding staff into City procedures, aligning job descriptions, and addressing employee priorities such as benefits, leave policies, and union considerations. MCN also completed a full reset of financial operations, including establishing new bank accounts, ACH and credit card processing, and transitioning vendor payments to City methods.

A major, time-sensitive effort involved ensuring that customers receiving terrestrial internet service outside city limits completed required LAFCo documentation. Despite the scale of this effort and firm deadlines, all affected customers were successfully transitioned without service disruption.

MCN maintained stable operations across its service portfolio, including Fusion and Comptche DSL, Open Air fixed wireless, Open Air X-Press, Digital Voice, email, and hosting. The introduction of Open Air X-Press allowed customers who could not be served by traditional Open Air to remain with MCN, and also provided meaningful speed improvements for Fusion customers at the end of long lines where service had been slowest.

Network improvements included: deployment of Open Air connections using low-latency millimeter-wave technology, a network redesign in the Boat Yard shopping center that improved reliability and speed, as well as the installation of a new firewall to better protect MCN's co-location facility. Late-year storms caused isolated infrastructure challenges, but response planning and staff preparedness minimized downtime.

MCN continued to support the City's fiber project by participating in construction-phase meetings, coordinating with vendors on fiber electronics and customer equipment, securing power at the headend, and preparing operational systems. Technical training for staff is scheduled to begin after the new year.

MCN is also preparing a pre-signup and waiting list for fiber service, allowing residents and businesses to register interest and help ensure an efficient and equitable rollout as construction progresses.

# MENDOCINO COMMUNITY NETWORK (MCN)

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## COMMUNITY IMPACT

MCN's community impact is reflected not only in large infrastructure efforts, but in many small, everyday actions that improve quality of life across the Mendocino Coast.

From helping families maintain reliable internet so they can remain close to ill loved ones, to enabling households without cell service to stay connected through Digital Voice, to upgrading service for small businesses as they grow, MCN provides essential services that support residents, businesses, and community institutions. Individually these efforts may seem modest, but together they represent significant and ongoing community benefit.

MCN continues to serve rural customers, remote workers, small businesses, emergency services, and schools. The City's acquisition of MCN has been positively received, as residents recognize the value of a locally owned and accountable internet provider as fiber service becomes available in Fort Bragg.

Digital Voice services continued to expand in 2025, including adoption by customers who receive internet service from other providers. This has allowed customers to retain landline-style service with modern features at lower cost, improving affordability and reliability.

MCN also responded proactively to increased phishing and email security threats by educating customers and issuing alerts. Direct access to trusted local staff helped spread awareness quickly and reduce risk.

## TEAM ACHIEVEMENTS

MCN's team of approximately eight to nine staff members supports thousands of customers and a diverse range of services. Staff are highly cross-trained and routinely take on multiple roles to ensure continuity and reliability.

Despite the complexity of the transition to City ownership and increased workloads, the team maintained service quality, professionalism, and a strong sense of community stewardship. Leadership continuity was strengthened during the transition, no staff departures occurred, and MCN emerged stable and well-positioned for the future. As one staff member noted, even during a stressful and uncertain transition, the work remained grounded in the right mission: delivering affordable, reliable, locally accountable connectivity for the Mendocino Coast.

# MENDOCINO COMMUNITY NETWORK (MCN)

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## BROADBAND DIRECTOR



On September 22, 2025, the City of Fort Bragg proudly welcomed its newest team member — Sage Statham — as he took his Oath of Office. Sage joins the organization as the City's first Director of Broadband and Digital Infrastructure!

City Manager Isaac Whippy has hired Sage to assist in launching Fort Bragg's new municipal broadband initiative, a critical step toward expanding high-speed internet access and strengthening the community's digital infrastructure.

While this is Sage's first time working for the City, it's not his first experience with MCN. He began as a technician with MCN in 1997 and later served as its Manager for nearly a decade, bringing a wealth of knowledge and leadership to this new role.



# PUBLIC SAFETY

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## CHIEF ERIC SWIFT

On December 1, 2025, The City of Fort Bragg and the Fort Bragg Police Department welcomed our new Chief of Police, Chief Eric Swift! Chief Swift brings a wealth of experience, strong leadership, and a commitment to community-centered policing. Chief Swift had been serving as the City's Interim Chief during a period of transition while the City conducted a competitive recruitment process that included community engagement, such as public input opportunities and meetings with finalists.

Chief Swift brings 20+ years of law enforcement experience, including prior service as a Major with the Clarke County Sheriff's Office (Georgia), a Lieutenant with the Napa County Sheriff's Office, and more than a decade in various roles with the Santa Rosa Police Department

We look forward to working together to continue building trust, safety, and collaboration throughout Fort Bragg as we move into 2026!

# PUBLIC SAFETY

## NEW OFFICERS-



Officer James was sworn in on September 5th, Officer James was officially sworn in with the Fort Bragg Police Department after successfully graduating from the Butte College Law Enforcement Academy. When asked what inspired him to pursue this path, Officer James shared that he is the first in his family to enter law enforcement, grounded in the strong morals and standards needed to serve his community. On December 10, 2025, Officer James completed his field training and is now acting as a solo level officer.



Officer Martinez was sworn in on July 21, Officer Martinez has a long history with the department and previously held the position of Community Services Officer prior to being sponsored through the police academy by the City of Fort Bragg. Officer Martinez graduated from the College of the Redwood Academy on July 10th and completed her field training program in September of 2025.



Officer Pacheco began her Field Training in January of 2025. She completed her training in May of 2025 and has been performing as a solo level officer since! Officer Pacheco began as a community services officer and was later sponsored through the academy as a police recruit! Amanda is a local and has been living in the Fort Bragg area for the last 24 years. Amanda attributes her passion for law enforcement to her grandfather.

# PUBLIC SAFETY

## PROMOTIONS-



On January 21, 2025, Officer Frank was promoted and sworn into the rank of Sergeant. Prior to his promotion, Sergeant Frank received several accolades including the Mothers Against Drunk Driving (MADD) Century Award in 2022 and the MADD Award in 2023. He was nominated for Officer of the Year in 2022, received the Chief's Award in 2023, and completed his Bachelor's in Criminal Justice. In 2025, he was again recognized by MADD (Mothers Against Drunk Driving) for his outstanding working keeping the roads safe.



On September 12, 2025, McLaughlin was promoted to the rank of Commander with the department. McLaughlin has proudly served with the Fort Bragg Police Department for over 20 years. McLaughlin began his career with The Fort Bragg Police Department as a Police Cadet, sworn in as a Community Service Officer in 2006, promoted to Patrol Officer in 2008, and rose to the rank of Sergeant in 2015.



## GRADUATION/TRAINING:

On September 10, 2025, Sergeant Welter successfully graduated the Sherman Block Supervisory Leadership Institute (SBSLI) for Supervisors! The primary focus of this course is to stimulate personal growth, leadership, and ethical decision-making in California law enforcement front-line supervisors.

# PUBLIC SAFETY

# CARE RESPONSE UNIT

## PROP 47

The Care Response Unit (CRU) continued implementation of the Proposition 47 Grant program throughout the year, expanding services along the Coastal Mendocino County corridor from Albion to Westport. Through partnerships with the Mendocino Coast Hospitality Center, the Mendocino County Sheriff's Department, and the Mendocino Presbyterian Church, CRU conducted consistent weekly outreach initiatives in Mendocino Township, strengthening coordinated community support.



In 2025, Proposition 47 funding supported five individuals in Transitional Housing. This program provides stability for justice-involved people exiting long-term homelessness while offering a foundation to pursue sustainable income through employment or Social Security benefits. To further community involvement, Proposition 47 established a Local Advisory Committee (LAC) in 2024 to host public meetings and gather local input. Throughout 2025, the LAC faced challenges meeting regularly due to scheduling conflicts and difficulty reaching a quorum. Looking ahead to 2026, CRU will potentially open an application period to recruit new LAC members, with the goal of revitalizing community engagement and expanding opportunities for collaboration.

## EXTREME WEATHER SHELTER

The Extreme Weather Shelter provided supplemental emergency shelter to 638 individuals from January to December when local housing resources were at capacity. Funding remaining from the 2024-2025 season operations was carried forward into the 2025-2026 season, allowing CRU to expand program capacity by implementing a volunteer model. This initiative reduced staffing costs for weekend shelter operations, enabling available funds to be reallocated to extend the life of the program and increase access to supplemental shelter for additional individuals.

In addition, CRU supported program applicants seeking temporary shelter while awaiting placement in stable housing options, including Hospitality House, permanent housing, or longer-term facilities better suited to their medical or behavioral health needs. Following initial intake, CRU continued outreach efforts to assist applicants with developing housing plans and connecting to service providers, with the goal of securing appropriate services to help resolve homelessness.

## PROJECT RIGHT NOW

This new round of Project Right Now marks an important step in expanding the Care Response Unit (CRU) with our impact on schools, students, and families. Project Right Now has been making meaningful progress by building strong lines of communication with four different schools to better understand and respond to their students' needs. Through conversations with schools' staff, we have begun to address those needs by connecting students with appropriate resources and supports. We have also established a consistent presence on campus by holding open office hours, delivering classroom presentations, and assisting students with research projects. These efforts have helped us build trust with students, increase awareness of the program, and ensure that support is accessible and responsive to what students are experiencing in real time.

In addition, Project Right Now has prioritized family and youth voices by making them a central part of the program's development. Through our Pan Dulce and Plática meeting, we successfully brought parents into the conversation and created a space to learn what families want from the program while also helping them understand its goals and key components. Alongside this, we launched a Youth Advisory Board that allows us to meet directly with students, gain their insight, and incorporate their ideas about how the program can better support their classmates. Together, these efforts ensure that Project Right Now is shaped by the voices of our students and community to strengthen our impact.

## FORT BRAGG POLICE DEPARTMENT POST AUDIT

The Fort Bragg Police Department received their POST 2025 Audit review provided by: Lisa Holton POST Region 1 Manager Law Enforcement Consultant. The audit concluded the following:

Agency Roster:

"All personnel have been appropriately documented in EDI (Electronic Data Interchange)"

Selection Standards:

Background files were examined and determined to be in compliance with "established selection standards".

"Overall, the files were professionally assembled and well written".

# FINANCE DEPARTMENT

The **Finance Department** continues to champion responsible fiscal management, operational efficiency, and exceptional public service. In FY 2025–2026, the Department made critical advancements in long-term financial planning, process modernization, and revenue enhancement—each aligned with the City's 2024–2028 Strategic Plan.

## MAJOR ACCOMPLISHMENTS & INITIATIVES

### Water and Sewer Utility Rate Study

- A comprehensive Utility Rate Study is underway—marking the first update since 2014—to evaluate long-term rate sustainability and ensure the continued reliability of the City's water and wastewater enterprise systems.

### Smart Water Meter Replacement Project

- Successfully completed a grant-funded changeout of all residential and commercial water meters to smart meters. Early leak detection technology enabled the City to save 250,600 cubic feet of water by notifying customers of leaks in real time.

### Process Improvement & Technology Modernization

- Moving to electronic document management to eliminate paper and efficiently store documents.
- City is collecting over 70% of utility payment through automated process.
- Over 800 customers have elected e-statements (paperless).

### Transition MCN Finance Functions

- Transitioned MCN Accounts Payable and Payroll functions to the City Finance Department

### Staff Development & Organizational Growth

- Two Employees Springbrook Software training to improve system efficiency.
- Three employees attended the 2025 GFOA Annual Conference to stay informed on best practices in government finance.

### Recognition & Financial Health

- Received the GFOA Distinguished Budget Presentation Award for the City's FY 2024 Budget, reflecting the City's commitment to transparency, accountability, and excellence in financial reporting.
- Increased General Fund reserves to 30%



# COMMUNITY DEVELOPMENT DEPARTMENT



## 2025 ACCOMPLISHMENTS

**91**  
Development Permits

**137**

Building Permits

**75**  
Code Enforcement Complaints

Review building permits and development projects, ensure safety through building codes and inspections, guide long-term planning and zoning, support housing and community improvement efforts, provide information and help residents navigate the permit process, and so much more!  
2025

**19**

Address Listings

**99**  
Code Enforcement Cases

## WHO WE ARE:

Isaac Whippy- Acting Director  
Sarah Peters- Associate Planner  
Valerie Stump- Assistant Planner  
Maria Flynn- Permit Technician  
Lisi Horstman- Administrative Assistant

**25**

Planning Commission Staff Reports

**124**  
Business Licences



**20**

Sign Permits

# COMMUNITY DEVELOPMENT DEPARTMENT

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Code enforcement activity in 2025 remained complaint-driven, with most cases initiated upon receipt of a complaint. During the year, the City adopted several updates to the Fort Bragg Municipal Code related to code enforcement, including the Recovery of Enforcement Fees Ordinance and the Vacant Property Ordinance. The City also contracted with 4Leaf to assist with field enforcement activities and to leverage its expertise to improve local regulations and internal enforcement policies.

In 2025, The City proudly launched its Entertainment Zone, creating an open-container area in the Central Business District. The Entertainment Zone is designed to bring people together and energize our downtown. If you are interested in enacting the Entertainment Zone, call the Community Development Department (CDD) 707-961-2827 X111 today to learn more.

Planning Commissioners appointed David Jensen as Chair and Richard Neils as Vice Chair. Commissioners made decisions on 11 Planning Permits and 7 Ordinance Amendments for updates to both the Inland and Coastal Land Use and Development Code.

Ordinance Amendment topics included:

- Pro-Housing Parking Regulations
- Accessory Dwelling Units
- Emergency Shelters
- Pro-Housing Design Review



# COMMUNITY DEVELOPMENT DEPARTMENT

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The Community Development Department (CDD) is streamlining the permitting process to make it faster and more convenient for you! Applicants now have the flexibility to choose where their permits are routed—either directly to the County Building Department or to 4 Leaf, Inc. This added option helps reduce delays, improves efficiency, and ensures your projects move forward without unnecessary hurdles.

By offering multiple routing choices, CDD is committed to delivering a smoother, quicker experience for all your permitting needs. The City of Fort Bragg is launching a new online permitting platform powered by Accela, designed to make applying for permits simple, efficient, and accessible from anywhere. This modern system streamlines the application process, improves transparency, and gives you real-time updates—so you can spend less time on paperwork and more time on your project. CDD is committed to delivering a faster, smarter, and more convenient permitting experience for our community! For more information on when Accela will be available for your next project email [cdd@fortbraggca.gov](mailto:cdd@fortbraggca.gov)



WE'RE LOOKING AHEAD TO 2026—DREAM IT. PLAN IT. BUILD IT. LET THE COMMUNITY DEVELOPMENT DEPARTMENT GUIDE YOU EVERY STEP OF THE WAY AS YOU SHAPE YOUR FUTURE.

# PUBLIC WORKS

## 2025 ENGINEERING DEPARTMENT ACCOMPLISHMENTS

### FACILITIES

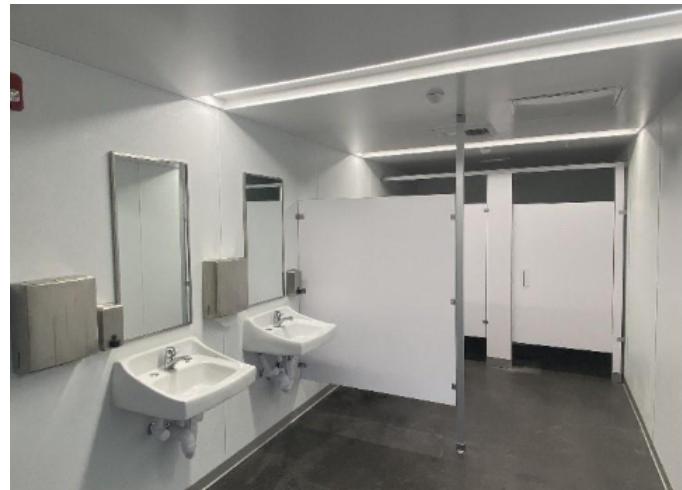


**EV Charging Stations (Police Department)** – Completed installation of four EV charging stations with six charging arms to support the City's electric patrol vehicles.



#### **Town Hall Retrofit & Bathroom Remodel –**

Replaced windows and exterior molding, repaired moisture damage, updated storage and A/V areas, and retrofitted restrooms to improve accessibility and visibility for public use.



**City Hall Flooring Update** – Installed durable Gemcore SPC flooring throughout public areas, enhancing safety and aesthetics.

**Facilities Camera & Police Department Access Control** – Upgraded security systems to improve monitoring and access management.

**City Hall Roof Replacement** – Replaced the aging roof to protect critical infrastructure.

**Fire Station Roof Replacement** – Completed roof replacement to ensure facility resilience.

# PUBLIC WORKS

## PARKS & COMMUNITY SERVICES



**Bainbridge Park Enhancement Project** – Completed surfacing for the Wiggly Giggly Playground and reopened this area to the public. Construction is still underway on exciting new features, including two artificial turf soccer fields, a stage pavilion, bathroom remodel, furniture, and landscaping – improvements that will transform Bainbridge Park into a premier community destination.

## STREETS

**2025 Pavement Project** – Resurfaced 7.2 miles of city streets with slurry seal, patching, and ADA curb ramp upgrades.

**Stop Gap Paving Project** – Completed patch paving on severely degraded street segments not scheduled for near-term improvement, extending roadway life.

## CV STARR CENTER

**Skylight Replacement** – Replaced southern skylight panels and serviced northern panels, improving natural lighting and facility safety.



# PUBLIC WORKS

## STORMWATER

### **North McPherson Street Emergency Stormdrain Repair –**

Replaced a collapsed 30inch clay pipe with CHDPE pipe, preventing further infrastructure failure ahead of winter.



## WASTEWATER

**Biosolids Feasibility Study –** Completed study recommending the KomlineSanderson paddle dryer as the most feasible option for achieving Class A biosolids, reducing hauling costs, and ensuring regulatory compliance.

## WATER

**Distribution System Master Plan –** Delivered an asset management plan with accurate mapping and prioritized projects to guide future improvements.

**Water Meter Replacement Project –** Replaced water meters installed in 2007 with new units that measure water more precisely, improved leak detection, and allowed remote control for timely service response.

### **Water Treatment Plant Rehab Project –**

Completed rehabilitation of the treatment plant, including upgrades to filters, clarifiers, and piping, lining of raw water ponds, and demolition of an obsolete clarifier to improve reliability and efficiency.



# PUBLIC WORKS

## INNOVATION HIGHLIGHT



**Oneka WavePowered Desalination Buoy** – Partnered with Oneka Technologies to pilot California's first wavepowered desalination buoy off the Fort Bragg coast. This project provided a drought resilient, renewable source of drinking water without fossil fuels. It was innovative because it harnessed the natural energy of ocean waves to produce freshwater. The buoy was planned for deployment in 2026, positioning Fort Bragg as a leader in sustainable water innovation.



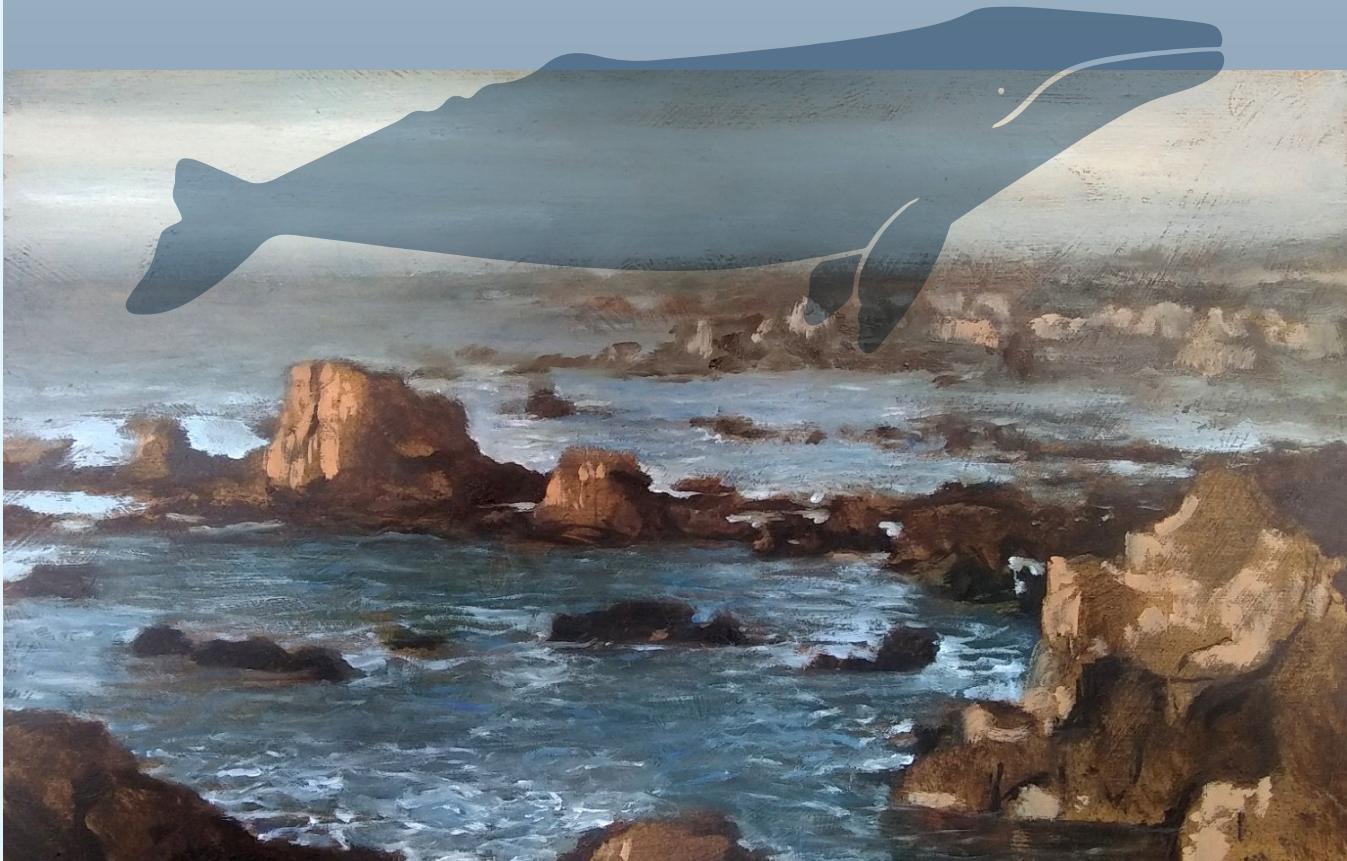
Adopted August 12, 2024



CITY OF FORT BRAGG

# STRATEGIC PLAN

2024–2028+



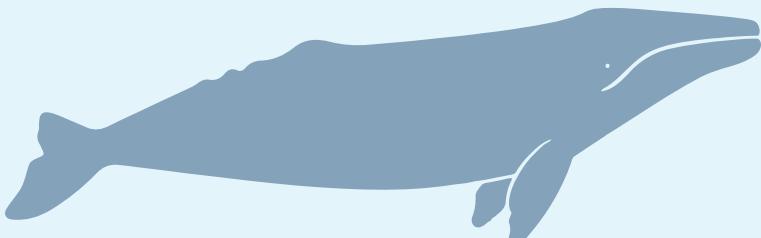


*Pygmy Forest Discovery Trail*



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Dear Residents, Business Owners, and Community Partners,

It is with great enthusiasm that I present the City of Fort Bragg's Strategic Plan 2024-2028+ (SP 28+). This document is not just a plan; it is a road map that reflects our shared vision, goals, core values, and priorities for the future. As your City Manager, I am deeply committed to fostering a community where every resident feels connected, every business has the opportunity to thrive, and every neighborhood is vibrant and safe.

Strategic planning is essential in guiding our city's development and ensuring that we are prepared to meet the challenges and opportunities of tomorrow. This plan was crafted through a collaborative process, incorporating the insights and aspirations of our City Council, Residents, Business leaders, and City staff. It reflects our collective commitment to building a resilient, sustainable, and inclusive community.

The SP28+ outlines key priorities that will guide our efforts over the next four years. These priorities include enhancing public safety, fostering economic development, promoting environmental sustainability, improving infrastructure, and ensuring that our city services are efficient and responsive to the needs of all residents.

As we move forward, this plan will serve as a living document, evolving with our city's needs and continuously guiding our decision-making processes. It is a tool that will help us allocate resources effectively, measure our progress, and remain accountable to the goals we have set together.

I want to thank everyone who contributed to the development of SP28+. Your input, whether through public meetings, surveys, or direct engagement, has been invaluable. It is your vision and your voice that has shaped this plan, and it is your continued involvement that will ensure its success. **Together, we will build a future that honors our past, embraces our present, and boldly steps into the possibilities of tomorrow.**



*Isaac Whippy*  
Isaac Whippy, City Manager



### Guest House Museum

The Guest House was built primarily of coast redwood in 1892 by the Fort Bragg Redwood Company as a private residence for the Johnson Family owners of the company. The home was donated to the City as a museum in 1985 and is operated today by the Fort Bragg-Mendocino Coast Historical Society.

1850

1860

1870

1880

1890

1900

1910

1920

1930

19

#### Pre 1850s

Pomo largest native culture in area

1856

Mendocino Coast Indian Reservation established by US Bureau of Indian Affairs and, by 1866, uprooted all Indigenous people

1857

Military Post established on reservation named after Captain Braxton Bragg, who later became a General in the Army of the Confederacy



Possible Coast Yuiki village in the late 1860s

1885

Union Lumber Company formed  
Fort Bragg Railroad created to carry redwood logs from forest to Fort Bragg

1889

City of Fort Bragg incorporated



1890

Census population at 945 people

1892

Guest House built by the Fort Bragg Redwood Company

1898

First known commercial salmon fishery

Late 1800s

First sewers constructed

1906

Great Earthquake severely damages Fort Bragg and local mills supply lumber to help rebuild San Francisco

1912

First Tourists arrive when railroad tracks to Willits allow easy visits



1930

Census population at 3,022 people



Damage from the Great Earthquake

# EARLY SETTLERS TO FUTURE RESIDENTS

For thousands of years before European settlers, the area in and around Fort Bragg was home to one of North America's densest and most diverse populations of native peoples, with Pomo being the largest native culture in the area. After the first white settlers established a reservation and forcibly displaced the native population, Fort Bragg served as a military post, and later as a mill town due to its advantageous harbor location.

Today, our community is working to unite with an aligned vision of repair, restoration, and revival. We are making progress at managing our resources more sustainably and recognizing the power in embracing our diverse cultures and environments. Year after year, we welcome visitors with North Coast hospitality to hike and bike, wine and dine, and kayak and beachcomb with us in the beauty of our natural environment.

40      1950      1960      1970      1980      1990      2000      2010      2020      2030



## 1950

Census population at 3,826 people

## 1948-1958

Water distribution system upgraded from old Redwood Stave to concrete pipes and first water treatment plant constructed

## 1970

Otis Johnson Park designated "wilderness park," providing public access to Pudding Creek Watershed

## 1971

Original wastewater treatment plant constructed

## 1974 & 1986

Water Master Plans precipitate numerous upgrades and changes to system

## 1990s

Population doubled since 1940 and major housing boom

## 2002

Georgia Pacific Lumber mill closes despite being among world's largest manufacturers of paper and primary employer for the region

## 2006

Pomo Bluffs Park opens above Noyo Bay

## 2015

Glass Beach Park, a former dump site, opens Coastal Trail

## 2016

Fort Bragg designated 1st CA "Bee City USA", raising awareness of pollinators in sustaining plant species

## 2017

Summers Lane Reservoir constructed to provide emergency water storage

## 2018

Noyo Headlands Park completed



## 2020

Census population at 6,983 people

## 2021

Former mill site sold to Mendocino Coast Railway (known as Skunk Train)

## 2022

Wave-powered desalination plant constructed

*Blue Economy Symposium* promotes sustainable ocean entrepreneurship

## 2023

First electric vehicles at Police Department with commitment to clean fleet by 2027

## 2024

City retains CV Starr Community Center and Bainbridge Park opens as part of our commitment to healthy communities



of 1906





# Mission, Vision, and Values

The City of Fort Bragg co-created the foundational elements of the SP28+ through an inclusive Council, Staff, and Community process that developed the City's Mission, Vision, and Values. The process began with surveys of the entire City staff, followed by interviews with City Council and internal City staff workshops to assess priorities, opportunities, and anticipated challenges for the coming years. The efforts of this preparation culminated in a public workshop where residents, businesses, and other interested parties were invited to attend, review the draft Strategic Plan framework, and provide input. This final document is a collaboration of diverse voices that provide a thoughtful, strategic direction to move the City forward for the next five years and beyond.

While Fort Bragg is a small town in terms of numbers of people - no more than 7,000 residents have remained steady over the past several decades - our City reflects an in-depth diversity and vibrancy that is unparalleled for a community tucked quietly within a forested coastline. Our community has resounding alignment in our City's Mission of what our purpose is; our Vision of where we are headed; and our principled Core Values that underlie what unites us. Our multi-generational voices and passion for where we live and thrive, and our commitment to create and embrace Fort Bragg's future is why we remain steady and committed to preserving our unique character while embracing deliberate change.

## OUR MISSION

**Fort Bragg is a small town nestled between the coast and the redwoods with a strong sense of community that seeks to preserve its environment while providing resilient public facilities and infrastructure and supporting a safe and vibrant economic, multi-cultural, and recreational experience for both locals and visitors alike.**

## OUR VISION

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

**We are making our mark in the 21st Century by creating climate-ready water and energy independence, housing and economic opportunities, accessible health care, community public safety, and education for all.**

# OUR VALUES

**Innovation** and **Sustainability** drive our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.

**Honesty** and **Integrity** emanate throughout our community to engender the trust, transparency, responsibility, and accountability that our citizens deserve.

We are **Service-Oriented** and **Responsive** to the public and to each other to demonstrate our genuine commitment to create a Fort Bragg that serves us today and readies us for a successful tomorrow.

Leading with **Fair** and **Ethical** principles and practices, Fort Bragg promotes an inclusive community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.

We champion **Conservation**, **Preservation**, and **Protection** of our natural environment that is the unifying foundation of Fort Bragg stewardship.

Consistent **Communication** and **Collaboration** nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and businesses rely on.



# GOALS AND OBJECTIVES

The City of Fort Bragg is not resting on our history – we are continuing to make our history. We recognize that our City is geographically isolated which is why we bring the world to us. It's not just the open coast, or the rare pygmy forest and amazing art that attracts so many to Fort Bragg, but it is the independent spirit that takes care of our community from the inside out.

We are building a social, educational, healthcare, economic, and digital future that will rely on 21st century infrastructure which is critical to enduring increasingly extreme weather cycles. We are committed to building a local and regional workforce that can meet the City's everyday needs and benefit all by re-investing in our own future.

Fort Bragg is ambitiously piloting innovation to be independently resilient for power, water, and communications. Our community is interdependent on each other and invitational to partnerships for collaboration that will ensure the City's vision is activated through inclusivity and recalibrated regularly to remain relevant. Below are the seven goals from a City stationed to be successful:

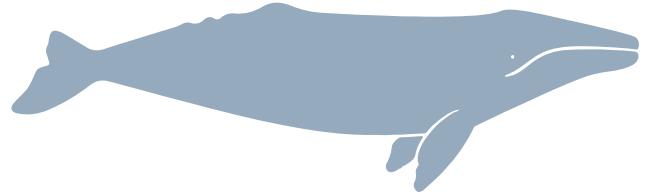
1. Invigorate Economic Opportunity and Community Vibrancy
2. Implement Resilient Infrastructure and Encourage Environmental Stewardship
3. Strengthen Public Safety and Emergency Preparedness
4. Enhance Public Places, Promote Recreation, and Cultivate Civic Pride
5. Fund our Future with Financial and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

The SP28+ Goals and Priority Objectives were developed with **no implication of hierarchy of importance** and outlined in the following sections. It also should be recognized that some goals will launch in tandem, and some may not launch for years to come based on shifting circumstances and priorities. What is critical is that the City has a vision and plan that allows Council and Staff to weigh priorities and measure them purposefully while respecting investments made for both short- and long-term gains. The joint commitment of the Council and Staff is to move the City's goals forward and achieve alignment based on purposeful communication to partner for informed decision-making and advance progress.



Beautiful summer day in Downtown Fort Bragg

# GOAL 1

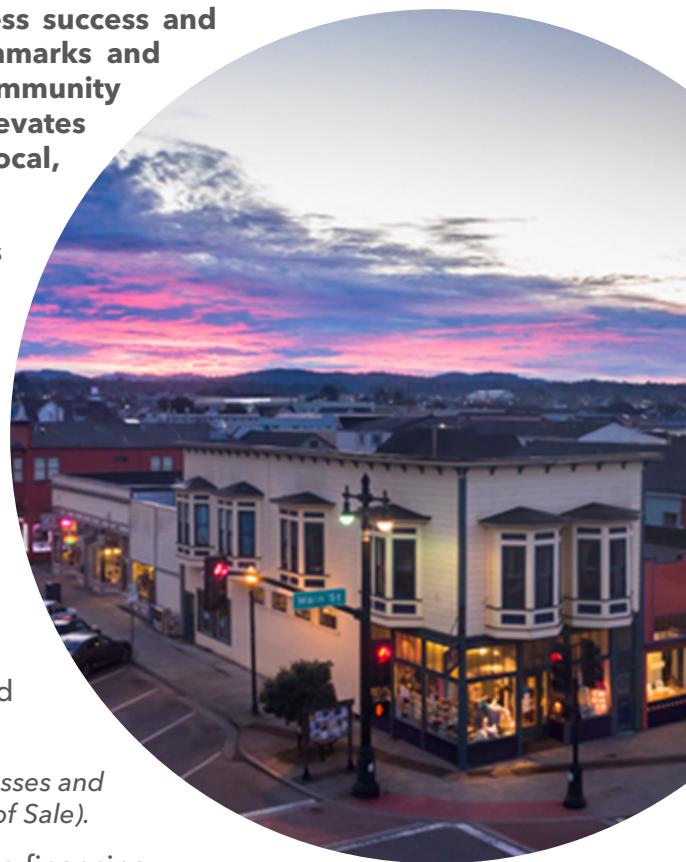


## INVIGORATE ECONOMIC OPPORTUNITY AND COMMUNITY VIBRANCY

Create a vibrant community with a self-sufficient, diversified, year-round economy that provides affordable and market-rate housing, high quality education, local jobs, and digital connectivity for our residents and businesses to thrive in our coveted coastal landscape.

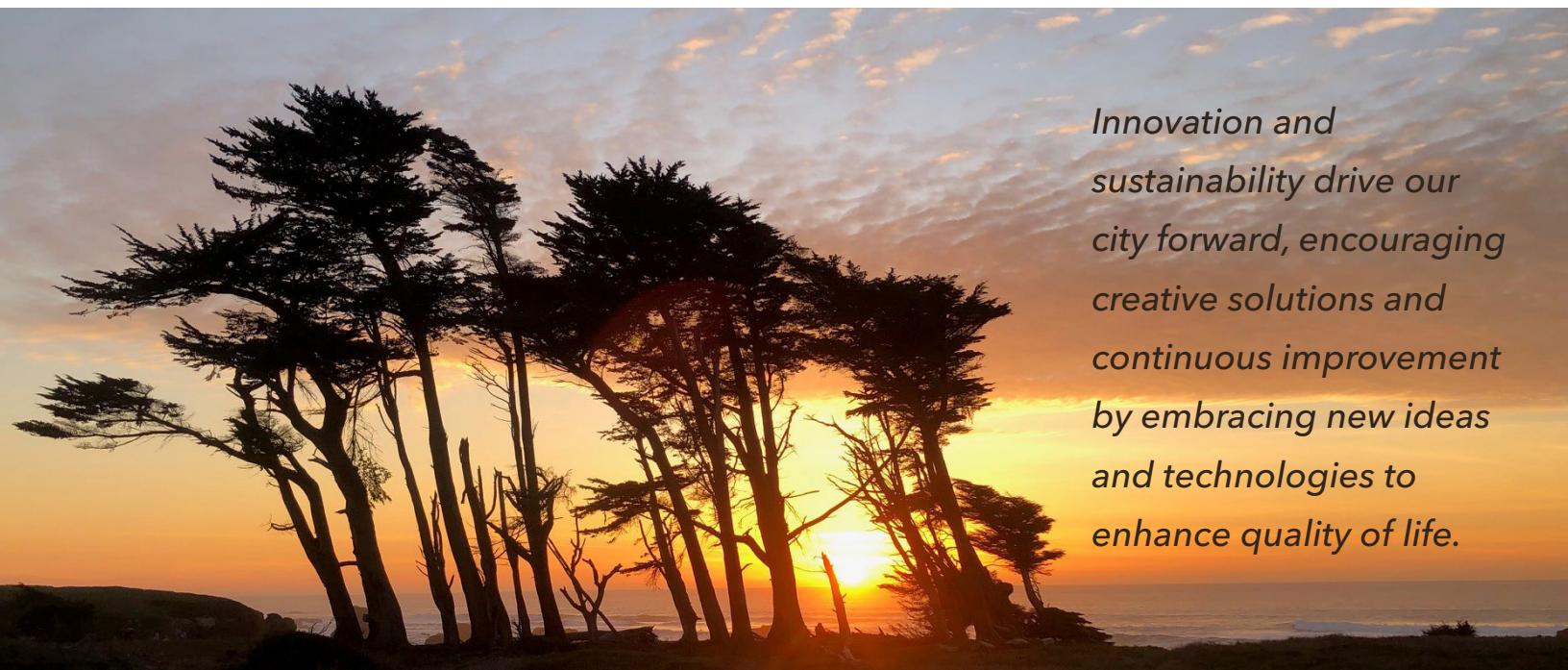
**1A. Enliven Fort Bragg through local jobs and business success and develop a *Business and Economic Plan* that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries and elevates our City as an independent economy that serves local, regional, national, and international sectors.**

- Cultivate a diverse business climate that welcomes innovation, entrepreneurship, and investment by fostering strong relationships between the City and business community to promote investments through economic incentive programs (e.g., TOT tax-sharing agreements, financing taxing districts, capacity fee deferrals).
- Foster a business-friendly environment that simplifies the regulatory process, partners with business owners, and promotes policies that encourage success for local businesses and the community by providing additional City tax revenue, increasing local business transactions, and creating jobs.
  - Advocate for legislation that supports local businesses and tax revenue (e.g., Amazon taxes directed to Point of Sale).
- Provide business support services, such as access to financing, technical and advertising assistance, and networking opportunities, by prioritizing and incentivizing “buy-local” to foster entrepreneurship and innovation.
- Nurture regional focus on blue economy initiatives for economic growth, sustainable job creation, and improved livelihoods that support healthy ocean ecosystems.
  - Participate in the Noyo Ocean Collective (City of Fort Bragg, Noyo Harbor District, Mendocino College, Noyo Center for Marine Science, West Business Center, Sherwood Valley Band of Pomo Indians) to position our region for blue economy investment.
  - Support innovation and inspire solutions to climate related challenges.
    - » Demonstrate Fort Bragg’s leadership in alternative water supply (e.g., Oneka wave powered desalination buoy).
    - » Investigate use of wave energy for alternative power.



*Evening in the heart of Downtown*

- Establish an aquaculture economy that is both restorative to our ocean and commercial in nature (e.g., urchin/abalone farm to provide sustainable sea-to-sustenance foods at local homes and restaurants).
- Bring locals and visitors to Fort Bragg with a seasonal program featuring recurring activities that support artists and local businesses such as festivals, farmer's markets, night markets, vendor fairs, and downtown concerts.
- Revitalize Fort Bragg consistent with the character of the community by supporting existing businesses and attracting a variety of local business ownership, supporting buyer empowerment, and creating employment opportunities to encourage spending within our local economy.
- Invest in our long-standing tourism economy by beautifying and improving our downtown with increased walkability, restroom facilities with signage, ample electric vehicle charging stations and off-site parking, and advertising statewide to increase visitors to Fort Bragg.
  - Develop educational posters and directional signs featuring Otis Johnson Park and other local attractions such as trails.
  - Support clean energy through continued development of electric public transit from offsite parking to downtown.
  - Partner with Noyo Harbor to promote recreational fishing and sightseeing. Consider exhibits along the river to attract travel (e.g., artificial habitats, raptor habitat).
  - Produce digital media such as a downloadable audio walking tour of historic Fort Bragg or a phone app to increase communication about current events.
  - Partner with Guest House Museum and Mendocino Railway to celebrate our rich heritage and attract more visitors (e.g., portable logging mill for demonstrations).
- Attract conferences and retreats by developing a convention, conference, and performing arts venue by the sea potentially coupled with a hotel (similar to Asilomar in Pacific Grove) to host multi-business opportunities and generate revenue for the City.



*Innovation and sustainability drive our city forward, encouraging creative solutions and continuous improvement by embracing new ideas and technologies to enhance quality of life.*

*Sunset behind the uniquely coastal treescape.*

**1B. Collaborate with regional partners to develop reliable local healthcare systems that address our multi-generational community's emotional, mental, and physical wellbeing and partner with regional care providers to holistically care for our people.**

- Partner with the Health Care District to develop a Health Care Master Plan that prioritizes modernization to meet current and future needs to maintain a healthy community (e.g., update the hospital to complete deferred maintenance, retrofit for earthquake protection, enhance communication technology with telehealth and digital literacy, and develop accessible maternity ward).
- Develop an alternative medicine/wellness center in our region, including research and education, to attract holistic healthcare practitioners and promote community wellbeing.
- Attract medical personnel and create skilled jobs that allow residents to stay in the community by promoting development of an Urgent Care Center, a state-of-the-art hospital that provides specialty care, and tiered-care senior living residences.

**1C. Create multi-generational hands-on learning experiences that will improve our quality of life and inspire civic pride by providing opportunities for meaningful careers and mentorship that attract the next generation to our city on the coast.**

- Develop internship opportunities by connecting students with local businesses, non-profits, and local government.
- Collaborate with educational institutions to bring local and regional higher education and workforce training opportunities at every level.
- Partner with the movie industry and educational institutions to provide workshops and warehouses focused on animation and editing (e.g., car commercials). Supplement with City Hall green room opportunities.
- Promote the Noyo Center for Marine Science as a research center and facilitate relationships with State of California educational departments and industry businesses to expand curricula.
- Promote and implement the Tribal Learning Center to offer students and schools enhanced educational opportunities around the history of Indigenous peoples in our community.
- Incorporate our local history into our local educational system so that our children learn about the history of where they are growing up.
- Create virtual tours and an educational walking tour about the City's history.

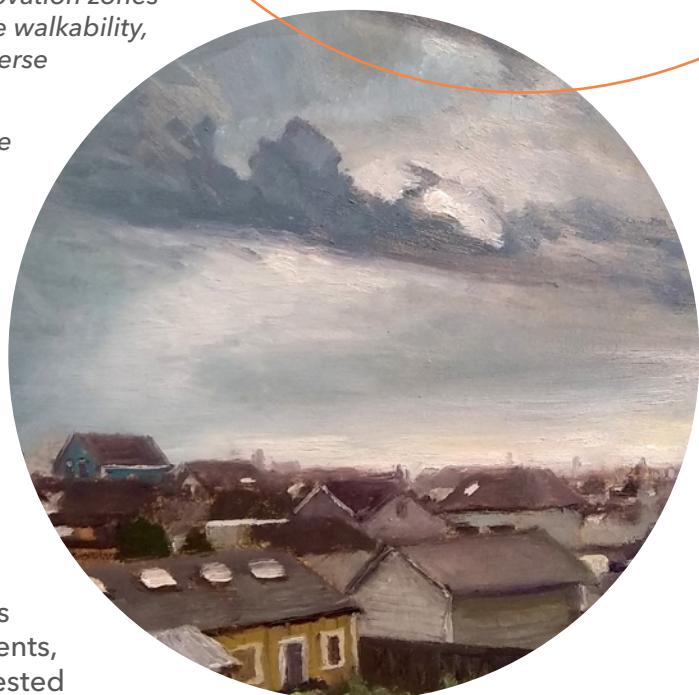
**1D. Develop and maintain affordable and reliable high-speed fiber-optics infrastructure to support and attract diverse businesses, online education, and remote employment that will connect Fort Bragg to the world.**

- Construct, manage, and maintain a municipal broadband utility that provides citywide access to underground networks with industry-leading speeds to provide secondary communications during emergencies and support businesses.
- Consider establishing a broadband Joint Power Agreement with the County to expedite connectivity.
- Provide free Wi-Fi downtown to encourage visitation, support local businesses, and accommodate remote workers.

1E. **Develop affordable and market-rate housing that is accessible for every arc of residents' lifetime experiences including Fort Bragg's permanent and temporary workforce, students, retirees, and newcomers who want to share our rich cultural and natural home.**

- Dedicate staff to support and promote affordable and accessible housing development that complements Fort Bragg's small town by the sea:
  - *Support Housing Mendocino Coast in providing home ownership opportunities to workforce using the Community Land Trust model that preserves land for housing in perpetuity.*
  - *Update zoning regulations to accommodate mixed-use developments, create innovation zones for climate-resilient housing, promote walkability, and preserve the character of our diverse neighborhoods.*
  - *Streamline, educate, and expedite the permitting process, including:*
    - » *Crime Prevention Through Environmental Design (CPTED) and a fee structure to foster ease of application, quick turnaround, and status tracking that supports fair and equitable permitting practices.*
    - » *Pre-application meetings, software upgrades, in-house plan checks and inspections.*
- Develop multi-residential opportunities for shareable spaces that support students, temporary employees, and other interested residents for independent living.
- Consider City-owned or employee subsidized housing to attract a high-quality workforce while addressing barriers to living in Fort Bragg.
- Promote inclusive and transitional housing and integration planning for the underserved and unhoused populations to improve quality of life and support all of Fort Bragg's citizens.
- Develop housing incentives to encourage conversions and additional housing.
- Begin the long-term planning process to address a demographic influx and the associated economic, housing, and social disruptions triggered by the escalating climate crisis.
  - *Conduct an analysis to better understand climate-driven demographic influx and associated economic and social disruptions to plan for future needs and contingencies.*

*Leading with fair and ethical principles and practices, Fort Bragg promotes an inclusive community culture of unity and equality that openly invites everyone to enjoy our unique coastal enclave.*



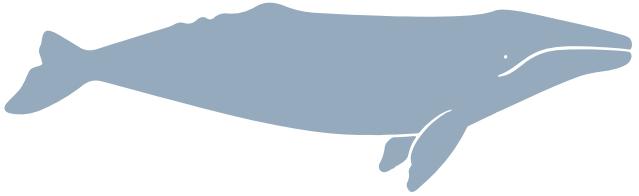
1F. **Uphold land use and environmental policies that encourage orderly and efficient development including responsible property ownership that encourages developing, maintaining, and occupying vacant spaces that could be optimized for residents, businesses, and open space while promoting Fort Bragg's welcoming small-town roots. Policies may include:**

- Provide clear guidance for short-, mid-, and long-term planning that includes census information to inform decision-making for potential zoning changes and annexations (e.g., Noyo Harbor, Mill Site, East Fort Bragg, and North Fort Bragg).
- Establish and enforce vacant property registration that may include vacancy tax to promote revitalization, discourage blight, and open opportunities for residential and commercial development.
- Resolve a path forward with the Mendocino Railway for re-use of the former 400-acre Georgia Pacific Mill Site to meet the City's housing needs, attract new businesses, and generate high-quality jobs that address Fort Bragg's primary objectives and is designed to enhance our small-town appeal.
- Prioritize environmental restoration and improvements to areas that are prone to the consequences of climate impact to sustain our healthy fisheries (i.e., abalone, sea level rise planning, and salmon season impacts).
- Prioritize a comprehensive update of the General Plan and other long-range plans as necessary that encourage growth opportunities and private development.



Along the shore

# GOAL 2



## IMPLEMENT RESILIENT INFRASTRUCTURE AND ENCOURAGE ENVIRONMENTAL STEWARDSHIP

Secure, operate, and maintain essential and sustainable public infrastructure for the community's wellbeing and future growth.

**2A. Ensure sustainable infrastructure, including undergrounding utilities and incentivizing solar and wind energy, to create greater power independence, reliability, and resilience to climate drivers.**

- Launch City-owned microgrid powered by renewable energy sources for power optimization.
- Explore opportunities to install solar energy systems in Fort Bragg open spaces, City owned buildings and other methods to reduce energy costs and generate revenue.

**2B. Maintain a secure and resilient water supply that is protective of human health and the environment and ensures fair and reasonable utility rates through long-term planning with adequate funding for rehabilitation and replacement of infrastructure.**

- Promote voluntary water conservation and efficient water usage through continued monitoring and encourage responsible water consumption to minimize water emergencies.
- Develop a long-term Water Resiliency Plan that evaluates financial and climate vulnerabilities (e.g., drought) and identifies solutions to ensure resilient water supply with robust storage, reliable water sources, and adequate infrastructure for treatment and delivery.
  - Consider investment in alternative water sources such as fog harvesting, desalination, water reclamation and greywater recycling to supplement traditional water sources and protect them from saltwater intrusion and other vulnerabilities.
- Develop an Asset Management Plan based on Condition Assessments to inform and update the Capital Improvement Program regularly and consider priority investments for rehabilitation and replacement, including water mains and leak detection, storm drains, Water Treatment Plant, and Wastewater Enterprise infrastructure
- Advance technology to read water meters for more cost-effective and efficient billing.
- Pursue and secure water rights to ensure a diverse portfolio of surface and groundwater supply.



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

**2C. Operate, maintain, and monitor wastewater collection and treatment facilities to produce high-quality effluent for recycling or discharge to the ocean to uphold our commitment to the environment and public health.**

- Utilize recycled water within new developments using treated wastewater to sustainably irrigate our green landscapes.
- Optimize sludge treatment to meet design goals of reduced biosolids, maintain regulatory compliance, and reduce odor.
- Modernize and extend sewage systems to prevent rainwater infiltration and overflow and enhance reliable collection and distribution.

**2D. Develop resilient stormwater infrastructure and funding mechanisms for implementation to meet state and federal requirements.**

- Evaluate and develop funding strategies to offset increasing costs associated with deferred maintenance and improvements.
  - Consider establishment of fees to fund capital improvements, operations and maintenance, and clean water programs to mitigate pollutants in stormwater, and provide other environmental services.
  - Evaluate the potential to establish a balloted Prop 218 property-related fee or a special parcel tax to cover costs associated with deferred storm drain system maintenance and unfunded Clean Water Quality Act mandates.
- Comply with National Pollution Discharge Elimination System (NPDES) permit to meet state and federal water quality requirements.
  - Prioritize and educate citizens about best management practices for construction and industrial businesses about the potential harmful impacts of activities that compromise protection of water quality (e.g., sedimentation and erosion; Fats, Oils, and Grease (FOG) and chemical discharge).
  - Partner with state and neighboring agencies to achieve regional water quality objective solutions such as low-impact development and installation of trash capture devices to reduce marine debris.
- Ensure longevity of storm drainage system as an important tool in reducing risks of flooding and sink holes in local neighborhoods.

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

- Reevaluate access to, or repurposing of, Caspar station site as local sustainable option.
- Consider reopening transfer station at Pudding Creek.

**2F. Maintain resilient and walkable streetscapes that provide safety and attract travelers, pedestrians, cyclists, and businesses by coordinating all improvements.**

- Cooperatively schedule Road Maintenance with Water and Wastewater Enterprise activities to efficiently improve maintenance and inspections of under-roadway infrastructure.

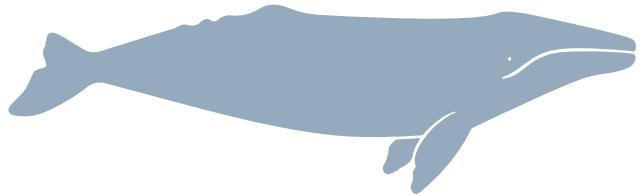


- Collaborate with maintenance crews who have the day-to-day on-site observation and interaction with the public to prioritize improvements as seen by boots-on-the-ground.
- Prioritize beautiful streets with coordinated cleanup efforts and weed removal to attract locals and tourism and respect the incredible environment where we work, live, and play (e.g., beautify downtown core of Franklin and Main with outdoor hanging flower baskets).
- Enforce parking rules to improve health and safety and minimize disruption to maintenance crews and the public (i.e., unsafe vehicles parked on airstrip).
- Promote sustainable transportation alternatives such as carpooling, ridesharing, complete streets, downtown shuttle, and electric vehicles with incentives and infrastructure to support multi-modal transportation.
- Encourage downtown walkability and biking that increases foot traffic for local businesses and supports the Guest House Museum's historical walking tour by creating center islands and greening our streetscapes so that everyone can enjoy our year-round clean coastal climate (e.g., close traffic on priority streets to encourage accessibility for community gathering).
- Reevaluate Maple Street as a Complete Street with beautification concept to provide a walkable thoroughfare to CV Starr Center.

**2G. Operate and maintain existing City facilities and infrastructure and ensure adequate staffing and funding through the Capital Improvements Program budget.**

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

# GOAL 3



## STRENGTHEN PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

Invest in reliable community policing and self-sufficient emergency preparedness to protect our greatest assets – our people, property, and communal places.

**3A. Create an Emergency Operations, Preparedness, and Response Plan coupled with a Vulnerability Analysis to prioritize safety, communication, prevention, and response to disasters (e.g., earthquakes, tsunamis, fire).**

- Develop an Economic Strategy and Recovery Plan in advance of disasters for post-disaster response (e.g., lessons learned from Maui).
  - *Update budget-line item for Emergency Planning and Management to be commensurate with other similar cities.*
  - *Encourage sustainable local food production, water conservation for personal use, local building supplies, and volunteerism as a way of life.*
  - *Create annually renewed contracts to freeze pricing in advance of emergencies so that vendors will be responsive during emergencies (e.g., gasoline).*

**3B. Complete the Emergency Operations Center to serve our citizens.**

- Operationalize the multi-functional Community Center Phase III to support the community during emergencies with services including shelter, food, water, and medical assistance.
- As part of the Voluntary Fire Department, provide continuous training to staff focused on Emergency Operations procedures including ingress and egress strategies, roles and responsibilities, best management practices, and communication and coordination with other responders.
- Update equipment and technology to improve inter-agency communications and response.

**3C. Identify and build more accessible emergency response stations (e.g., fire, ambulance, police) that are less vulnerable to changing climate conditions (i.e., firehouse seismic retrofit) and consider co-located micro stations as the city expands.**

- Reconstruct the Fire Station North Wing.
- Fund sprinklers downtown through low-interest loans.



Fort Bragg Fire Department on the road

**3D. Continue to modernize our Police Force to reflect the diversity of our city and foster community engagement through positive interactions that build trust and transparency in our schools and neighborhoods.**

- Support committed Care Response Units (CRU) and continual funding.
- Consider the mobility of Police bike patrols as part of our safer, healthier downtown and parks.
- Promote Police Explorers to provide youth with an opportunity to partner with and learn about the law enforcement profession and engage with the community in meaningful ways through volunteerism.
- Invest in technology to increase efficiency, expedite the ability to solve crimes, and to expand the capacity of our police force.
- Develop organizational wellness strategies to encourage the best in our police department.

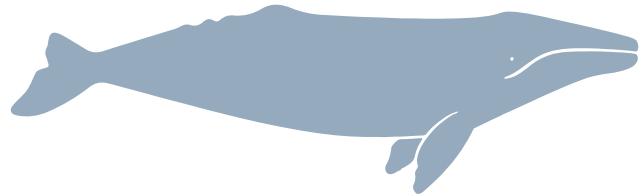


*Fort Bragg Police Department on foot patrol*

*Honesty and integrity emanate throughout our community to engender the trust, transparency, responsibility, and accountability that our citizens deserve.*



# GOAL 4



## ENHANCE PUBLIC SPACES, PROMOTE RECREATION, AND CULTIVATE CIVIC PRIDE

Celebrate Fort Bragg's unique coastal headlands and forested enclave with expanded and preserved natural spaces, beautiful public places, quality urban parks and recreation that foster civic pride.

**4A. Create a specific Business Plan for the CV Starr Center to identify its highest and best value for the City including evaluating alternative business sustainability models (e.g., public-private partnership) that consider community access with independent financial viability to sustain neutral or surplus revenue. Evaluate opportunities including:**

- Secure funding for the next multi-purpose phase of CV Starr Center to support a multitude of community needs, including:
  - *Community Resiliency Center with access to showers, electricity, and internet for public use as a safe space during emergencies.*
  - *Indoor basketball courts to support indoor recreation space and bringing sport tournaments to the coast.*
- Expand aquatic programming to include a diverse range of swimming lessons, water fitness classes, and recreational swim sessions to cater to individuals of all ages and skill levels.
- Increase frequency and variety of fitness and enrichment classes.
- Create an Affordability Plan including discounts and sliding scales to disadvantaged communities, government employees, teachers, and students.
- Sell the facility or create other management strategies.
- Expand parking and incorporate vehicle charging infrastructure.

**4B. Leverage the 500-acre new reservoir property to its highest and best use by developing on-site accessible recreation and community forest opportunities that support eco-exploration, education, and cultural events.**

**4C. Promote free and fee-based multi-generational programs tailored to the needs and interests of youth and senior populations to promote healthy lifestyles and social engagement, including:**

- After-school programs
  - *At-risk youth programs as a preventative for crime*
- Summer camps
- Senior fitness classes
- City-owned baseball complex and pickle ball courts
- Easy access to a rehabilitated City Hall Gym

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

- Share the City's parks with local street and food vendors for markets and fairs.

4E. **Prioritize accessible and well-maintained parks through development of a Parks Operations & Maintenance Plan with assigned and committed Staffing Plan to ensure implementation, including:**

- Communicate facility maintenance closures in a clear, proactive manner.
- Expand, improve, and repair parks, green spaces, and urban forests to encourage nature-immersed recreation:
  - Remove invasive plants to restore with native species.
  - Repair fencing on Coastal Trails.
  - Update Noyo Harbor with new access road with shared financial responsibility.
  - Complete Bainbridge Park build-out.

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

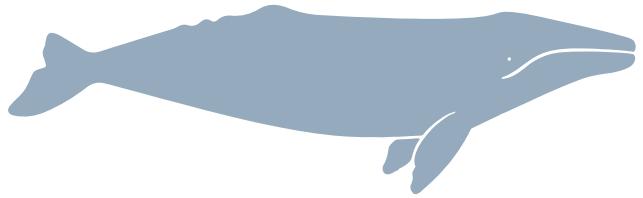
- Consider future restoration of old Mill site ponds to attract wildlife and public access.
  - Consider how to integrate park attributes and accessibility.
  - Apply for disadvantaged community grants to support multi-benefit goals.
- Consider new trail with mountain bike access.

4G. **Partner with Visit Fort Bragg to celebrate Fort Bragg's long forestry and maritime history to engender civic pride and attract tourism.**

- Maximize use of the Guest House Museum:
  - Staff with a curator on weekends (Friday through Monday).
  - Develop an accompanying audio tour.
  - Function as a revenue-supporting venue (weddings, receptions, overnights).
- Convert the Fort building into a cultural learning center.
- Design historic plaques with audio now-and-then stories with accompanying map.



# GOAL 5



## FUND OUR FUTURE WITH FINANCIAL AND FISCAL RESPONSIBILITY

Provide accountable and transparent fiscal responsibility and execute financial strategies that minimize risk and maximize funding opportunities.

**5A. Promote transparency on how the City sets financial benchmarks and prioritizes fiscal expenditures and report to the Council and public on how we are achieving or deviating from best management practices.**

- Identify a California Public Records Act line item in the budget to share transparent access and associated costs to administer requests.

**5B. Identify strategic partnerships to share investments and costs through a variety of models, including:**

- State grant funding (CalOES, RWQCB)
- Federal grant funding (FEMA, USDA)
- Private-public partnerships (e.g., Noyo Center for Marine Science)
- Low-interest loans that support climate readiness through actions such as infrastructure modernization, proactive blue and green economies, affordable housing, emergency response, and support for vulnerable communities.

**5C. Continue to identify new revenue streams to cover rising costs and evaluate current financial expenditures to remain revenue-neutral or with surplus budget (i.e., without deficit spending) to ensure that City monies are optimized to the benefit of our diverse community rate and taxpayers.**

- Assess return on investment of electronic license plate tracking on fleet. Determine what the tracking goals are achieving, such as managing risks, reducing insurance premiums, and facilitating dispatch, and weigh against any unintended consequences.
- Prioritize and track repayment and long-term financial liabilities (e.g., PERS).
- Develop economic analysis to attract businesses and workforce to create a mid- and long-term economic plan.
- Collaborate with the Noyo Harbor District to revitalize the area for the benefit of ratepayers and pursue grant funding to defray costs for items such as an icehouse, fuel dock, mooring basin improvements, and services to support fishing.
- Consider increasing and/or optimizing use of the Transient Occupancy Tax (TOT) to benefit the community.
- Reconsider property tax split and optimize for City benefit.
- Initiate a sales tax ballot measure for increased revenue to support City's strategic priorities and general government services.

**5D. Implement financial forecasting and scenario analysis to anticipate future budgetary challenges and identify opportunities for cost savings and revenue generation to ensure long-term solvency. Communicate forecasts regularly to Council.**

- Identify reserve goals and systematically escalate annually based on inflation.
- Improve Springbrook reporting so departments can track and report their budgets to City Council more easily and for HR reporting and transparency.
- Monitor return on investments via performance goals and key economic drivers to ensure the City receives value based on contracts (e.g., Capital Improvement Projects).
- Maintain business relationships with vendors and ensure on-time payment to uphold the City's core values.

**5E. Create collaborative partnerships with the County and neighboring cities, towns, and school districts to create more strategic economic solutions and increase buying power that is symbiotic to address mutual challenges and interests.**

- Establish a partnership with Fort Bragg Unified School District (FBUSD) to secure funding for athletic field rehabilitation and improvements.
- Form a Local Infrastructure Task Force comprised of city officials, community leaders, and local businesses to identify infrastructure needs and develop collaborative solutions by sharing best management practices and coordinate joint projects and initiatives.

**5F. Review existing water and sewer rates to continue to be sustainable and equitable.**

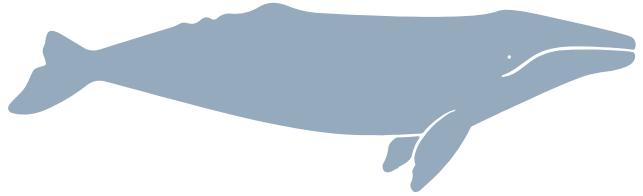
**5G. Continue to build up Reserves (20-30%) of Operating Expenditures for each Fund.**

*We are service-oriented and responsive to the public and to each other to demonstrate our genuine commitment to create a Fort Bragg that serves us today and readies us for a successful tomorrow.*



*Glass Beach*

# GOAL 6



## CHAMPION A SUSTAINABLE MUNICIPAL ORGANIZATION

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

**6A. Develop and implement a Recruitment and Retention Program for all departments that attracts the best and the brightest who will invest in the wellbeing of our City where we build community through our work.**

- Create a Staffing Plan that reflects workload to balance fair and manageable distribution of tasks for existing staff.
  - *Identify vacancies and open positions informed by succession planning and workload forecasting and develop job postings in advance and place strategically throughout the State.*
  - *Evaluate and prioritize key hires critical to our organization as identified in the Staffing Plan.*
- Develop a Recruitment Plan that closes workload gaps.
  - *Model future demand and develop recruitment strategies to ensure the City is keeping up with anticipated turnover and delivering on its obligations and SP28+.*
  - *Develop internal recruitment process that is standardized and promotes the diversity and equity of working for the City of Fort Bragg.*
  - *Create a Recruitment Brochure that emphasizes the benefits of living in a small community and the rewarding opportunity to contribute to its vitality and success.*
  - *Develop a method for recruiting skilled Council Members and Planning Commissioners.*
- Develop a Retention Plan that encourages long-term employment, advancement, and employee loyalty.
  - *Develop a Succession Plan that models existing roles and projects that advance opportunities to meet today's workload and anticipates future growth.*
    - » *Develop an Existing Organization Chart that reflects the City's current position and an Emerging Organization Chart that anticipates vacant positions. Consider reorganizations based on efficient and effective task delivery.*
  - *Track retention and ensure exit interviews to inform leadership about employee challenges and provide insight on how to improve retention to retain institutional knowledge and create long-term effectiveness.*
  - *Create a Retention Brochure that emphasizes employees' total compensation, including qualitative and quantitative benefits.*
  - *Conduct an external compensation review every three years to benchmark the City's performance against other comparable organizations to remain competitive.*
    - » *Build escalating costs into overhead models.*
  - *Develop Onboarding Protocols and package to ensure a smooth integration process that encourages training and relationship-building to improve retention and minimize disruption.*
  - *Empower staff and Council with training, policies, and support to uphold the established standards and structure of interactions to foster and promote community partnership and*

practice the Values established in SP28+. Consider establishing Guiding Principles for public communications and include with onboarding package.

- Develop job categories with clear roles, responsibilities, and pay ranges to discourage pay compression and transparently share expectations that provide a sound basis for performance reviews and career advancement.
- Conduct annual performance reviews based on goal setting, service delivery, professional development, peer feedback, and accomplishments to provide transparent criteria on compensation and advancement.
- Promote Fort Bragg's culture with a supportive environment that reflects our shared core values and celebrates the diversity of the communities we serve.
  - Embrace the concept of work-life balance as part of the City's internal culture.
    - » Institute workload balancing and strive for a fair distribution of workload to help prioritize tasks and prevent staff burnout.
    - » Examine current scheduling methods and consider how to be more flexible.
    - » Limit work on the weekends as much as practical, especially for tasks that are not urgent.
    - » Consider additional compensatory benefits, such as dependent care, to empower recruiting and retention.
  - Foster a positive work culture by recognizing and rewarding employee contributions, seeking employee feedback, and working to address staff stressors.
  - Build collegiality and inspire teamwork through hosted group activities (e.g., charter a bus to a Giants game or winery, social dance class).
  - Promote employee wellness (e.g., expand active lifestyle and app support systems).

## 6B. Reinforce internal communication as the foundation to the City's successful service delivery



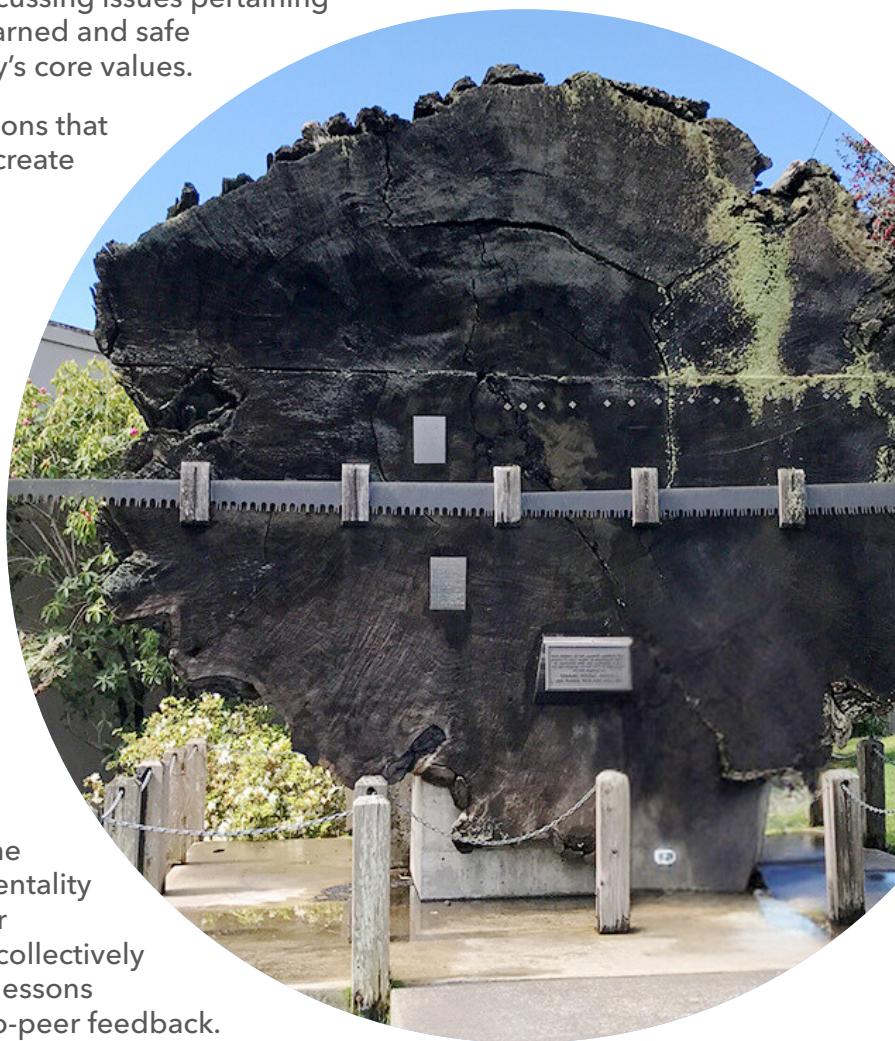
*We champion conservation, preservation, and protection of  
our natural environment that is the unifying foundation of  
Fort Bragg stewardship.*

**and maintain strong internal relationships to create a safe environment and collective pride for the City of Fort Bragg.**

- Create an open-door policy for discussing issues pertaining to the City that fosters a lessons-learned and safe environment that builds on our City's core values.
- Promote inter-department interactions that foster idea-sharing and genuinely create interest in each other's success.
  - Present *Quarterly Department Priority Pipelines* within each department and coordinate interdepartmentally to promote efficiency and teamwork.
  - Empower employees to understand the City's priorities and how their departments contribute to our collective success.
  - Develop diverse teams that promote inclusive decision making to explore life-cycle problem solving, mentoring opportunities, and ownership in supporting and implementing decisions.

- Create opportunities throughout the organization to have a One-City mentality and provide a forum to share in our successes and setbacks so we can collectively improve. Include real examples of lessons learned, best practices, and peer-to-peer feedback.

- Develop opportunities for inter-departmental gathering to build relationships and promote the One-City Team.
- Announce *Quarterly Awards* to each department for outstanding performance.
- Present major priority status updates.
- Introduce new hires.
- Conduct teambuilding exercises.
- Create opportunities for City Council and staff to interact with project kickoffs, ribbon cuttings, and department visits.



*Largest redwood tree grown in Mendocino County*

**6C. Invest in technology to modernize City Hall's IT infrastructure, upgrade City software systems to increase efficiency and keep licenses current and increase cyber security to protect the City's valuable data and the privacy of our constituents.**

- Establish cybersecurity policies and procedures.
- Implement online applications for City permits and business licenses.

- Communicate regularly and receive feedback from IT about the City's digital presence and upcoming projects, including:
  - *Online training (e.g., safety education, IT)*
  - *Ongoing IT support issues and resolutions*
  - *HR technology project*
  - *City Clerk technology project*
  - *Add capability to accept building and planning permit applications online through the City Portal*
- Maintain reliable Wi-Fi connectivity.

6D. **Attract highly qualified consultants, vendors, and contractors with a standardized process that includes selection guidelines to ensure that the best-suited companies are selected for each outsourced project.**

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

6E. **Consistently deliver quality services and projects for our community through executing Project Management principles that drive knowledge and execution of schedule, staff expertise, consultant selection, team communication, and budget.**

6F. **Require consistent training and mentoring for all departments to create well-trained, fully staffed teams that will cross-train and advance staff organically.**

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

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

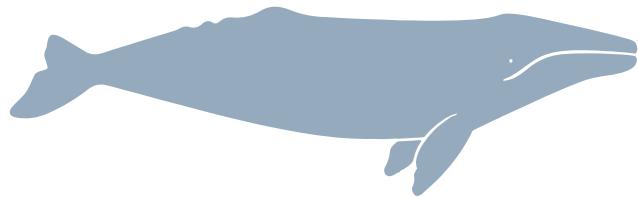
- Streamline office processes to reduce paperwork and save trees.
- Consider providing reusable mugs and dishes and installing a dishwasher to reduce the use of disposable products.
- Purchase electric or hybrid vehicles and keep all vehicles well maintained.
- Shop for supplies and equipment with eco-friendly local businesses.

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



Heading out to the Pacific

# GOAL 7



## COMMUNICATE WITH ACTIVE COMMUNITY ENGAGEMENT

Embrace a small-town neighborly approach to build positive relationships that strengthen our civic partnerships, connecting us with our diverse residents and businesses by providing the essential municipal services they depend on.

**7A. Promote the City and highlight key accomplishments (e.g., OnekaWave System desalination, broadband infrastructure) across multiple forms of multi-lingual media:**

- City Manager's Roundup Bulletin (consider distributing more widely)
- Social media (e.g., Facebook)
- Utility bills
- Press releases
- Fact sheets and FAQs (website)
- Engage with key interested parties during community decision-making processes to ensure all perspectives are considered to help shape policies, programs, and funding, devise innovative solutions, and increase civic pride. Include key interested parties such as area tribes and Indigenous peoples (e.g., Kai-Poma), non-governmental organizations, (NGOs), businesses, and residents.

*Consistent communication and collaboration nourish civic pride and celebrates the diversity of our city and the meaningful municipal services that our residents and businesses rely on.*

**7B. Promote the image of Fort Bragg:** Build on the City Brand that celebrates and promotes Fort Bragg's unique identity and offerings (e.g., celebrate Indigenous People's Day)

- Consider launching a citizen of the year award to build and share community.
- Inspire staff to be visible in the community and maintain consistent communication among the City Council, staff, customers, and the public.
- Foster increased trust in our local government with transparency in our actions, thoughtful communication, and increased presence to reach the public more broadly and in their comfort space (e.g., at public events such as parades and farmer's market).
- Partner with the Schools or Community College to promote Summer in the City Internship Program to provide incoming high school seniors an opportunity to gain career-ready skills, foster interest in leadership and civic matters, and create a voice for youth to address real city and community issues.
- Collaborate with community-based organizations and educational institutions to advance local workforce initiatives and provide resources, trainings and services to ensure that academic and career pathway programs are reflective of local industry workforce needs.
- Expand City volunteer opportunities including emergency preparedness and special events (i.e., adopt a street or park).



## COMMUNITY CIVIC PRIDE IN ACTION

The City of Fort Bragg is proud to recognize all the citizens and businesses that joined City Council and Staff in developing SP28+. It is through the great appreciation of the broad and represented voices that the City and community can together envision and realize our future.

### CITY COUNCIL MEMBERS

- Bernie Norvell, Mayor
- Jason Godeke
- Lindy Peters
- Tess Albin-Smith
- Marcia Rafanan

### CITY STAFF

City Staff listed below participated in the development of the Strategic Plan or attended SP28+ Workshops:

- Isaac Whippy, City Manager
- John Smith, Public Works Director
- Neil Cervenka, Chief of Police
- Chantell O'Neal, Assistant Director of Public Works
- Sarah McCormick, Special Projects Manager
- Cristal Munoz, Administrative Analyst
- Public Works Staff workshop attendees
- Community Development, Finance, and Administration Staff workshop attendees
- Many other staff members who participated through anonymous surveys

*A special thank you to City Council member, Jason Godeke, for the gift of his extraordinary artwork and permission for inclusion in SP28+.*

### CITIZENS AND ENTREPRENEURS

- Jacob Patterson
- Chris Hart, Mendocino Railway
- Robert Jason Pinoli, Mendocino Railway
- Doug Hammerstrom, Grass Roots Institute/Rotary
- Geri Morisky, Grass Roots Institute
- Marilyn Bocce
- Scott Hockett, Noyo Fish
- Jami Miller
- Michael Vilanueva
- George Reinhardt, GRI
- Joe Seta, Thanksgiving Coffee
- Vance Cooke, Imaginations
- David Figueiredo, Figs Video
- Bres Brodew
- Jeff Totsch, Flockworks
- Richard Neils, Fort Bragg Electric
- Jane Tippett
- Carlon LaMont
- Gabriel Maroney
- Andrew Jordan
- Shelley Green
- Mark Alexander, Landlord
- Robert Horvat
- Joe Aldridge, Fort Bragg Unified School District
- Ellen Cross, Strategy Driver, Inc.
- Maria Pascoal, Minds Illustrated





**City of Fort Bragg**  
416 North Franklin Street  
Fort Bragg, CA 95437  
(707) 961-2823

[www.city.fortbragg.com](http://www.city.fortbragg.com)

ON HOLD

Officially paused or postponed, awaiting a trigger (e.g., legal, funding, capacity).

ONGOING

A recurring initiative that is active and maintained continuously.

IN PROGRESS

Actively being worked on by staff, partners, or contractors.

PLANNING

Research, coordination, or resource identification is underway.

PARTIALLY COMPLETE

Some components are done, but full completion is pending.

COMPLETED

Fully implemented and operational.

Goal	Objec	Sub Goa	Goal Description	STATUS	DEPT	
<b>INVIGORATE ECONOMIC OPPORTUNITY AND COMMUNITY VIBRANCY</b>		<b>GOAL: 1</b>				
Enliven Fort Bragg through local jobs and business success and develop a Business and Economic Plan that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries and elevates our City as an independent economy that serves local, regional, national, and international sectors.	1A	1A.1	Cultivate a diverse business climate through incentive programs	IN PROGRESS	CM, ED	
	1A	1A.2	Simplify regulatory processes to foster local business success	IN PROGRESS	CM, ED	
	1A	1A.3	Advocate for Point-of-Sale taxes for online transactions	NOT STARTED	Finance	
	1A	1A.4	Provide business support services to promote entrepreneurship	COMPLETED	CM, ED	
	1A	1A.5	Participate in the Noyo Ocean Collective to promote blue economy	IN PROGRESS	PW	
	1A	1A.6	Demonstrate leadership in wave-powered desalination (Oneka)	IN PROGRESS	PW	
	1A	1A.7	Investigate wave energy for alternative power	IN PROGRESS	PW	
	1A	1A.8	Establish an aquaculture economy (urchin/abalone farming)	IN PROGRESS	ED	
	1A	1A.9	Host seasonal events to support local arts and vendors	NOT STARTED	CM,VFB	
	1A	1A.10	Beautify and enhance downtown for tourism and business	PARTIALLY COMPLETE	CM	
	1A	1A.11	Partner with Guest House Museum and Mendocino Railway	NOT STARTED	CM	
	1A	1A.12	Develop a conference and performing arts venue by the sea	NOT STARTED	CM	
Collaborate with regional partners to develop reliable local healthcare systems that address our multi-generational community's emotional, mental, and physical wellbeing and partner with regional care providers to holistically care for our people.						
	1B	1B.1	Partner on a regional Health Care Master Plan	IN PROGRESS	CM	
	1B	1B.2	Develop wellness center for alternative medicine	NOT STARTED		
	1B	1B.3	Attract medical personnel and develop urgent care/tiered care	NOT STARTED		
Create multi-generational hands-on learning experiences that will improve our quality of life and inspire civic pride by providing opportunities for meaningful careers and mentorship that attract the next generation to our city on the coast.						

	1C	1C.1	Connect students with internships	IN PROGRESS	CM	
	1C	1C.2	Collaborate with educational institutions on training programs	IN PROGRESS	ED	
	1C	1C.3	Provide movie/media workshops using City facilities	NOT STARTED	Admin	
	1C	1C.4	Promote Noyo Center as research and learning hub	ON HOLD	VFB	
	1C	1C.5	Support Tribal Learning Center for Indigenous education	PARTIALLY COMPLETE	Mayor, Vice Mayor,CDD	
	1C	1C.6	Include local history in school curriculum	NOT STARTED	CM	
	1C	1C.7	Create digital and walking tours about Fort Bragg history	IN PROGRESS	CM, Alley Arts	
<b>Develop and maintain affordable and reliable high-speed fiber-optics infrastructure to support and attract diverse businesses, online education, and remote employment that will connect Fort Bragg to the world.</b>						
		1D.1	Construct, manage, and maintain a municipal broadband utility for citywide underground access	IN PROGRESS	ED,PW,MCN,CM	
		1D.2	Consider establishing a broadband Joint Power Agreement with the County	ON HOLD	MCN, CM	
		1D.3	Provide free downtown Wi-Fi to support businesses and visitors	ON HOLD	IT,MCN	
<b>Develop affordable and market-rate housing that is accessible for every arc of residents' lifetime experiences including Fort Bragg's permanent and temporary workforce, students, retirees, and newcomers who want to share our rich cultural and natural home.</b>						
		1E.1	Support Housing Mendocino Coast in providing workforce home ownership through Community Land Trust model	IN PROGRESS	ED,Housing	
		1E.2	Update zoning for mixed-use, walkability, and innovation zones	IN PROGRESS	CM,CDD,ED	
		1E.3	Streamline and expedite permitting with CPTED, software upgrades, and plan checks	PARTIALLY COMPLETE	CM, CDD, Engineering	
		1E.4	Develop multi-residential shareable housing for students and temporary workers	NOT STARTED		
		1E.5	Evaluate City-owned or employee-subsidized housing options	NOT STARTED		
		1E.6	Promote inclusive and transitional housing for underserved populations	IN PROGRESS	CRU,Hospitality Center	
		1E.7	Develop housing incentives for conversions and additional units	IN PROGRESS	CM,CDD	

		1E.8	Plan for climate-driven demographic changes with economic and housing impacts analysis	IN PROGRESS	CM,Kosmont	
<b>Uphold land use and environmental policies that encourage orderly and efficient development including responsible property ownership that encourages developing, maintaining, and occupying vacant spaces that could be optimized for residents, businesses, and open space while promoting Fort Bragg's welcoming small-town roots. Policies may include:</b>						
		1F.1	Provide clear planning guidance including census-based zoning and annexation updates (Harbor, East FB, North FB)	ON HOLD	CM	
		1F.2	Establish vacant property registration and potential vacancy tax	PARTIALLY COMPLETED	CM,CE	
		1F.3	Resolve reuse of the Mill Site in partnership with Mendocino Railway	IN PROGRESS	CM,Ad-Hoc	
		1F.4	Prioritize environmental restoration to protect fisheries from climate impact	IN PROGRESS	ED, Harbor District	
		1F.5	Update General Plan and long-range planning documents	ON HOLD	CDD, CM	

Goal	Objective ( Task II Task Description			Status	Dept
<b>IMPLEMENT RESILIENT INFRASTRUCTURE AND ENCOURAGE ENVIRONMENTAL STWARDSHIP</b>	<b>GOAL : 2</b>				
Ensure sustainable infrastructure, including undergrounding utilities and incentivizing solar and wind energy, to create greater power independence, reliability, and resilience to climate drivers.		2A.1	Launch City-owned microgrid powered by renewable energy sources to create greater power independence, reliability, and resilience to climate drivers.	PLANNING	PW,LP, CM
		2A.2	Explore opportunities to install solar energy systems in Fort Bragg open spaces and City-owned buildings to reduce energy costs and generate revenue.	PARTIALLY COMPLETE	PW
Maintain a secure and resilient water supply that is protective of human health and the environment and ensures fair and reasonable utility rates through long-term planning with adequate funding for rehabilitation and replacement of infrastructure.					
		2B.1	Promote voluntary water conservation and efficient water usage through continued monitoring and encourage responsible water consumption to minimize water emergencies.	ONGOING	FINANCE,PW
		2B.2	Develop a long-term Water Resiliency Plan that evaluates financial and climate vulnerabilities (e.g., drought) and identifies solutions to ensure a resilient water supply with robust storage, reliable water sources, and adequate infrastructure for treatment and delivery.		FINANCE,PW
		2B.3	Consider investment in alternative water sources such as fog harvesting, desalination, water reclamation, and greywater recycling to supplement traditional water sources and protect them from saltwater intrusion and other vulnerabilities.	IN PROGRESS	PW
		2B.4	Develop an Asset Management Plan based on Condition Assessments to inform and update the Capital Improvement Program regularly and consider priority investments for rehabilitation and replacement, including water mains and leak detection, storm drains, Water Treatment Plant, and Wastewater Enterprise infrastructure.	ONGOING	PW

		2B.5	Advance technology to read water meters for more cost-effective and efficient billing.	PARTIALLY COMPLETE	PW, FINANCE
		2B.6	Pursue and secure water rights to ensure a diverse portfolio of surface and groundwater supply.	IN PROGRESS	PW
		2B.7	Create additional storage opportunities with ground and surface water storage (i.e., three reservoirs).	IN PROGRESS	PW
<b>Operate, maintain, and monitor wastewater collection and treatment facilities to produce high-quality effluent for recycling or discharge to the ocean to uphold our commitment to the environment and public health.</b>					
		2C.1	Utilize recycled water within new developments using treated wastewater to sustainably irrigate green landscapes.	IN PROGRESS	PW
		2C.2	Optimize sludge treatment to meet design goals of reduced biosolids, maintain regulatory compliance, and reduce odor.	IN PROGRESS	PW
		2C.3	Modernize and extend sewage systems to prevent rainwater infiltration and overflow and enhance reliable collection and distribution.	NOT STARTED	PW
<b>Develop resilient stormwater infrastructure and funding mechanisms for implementation to meet state and federal requirements.</b>					
	2D	2D.1	Evaluate and develop funding strategies to offset increasing costs associated with deferred maintenance and improvements.	ONGOING	CM, FINANCE
	2D	2D.2	Consider establishment of fees to fund capital improvements, operations and maintenance, and clean water programs to mitigate pollutants in stormwater, and provide other environmental services.	PLANNING	CM, PW
	2D	2D.3	Evaluate the potential to establish a balloted Prop 218 property-related fee or a special parcel tax to cover costs associated with deferred storm drain system maintenance and unfunded Clean Water Quality Act mandates.	PLANNING	CM, PW
	2D	2D.4	Comply with National Pollution Discharge Elimination System (NPDES) permit to meet state and federal water quality requirements.	IN PROGRESS	PW ENGINEERING

	2D	2D.5	Prioritize and educate citizens about best management practices for construction and industrial businesses about the potential harmful impacts of activities that compromise protection of water quality (e.g., sedimentation and erosion; Fats, Oils, and Grease (FOG) and chemical discharge).	NOT STARTED	PW ENGINEERING
	2D	2D.6	Partner with state and neighboring agencies to achieve regional water quality objective solutions such as low-impact development and installation of trash capture devices to reduce marine debris.	IN PROGRESS	PW ENGINEERING
	2D	2D.7	Ensure longevity of storm drainage system as an important tool in reducing risks of flooding and sink holes in local neighborhoods.	ONGOING	PW ENGINEERING
<b>Develop a comprehensive waste management approach with the County that will provide reliable access to recycling, hazmat, green waste, and solid waste services for our businesses and residents.</b>					
	2E	2E.1	Reevaluate access to, or repurposing of, Caspar station site as a local sustainable option.	NOT STARTED	CM,PW
	2E	2E.2	Consider reopening transfer station at Pudding Creek.	ON HOLD	CM
<b>Maintain resilient and walkable streetscapes that provide safety and attract travelers, pedestrians, cyclists, and businesses by coordinating all improvements.</b>					
	2F	2F.1	Cooperatively schedule Road Maintenance with Water and Wastewater Enterprise activities to efficiently improve	ONGOING	PW
	2F	2F.2	Collaborate with maintenance crews who have the day-to-day on-site observation and interaction with the public to prioritize improvements as seen by boots-on-the-ground.	IN PROGRESS	CM,PW
	2F	2F.3	Prioritize beautiful streets with coordinated cleanup efforts and weed removal to attract locals and tourism and respect the incredible environment where we work, live, and play (e.g., beautify downtown core of Franklin and Main with outdoor hanging flower baskets).	IN PROGRESS	CM,PW
	2F	2F.4	Enforce parking rules to improve health and safety and minimize disruption to maintenance crews and the public (i.e., unsafe vehicles parked on airstrip).	NOT STARTED	PW,PD

	2F	2F.5	Promote sustainable transportation alternatives such as carpooling, ridesharing, complete streets, downtown shuttle, and electric vehicles with incentives and infrastructure to support multi-modal transportation.	NOT STARTED	PW
	2F	2F.6	Encourage downtown walkability and biking that increases foot traffic for local businesses and supports the Guest House Museum's historical walking tour by creating center islands and greening our streetscapes so that everyone can enjoy our year-round clean coastal climate (e.g., close traffic on priority streets to encourage accessibility for community gathering).	NOT STARTED	VFB, PW
	2F	2F.7	Reevaluate Maple Street as a Complete Street with beautification concept to provide a walkable thoroughfare to CV Starr Center.	NOT STARTED	Engineering
<b>Operate and maintain existing City facilities and infrastructure and ensure adequate staffing and funding through the Capital Improvements Program budget.</b>					
	2G	2G.1	Develop a targeted plan to address deficiencies and deferred maintenance in our existing parks, recreational facilities, and City-owned infrastructure.	NOT STARTED	CM,PW
	2G	2G.2	Inspect all city-owned assets and facilities to ensure they meet building and operating standards (i.e., roofing, painting, accessibility, etc.).	PLANNING	PW
	2G	2G.3	Complete construction on Corporation Yard to assure safety of City's equipment and accessibility for efficient mobilization and demobilization.	ON HOLD	CM,PW
	2G	2G.4	Re-evaluate maintenance software options for managing efficient and streamlined daily and reactive tasks like filling potholes, graffiti removal, and utility repairs.	PLANNING	PW
	2G	2G.5	Enhance infrastructure security and maintain reliable equipment to reduce health and safety concerns to employees and the public.	ONGOING	PW
	2G	2G.6	Pursue funding to improve and expand public infrastructure, while reducing costs to the community.	ONGOING	PW

Goal	Objecti	Task I	Task Description	STATUS	DEPT	
<b>STRENGTH PUBLIC SAFETY AND EMERGENCY PREPAREDNESS</b>		<b>GOAL:3</b>				
Create an Emergency Operations, Preparedness, and Response Plan coupled with a Vulnerability Analysis to prioritize safety, communication, prevention, and response to disasters (e.g., earthquakes, tsunamis, fire).						
	3A	3A.1	Create an Emergency Operations, Preparedness, and Response Plan coupled with a Vulnerability Analysis to prioritize safety, communication, prevention, and response to disasters (e.g., earthquakes, tsunamis, fire).	COMPLETE	PD	
	3A	3A.2	Develop an Economic Strategy and Recovery Plan in advance of disasters for post-disaster response (e.g., lessons learned from Maui).	NOT STARTED	PD,ED	
	3A	3A.3	Update budget-line item for Emergency Planning and Management to be commensurate with other similar cities.	COMPLETE	CM	
	3A	3A.4	Encourage sustainable local food production, water conservation for personal use, local building supplies, and volunteerism as a way of life.	NOT STARTED		
	3A	3A.5	Create annually renewed contracts to freeze pricing in advance of emergencies so that vendors will be responsive during emergencies (e.g., gasoline).	COMPLETE	PD, Finance	
<b>Complete the Emergency Operations Center to serve our citizens.</b>						
	3B	3B.1	Complete the Emergency Operations Center to serve our citizens.	PARTIALLY COMPLET	PD	
	3B	3B.2	Operationalize the multi-functional Community Center Phase III to support the community during emergencies with services including shelter, food, water, and medical assistance.	PLANNING	CV Starr, Grants Team	
	3B	3B.3	As part of the Voluntary Fire Department, provide continuous training to staff focused on Emergency Operations procedures including ingress and egress strategies, roles and responsibilities, best management practices, and communication and coordination with other responders.	PARTIALLY COMPLET	PD	
	3B	3B.4	Update equipment and technology to improve inter-agency communications and response.	COMPLETE	PD	
<b>Identify and build more accessible emergency response stations (e.g., fire, ambulance, police) that are less vulnerable to changing climate conditions (i.e., firehouse seismic retrofit) and consider co-located micro stations as the city expands.</b>						

	3C	3C.1	Identify and build more accessible emergency response stations (e.g., fire, ambulance, police) that are less vulnerable to changing climate conditions (i.e., firehouse seismic retrofit) and consider co-located micro stations as the city expands.	NOT STARTED	PD,PW		
	3C	3C.2	Reconstruct the Fire Station North Wing.	NOT STARTED	PW,Fire, Grants		
	3C	3C.3	Fund sprinklers downtown through low-interest loans.	PLANNING	CM		
<b>Continue to modernize our Police Force to reflect the diversity of our city and foster community engagement through positive interactions that build trust and transparency in our schools and neighborhoods.</b>							
	3D	3D.1	Continue to modernize our Police Force to reflect the diversity of our city and foster community engagement through positive interactions that build trust and transparency in our schools and neighborhoods.	PARTIALLY COMPLETED	PD		
	3D	3D.2	Support committed Care Response Units (CRU) and continual funding.	ONGOING	PD		
	3D	3D.3	Consider the mobility of Police bike patrols as part of our safer, healthier downtown and parks.	PLANNING	PD		
	3D	3D.4	Promote Police Explorers to provide youth with an opportunity to partner with and learn about the law enforcement profession and engage with the community in meaningful ways through volunteerism.	IN PROGRESS	PD		
	3D	3D.5	Invest in technology to increase efficiency, expedite the ability to solve crimes, and to expand the capacity of our police force.	PARTIALLY COMPLETED	PD		
	3D	3D.6	Develop organizational wellness strategies to encourage the best in our police department.	PARTIALLY COMPLETED	PD,CM		

Goal	Objectives	Task ID	Task Description	Status	Dept	
<b>ENHANCE PUBLIC SPACES, PROMOTE RECREATION, AND CULTIVATE CIVIC PRIDE</b>	<b>GOAL:4</b>					
Create a specific Business Plan for the CV Starr Center to identify its highest and best value for the City including evaluating alternative business sustainability models (e.g., public- private partnership) that consider community access with independent financial viability to sustain neutral or surplus revenue. Evaluate opportunities including:						
	4A	4A.1	Create a specific Business Plan for the CV Starr Center to identify its highest and best value for the City including evaluating alternative business sustainability models.	IN PROGRESS	CM, Parks & Rec	
	4A	4A.2	Secure funding for the next multi-purpose phase of CV Starr Center, including a Community Resiliency Center and indoor basketball courts.	PLANNING PHASE	PW, Grants	
	4A	4A.3	Expand aquatic programming with swimming lessons, water fitness classes, and recreational swim sessions.	PARTIALLY COMPLETE	Parks & Rec	
	4A	4A.4	Increase frequency and variety of fitness and enrichment classes.	PARTIALLY COMPLETE	Parks & Rec	
	4A	4A.5	Create an Affordability Plan for disadvantaged communities, government employees, teachers, and students.	IN PROGRESS	Parks & Rec, CM	
	4A	4A.6	Sell the facility or create alternative management strategies.	ON HOLD	CM	
	4A	4A.7	Expand parking and incorporate vehicle charging infrastructure.	PLANNING PHASE	CM, PW	
Leverage the 500-acre new reservoir property to its highest and best use by developing on-site accessible recreation and community forest opportunities that support eco- exploration, education, and cultural events.						
	4B	4B.1	Leverage the 500-acre new reservoir property for recreation and community forest opportunities to support eco- exploration, education, and cultural events.	IN PROGRESS	PW, Parks & Rec	
	4C	4C.1	Promote multi-generational programs including after-school programs, summer camps, senior fitness classes, and city-owned sports facilities.	PARTIALLY COMPLETE	Parks & Rec	

	4D	4D.1	Partner with public schools to develop a multi-use facility initiative and share City parks with vendors for markets and fairs.	ONGOING	Parks & Rec	
<b>Prioritize accessible and well-maintained parks through development of a Parks Operations &amp; Maintenance Plan with assigned and committed Staffing Plan to ensure implementation, including:</b>						
	4E	4E.1	Develop a Parks Operations & Maintenance Plan with Staffing Plan and communicate closures clearly.	ONGOING	Parks & Rec, PW	
	4E	4E.2	Expand, improve, and repair parks, trails, and green spaces; restore native species, update Noyo Harbor access road, and complete Bainbridge Park build-out.	IN PROGRESS	Parks & Rec, PW	
<b>Acquire additional land, develop new parks and playgrounds, and increase access to the Coastal Trail and other open spaces for underserved communities and to attract locals and tourists alike.</b>						
	4F	4F.1	Acquire land, develop new parks and trails, and increase access to open spaces, including future restoration of Mill site ponds.	IN PROGRESS	CM	
<b>Partner with Visit Fort Bragg to celebrate Fort Bragg's long forestry and maritime history to engender civic pride and attract tourism.</b>						
	4G	4G.1	Partner with Visit Fort Bragg to promote Fort Bragg's history and tourism by maximizing Guest House Museum, converting Fort building, and installing historic plaques.	IN PROGRESS	VFB	

Goal	Objecti Task II Task Description			STATUS	DEPT		
<b>FUNDING OUR FUTURE WITH FINANCIAL AND FISCAL RESPONSIBILITY</b>	<b>GOAL:5</b>						
Promote transparency on how the City sets financial benchmarks and prioritizes fiscal expenditures and report to the Council and public on how we are achieving or deviating from best management practices.							
	5A	5A.1	Promote transparency on how the City sets financial benchmarks and prioritizes fiscal expenditures and report to the Council and public on progress.	ONGOING	CM, Finance		
	5A	5A.2	Identify a California Public Records Act line item in the budget to share transparent access and associated costs to administer requests.	NOT STARTED			
Identify strategic partnerships to share investments and costs through a variety of models, including:							
	5B	5B.1	Identify strategic partnerships to share investments and costs through models such as state and federal grants, public-private partnerships, and low-interest loans.	PLANNING	CM		
Continue to identify new revenue streams to cover rising costs and evaluate current financial expenditures to remain revenue-neutral or with surplus budget (i.e., without deficit spending) to ensure that City monies are optimized to the benefit of our diverse community rate and taxpayers.							
	5C	5C.1	Continue to identify new revenue streams and evaluate current expenditures to ensure revenue-neutral or surplus budgets.	COMPLETE	CM		
	5C	5C.2	Assess return on investment of electronic license plate tracking on fleet and evaluate effectiveness and risks.	ARTIALLY COMPLETE	PD		
	5C	5C.3	Prioritize and track repayment and long-term financial liabilities (e.g., PERS).	ARTIALLY COMPLETE	CM, FINANCE		
	5C	5C.4	Develop economic analysis to attract businesses and workforce for mid- and long-term planning.	ARTIALLY COMPLETE	CM,ED		
	5C	5C.5	Collaborate with Noyo Harbor District to revitalize area and pursue grants for harbor infrastructure and fishing support.	IN PROGRESS	ED		
	5C	5C.6	Consider increasing/optimizing Transient Occupancy Tax (TOT) to benefit the community.	COMPLETE	CM, FINANCE		
	5C	5C.7	Reconsider property tax split and optimize for City benefit.	NOT STARTED	CM, Finance		
	5C	5C.8	Initiate a sales tax ballot measure to support City's strategic priorities and services.	COMPLETE	CM, FINANCE		

<b>Implement financial forecasting and scenario analysis to anticipate future budgetary challenges and identify opportunities for cost savings and revenue generation to ensure long-term solvency. Communicate forecasts regularly to Council.</b>							
	5D	5D.1	Implement financial forecasting and scenario analysis to anticipate budgetary challenges and communicate forecasts to Council.	PARTIALLY COMPLETE	CM, FINANCE		
	5D	5D.2	Identify reserve goals and escalate annually based on inflation.	COMPLETE	CM, FINANCE		
	5D	5D.3	Improve Springbrook reporting for better budget tracking, HR reporting, and Council transparency.	PARTIALLY COMPLETE	FINANCE		
	5D	5D.4	Monitor return on investments through performance goals and contract deliverables.	IN PROGRESS	City Clerk, Finance, PW		
	5D	5D.5	Maintain business relationships and ensure timely vendor payments.	ONGOING	FINANCE		
<b>Create collaborative partnerships with the County and neighboring cities, towns, and school districts to create more strategic economic solutions and increase buying power that is symbiotic to address mutual challenges and interests.</b>							
	5E	5E.1	Create partnerships with County, cities, and school districts for strategic economic solutions and increased buying power.	ONGOING	CM,ED		
	5E	5E.2	Partner with FBUSD to secure funding for athletic field rehabilitation and improvements.	PLANNING	CM		
	5E	5E.3	Form a Local Infrastructure Task Force to identify needs and develop collaborative solutions.	NOT STARTED			
	5F	5F.1	Review existing water and sewer rates for sustainability and equity.	PARTIALLY COMPLETE	CM.FINANCE		
	5G	5G.1	Continue to build Reserves (20-30%) of Operating Expenditures for each Fund.	COMPLETE	CM, FINANCE		

Objective Co Task II Task Description			STATUS	DEPT
<b>CHAMPION A SUSTAINABLE MUNICIPAL ORGANIZATION</b>				
6A	6A.1	Develop and implement a Recruitment and Retention Program that supports staffing, recruitment, retention, onboarding, performance evaluation, and promotes Fort Bragg's culture and employee wellness.	IN PROGRESS	HR,CM
6B	6B.1	Reinforce internal communication to support service delivery, build strong relationships, and foster a One-City mentality with interdepartmental collaboration and employee recognition.	IN PROGRESS	CM,Dept Heads
6C	6C.1	Invest in technology to modernize City Hall's IT infrastructure, upgrade systems, implement cybersecurity policies, and improve digital services.	ONGOING	CM,Dept Heads
6D	6D.1	Attract highly qualified consultants, vendors, and contractors with a standardized selection process that gives preference to local businesses.	PARTIALLY COMPLETE	PW
6E	6E.1	Consistently deliver quality services and projects using Project Management principles covering schedule, expertise, communication, and budget.	IN PROGRESS	CM,Dept Heads
6F	6F.1	Require consistent training and mentoring for all departments to support staff development and advancement through certification and skills training.	IN PROGRESS	CM,Dept Heads
6G	6G.1	Embody environmental stewardship through green practices including reducing paper use, investing in eco-friendly vehicles, and supporting local green businesses.	IN PROGRESS	CM,Dept Heads
<b>We value our residents, customers, and employees by</b>	6H	Design resident, customer, and employee-focused services and solutions that reflect the City's values and prioritize people-first delivery.	ONGOING	CM,Dept Heads

Goal	Object Task    Task Description			STATUS	DEPT
<b>COMMUNICATE WITH ACTIVE COMMUNITY ENGAGEMENT</b>	<b>GOAL: 7</b>				
Promote the City and highlight key accomplishments	7A	7A.1	Promote the City and highlight accomplishments (e.g., desalination, broadband) through City Manager's Roundup, social media, utility bills, press releases, fact sheets, Website and FAQs.	COMPLETE	CM,Admin
	7A	7A.2	Engage with key interested parties, including tribes, NGOs, businesses, and residents, in community decision-making to shape policies and build civic pride.	ONGOING	CM,Dept Heads
Promote the Image of Fort Bragg	7B	7B.1	Promote the City Brand and celebrate Fort Bragg's identity through inclusive events such as Indigenous People's Day.	IN PROGRESS	CM,Dept Heads
	7B	7B.2	Launch a citizen of the year award to build and share community values.	NOT STARTED	Admin
	7B	7B.3	Inspire City staff visibility and maintain consistent communication with Council, staff, customers, and public.	ONGOING	CM,Dept Heads
	7B	7B.4	Foster government trust through transparency, thoughtful communication, and increased community presence at events.	ONGOING	CM,Dept Heads
	7B	7B.5	Partner with schools or colleges to run Summer in the City Internship Program for high school seniors.	PLANNING	CM
	7B	7B.6	Collaborate with community organizations to advance workforce initiatives aligned with local industry needs.	IN PROGRESS	CM,ED
	7B	7B.7	Expand City volunteer opportunities such as emergency preparedness and special event programs (e.g., adopt a street or park).	PARTIALLY COMPLETE	CM,ADMIN



# City of Fort Bragg

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## Text File

File Number: 26-43

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Staff Report

**Agenda Number:** 8B.

Receive Report on City of Fort Bragg Municipal Broadband Utility Project, Provide Direction to Staff, and Consider Approving City Council Resolution Authorizing City Manager to Execute Contract Change Order No. 2 with HP Communications, Inc (Amount Not to Exceed \$11,242,814; Account: 516-4875-0731)



## CITY COUNCIL STAFF REPORT

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**TO:** City Council **DATE:** January 26, 2026

**DEPARTMENT:** Economic Development Department

**PREPARED BY:** Sarah McCormick, Economic Development Manager

**PRESENTER:** Sarah McCormick, Economic Development Manager

**AGENDA TITLE:** Receive Report on City of Fort Bragg Municipal Broadband Utility Project, Provide Direction to Staff, and Consider Approving City Council Resolution Authorizing City Manager to Execute Contract Change Order No. 2 with HP Communications, Inc (Amount Not to Exceed \$11,242,814; Account: 516-4875-0731)

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### RECOMMENDATION

Adopt City Council Resolution Authorizing City Manager to Execute Change Order No. 2 with HP Communications, Inc. (Amount Not to Exceed \$11,242,814; Account 516-4875-0731)

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### BACKGROUND

Aligned with the City Council Goals and the [Strategic Plan 2024–2028+](#), broadband deployment is a cornerstone initiative to invigorate economic opportunity, foster community vibrancy, and bridge the digital divide in Fort Bragg. The City's broadband vision prioritizes the development of affordable, reliable, high-speed fiber-optic infrastructure to attract a diverse range of businesses; support online education and telehealth; enable remote work; and connect Fort Bragg to regional, national, and global networks. This vision includes the establishment and management of a municipal broadband utility offering industry-leading speeds, redundant communications during emergencies, direct support for customers, and public Wi-Fi at City facilities to enhance visitation and economic activity.

In support of this initiative, the California Public Utilities Commission (CPUC) awarded the City of Fort Bragg \$479,000 in Local Agency Technical Assistance (LATA) Program funds to advance desktop design and cost estimates for digital infrastructure to construction-level detail (Attachment 1 – Fort Bragg Digital Infrastructure Project, 2021). This grant funded work included the developing a business plan, financing strategy, and construction bid packet.

Following this effort, broadband construction costs were estimated at approximately \$14.7 million. The CPUC subsequently awarded the City \$10.3 million in Federal Funding Account

(FFA) Program funds to support construction activities. To close the remaining funding gap, NHA Advisors assisted the City in securing debt financing through EverBank. The resulting \$7,879,810 loan was allocated to cover remaining construction costs, as well as some operational and soft costs associated with the acquisition of Mendocino Community Network (MCN).

Simultaneously, City staff coordinated with the California Department of Technology (CDT) on a joint-build project to construct a four-mile segment of the State's 8,100-mile California Middle Mile Broadband Initiative (MMBI) running through Fort Bragg (Attachment 2 – MMBI Map). This project is currently underway, with construction anticipated to be completed by March 2026. The City's estimated pro-rata fair share of costs is approximately \$1,291,500.

## **DISCUSSION AND ANALYSIS**

Through a competitive bid process, HP Communications, Inc. was awarded the construction contract for the broadband project in an amount not to exceed \$9,966,165. Separately, through a competitive procurement, GHD was awarded construction management services for an amount not to exceed \$1,449,467. To mitigate supply chain disruptions and the risk of escalating costs due to potential tariffs, the City elected to directly purchase major construction materials, including the Data Center Hut.

In June 2025, it became evident that the level of required restoration significantly exceeded the project's original budget assumptions. Concurrently, the City Council's FY 2025/26 adopted budget included an investment of \$354,023 for street maintenance equipment. In response, the broadband project pivoted to exploring opportunities to support upskilling Public Works Maintenance staff to perform street restoration work in-house, while contracting out janitorial and landscaping services to increase overall staffing capacity.

On September 24, 2025, City staff were informed by GHD's Construction Manager that the project was approximately \$3,000,000 over budget. When asked to identify how and where the project had deviated from the budget, the Construction Manager was unable to provide an explanation. As a result, staff immediately terminated GHD's Construction Management Services contract, while retaining select contracted services necessary to ensure grant compliance, prevailing wage oversight, and on-site inspections.

Over the past several weeks, City staff and the project team have worked diligently to identify the causes of the cost overruns and to determine the most prudent path forward. Simultaneously, staff focused on identifying and implementing cost-saving measures. One immediate action included replacing one of the GHD inspectors with City staff, resulting in an estimated savings of approximately \$40,000 per month.

Additional cost-saving measures are documented in Change Order No. 1, which resulted in a net contract reduction of \$698,000 and includes the following adjustment:

- Portions of the original scope were removed from the project (Main Street crossing to Mill Site, Airport Drive, etc.), totaling \$26,299.35 in avoided costs.

- Construction methods successfully avoided impacts to pedestrian corners eliminating the need for Bid Item #37 ADA Curb Ramp Improvements, resulting in \$490,750 in avoided costs.
- Restoration performed by Argonaut that overlapped the City's Street Project was added in the amount of \$32,742.
- Rock adder quantities in the amount of \$21,147 were incurred and added.

Despite these measures, full budget certainty for construction has not yet been achieved. Worst-case financial exposure is currently estimated at approximately \$3,000,000. Contributing factors identified to date include insufficient horizontal directional drilling quantities in the Bill of Materials (BOM), conduit installation exceeding design assumptions, and deficiencies in project tracking and cost controls by the former Construction Manager.

On a positive note, MCN operations are currently net positive. A portion of the overall project budget had originally allocated funds for indirect and soft costs that are now being absorbed by MCN operations, thereby freeing up debt-financing capacity. By reallocating project funds from operational and soft costs to construction activities, the budget gap would be closed nearly \$2 million. Staff seeks City Council authorization to move project funds in the amount of \$1,974,629 to construction activities as illustrated in Tables 1 and 2.

Additionally, the Congressional Appropriations Committee has passed the Agriculture Appropriations Bill, which includes \$750,000 for the City of Fort Bragg's Broadband Project, earmarked by Representative Huffman.

Sources of Broadband Project Funds	
Description	Amount
Federal Funding Account Grant Program	\$10,300,000
Debt Financing	\$7,879,810
Congressional Earmark	\$750,000
<b>Total</b>	<b>\$18,929,810</b>

**Table 1: Funding Sources**

Uses of Funds for Broadband Construction Activities	
Description	Amount
Major Construction Materials	\$1,190,313
Data Hut Center, including HALO design and new electrical service	\$276,789
Contractor: HP Communications, Inc.	\$9,966,1655 CO#1: \$9,268,185 <i>pending CO#2: +/- \$11,242,814</i>
Construction Management: GHD	\$1,1449,467
Core Routers	\$256,709
Optical Line Termination (OLT) and Optical Network Termination (ONT)	\$1,117,411
Fiber to the Premise Drops	\$1,215,327
Operating Support Systems	\$136,500
Engineer Support	\$55,000
MMBI Joint Build	\$1,291,500
<b>Total:</b>	<b>\$16,955,181</b> <i>Request Pending: \$18,929,810</i>

Table 2: Uses of Funds

We are close to identifying the precise deviation and the point at which it occurred. Once confirmed, the City may consider seeking damages through negotiations and/or litigation. Staff remains focused on ensuring this transformative initiative crosses the finish line – offering our community high speed broadband by a local workforce that is dedicated to not simply provide connectivity, but also the resources needed to use it effectively.

### Construction Update

The City's last-mile broadband network is designed around a centralized data center located at C.V. Starr, equipped with core routing, firewall, maintenance switches, and Optical Line Terminal (OLT) equipment. This facility serves as the primary data hub and connects to fifteen (15) Distribution Areas (DAs), which aggregate fiber connections and distribute service through underground conduit and fiber infrastructure. From each DA, fiber extends to local service terminals ("flowerpots"), with final underground service drops installed upon customer request, providing flexibility and responsiveness to user needs.

Many Distribution Areas have completed horizontal boring, conduit installation, vault placement, and flowerpot installation with mule tape. City staff are actively conducting field walk-throughs of each DA to verify that work has been completed satisfactorily and that temporary pavement patches are flush with adjacent surfaces. Upon staff sign-off for each

DA, fiber installation crews will proceed. MCN staff will oversee this phase of construction to gain hands-on, on-site training and operational familiarity.

Once fiber installation is complete, customer service drop construction will begin. This work will be performed by MCN staff as part of system activation and operational readiness. The California Middle Mile Broadband Initiative (MMBI) network is currently anticipated to be available for interconnection in December 2026; however, opportunities exist to connect earlier should the Director of Municipal Broadband determine that early interconnection is advantageous. As previously noted, construction of the four-mile MMBI segment serving Fort Bragg is expected to be completed by March 2026, however we will remain an island until Hwy 20 build is complete.

Given the recent budget uncertainties, and condition of patching after heavy rains, staff has directed contractors to prioritize vault placement and surface restoration activities rather than extended horizontal bore runs. That said, construction remains fully mobilized, and boring activities must advance in the coming days to maintain schedule and contractual obligations. Staff therefore recommends continuing construction in order to fulfill the requirements associated with Federal Funding Agreement (FFA) obligations.

This project represents an ambitious and transformative investment in Fort Bragg's future—one of which the City should be proud. At the State level, Fort Bragg is widely regarded as a quintessential example of Governor Newsom's historic investment to connecting all Californians, regardless of geography or income. The City's ability to strategically align project timing with competitive funding opportunities is a significant accomplishment, though it has also contributed to an accelerated implementation schedule. Despite these challenges, staff has identified a clear path forward supported by a solid implementation plan.

Accordingly, staff seeks City Council authorization to move project funds in the amount of \$1,974,629 to construction activities. Staff will bring update to Council at next meeting with actual overage cost, and if necessary, a plan to close an addional funding gap up to \$1,025,350.

## **FISCAL IMPACT/FUNDING SOURCE**

The City of Fort Bragg received \$10.3 million of Federal Funding Account Program grant funds, Congress authorized \$750,000, the City debt financed \$7,879,810, towards the broadband utility project. Please see Table A and Table B.

## **ENVIRONMENTAL ANALYSIS:**

Construction will impact sidewalks and streets citywide, impeding access and placement of temporary patching. These impacts are temporary in nature.

## **STRATEGIC PLAN/COUNCIL PRIORITIES/GENERAL PLAN CONSISTENCY**

1D. Develop and maintain affordable and reliable high-speed fiber-optics infrastructure to support and attract diverse businesses, online education, and remote employment that will connect Fort Bragg to the world.

- Construct, manage, and maintain a municipal broadband utility that provides citywide access to underground networks with industry-leading speeds to provide secondary communications during emergencies and support businesses.
- Consider establishing a broadband Joint Power Agreement with the County to expedite connectivity.
- Provide free Wi-Fi downtown to encourage visitation, support local businesses, and accommodate remote workers

## **COMMUNITY OUTREACH**

Staff communicates major construction updates through press releases, social media posts, and announcements at City meetings. Staff also corresponds with numerous community members via email and phone calls.

## **COMMITTEE REVIEW AND RECOMMENDATIONS**

In 2019, Mayor Novell appointed the Broadband Ad-Hoc Committee to explore opportunities for improving broadband connectivity within the community. Since that time, the Committee and City Council have conducted multiple public meetings related to the project, including discussions on the strategic plan, grant awards, requests for proposals, contract awards, debt financing, acquisition of Mendocino Community Network, participation in the California Middle Mile Joint Build, and other related actions

## **ALTERNATIVES:**

City The City Council understands there is an alternative option to leverage this asset by offering open-access service. While this approach would provide the fastest return on investment and eliminate the need for a dedicated Broadband Department, it would not ensure affordability for community members. The current path forward is financially viable and allows the City to offer affordable pricing while supporting a local workforce that provides quality customer service and earns living wages.

## **ATTACHMENTS:**

1. Resolution No XXXX-2026
2. 2021 Fort Bragg Digital Infrastructure Plan
3. Map of CA MMBI Network

## **NOTIFICATION:**

1. Notify Me E-subscriber Lists: Economic Development Planning; Blue Economy; Finance and Budgeting; Street Construction

## RESOLUTION NO. XXXX-2026

### RESOLUTION OF THE FORT BRAGG CITY COUNCIL AUTHORIZING CHANGE ORDER NO. 2 WITH HP COMMUNICATIONS FOR BROADBAND CONSTRUCTION (PWP-00130), INCREASING CONTRACT AMOUNT \$1,974,629 FOR A TOTAL AMOUNT NOT TO EXCEED \$11,242,814

**WHEREAS**, the City of Fort Bragg is constructing a city-wide, underground, fiber-to-the-premise, last-mile, municipal broadband network to offer affordable and reliable broadband connectivity to our community; and

**WHEREAS**, on March 11, 2025, the City Council approved Agreement with HP Communications, Inc. in the amount of \$9,966,165 to construct the Municipal Broadband Utility Project ("Project"); and

**WHEREAS**, cost-saving were identified that reduced contract amount by \$698,000 through Change Order No. 1; and

**WHEREAS**, overages in horizontal drill boring and conduit placement has increased construction costs; and

**WHEREAS**, \$1,974,629 of project funds earmarked for operational and soft costs associated with recently acquired Internet Service Provider, Mendocino Community Network (MCN) are being redirected to cover increased construction costs; and

**WHEREAS**, Fort Bragg Municipal Code §3.20.060 G requires City Council authorization for contract amendments that increase the total contract amount by more than ten percent (10%), and this amendment exceeds that threshold; and

**WHEREAS**, the Project is exempt pursuant to the California Environmental Quality Act ("CEQA") and Title 14, the California Code of Regulations ("CEQA Guidelines"), Sections: 15301(b) because the Project is a public utility service – one of three public utilities provided by the City of Fort Bragg; 15302(c) because if replacement or reconstruction of water/sewer utilities are necessary there will be no expansion of capacity; and 15304(f) because the primary construction method is undergrounding utilizing horizontal directional drill boring to lessen impacts; and

**NOW, THEREFORE, BE IT RESOLVED** that the Recitals set forth above are true and correct and are incorporated herein as findings.

**NOW, THEREFORE, BE IT FURTHER RESOLVED** that City Council of the City of Fort Bragg does hereby authorize Change Order No. 2 with HP Communications, Inc. in the amount of \$1,874,629, increasing the total contract amount to \$11,242,814.

**The above and foregoing Resolution was introduced by Councilmember \_\_\_\_\_, seconded by Councilmember \_\_\_\_\_, and passed and adopted at a regular meeting of the City Council of the City of Fort Bragg held on the 26th day of January, 2026, by the following vote:**

**AYES:**

**NOES:**  
**ABSENT:**  
**ABSTAIN:**  
**RECUSED:**

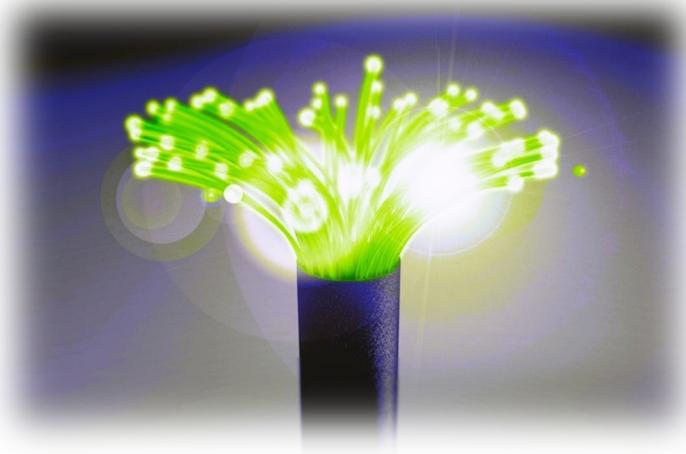
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**Jason Godeke**  
**Mayor**

**ATTEST:**

---

**Diana Paoli**  
**City Clerk**



# **Fort Bragg**

# **Digital Infrastructure Project**

*An Approach to Implement High-Speed Internet for  
The City of Fort Bragg*



**FORT BRAGG**  
CALIFORNIA

**August 2021**

# FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

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## EXECUTIVE SUMMARY

The purpose of this document is to provide the City of Fort Bragg (city) with a high-level overview of a Digital Infrastructure Plan which includes desktop design and estimated build costs for a Fiber to the Premise (FTTP) broadband deployment project, as well as a potential path for operating and servicing customers over the network. The resulting project information will allow city to make an informed decision on the next steps in providing Fort Bragg with a digital infrastructure (underground conduit, fiber, and electronics) and to provide high-speed internet service to residences/businesses within the City Limits of Fort Bragg with a resilient and future proof underground fiber-optic based network capable of serving residences, businesses, and anchor institution.

An assessment of the broadband availability found there are four primary Internet service providers in Fort Bragg providing service over fiber optic cable, cable TV (Radio Frequency cable) systems, copper DSL, fixed wireless, dial-up, and satellite internet. The two largest providers of fiber-based Internet services are AT&T and Comcast, mostly in the more business concentrated areas in the city. Sonic has recently come into Mendocino, offering high-speed Internet services using AT&T Unbundled Network Elements (UNE), i.e., aged AT&T copper pair infrastructure. In addition to these three providers, several smaller fixed wireless Internet service providers, including North Coast Internet, and Mendocino Community Network (MCN); however, these providers cannot scale a robust high-speed network like fiber optic cable delivered systems. It is public knowledge that Fort Bragg consumers are unhappy with current high-speed Internet providers, both from speed and service issues, and little can be done to motivate incumbent carriers to address the issues by deploying underground fiber infrastructure.

Fort Bragg needs a Digital Infrastructure Plan that positions city to control their own destiny, especially with forthcoming technologies expected in the next few years, all of which require greater bandwidth than what traditional service provider technology can generate. This plan calls for the funding and construction of a fiber-to-the-premise (FTTP) network. It is planned that customers will be able to obtain fiber-based technology with speeds up to 10 Gbps at or near current incumbent pricing. This plan also identifies MCN as the service provider who is fully capable of providing service, this eliminating the need for the city to become an ISP. MCN and the City will negotiate wholesale and retail pricing once detailed engineering is completed, total cost is determined, and funding sources identified.

The result of this analysis demonstrates the cost of owning a fiber network capable of providing much needed affordable broadband services to its residence and business customers, and can do so without the risks associated with starting up an ISP; MCN will do that for the city.

# FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

## PROJECT OVERVIEW

### PROJECT OVERVIEW

**Management and Design:** City Smart Consulting (CSC) and its partners have planned, and performed a desktop-designed project for implementation, as part of the *City of Fort Bragg Digital Infrastructure Plan 2021-2025*. The CSC team collaborated with PalniES Engineering, Walker and Associates, ADTRAN, and Juniper to design the project for next steps implementation. Additionally, CSC coordinated and received feedback from MCN, who is being considered as the service provider responsible to manage and operate the end-user customer under a service agreement with the city.

**Targeted Households/Businesses:** The project in the *City of Fort Bragg* is targeted to reach approximately 4000 homes/business addresses within the city limits. Specifically, residences comprise 3100 households, while businesses comprise 900 locations. Residence and businesses represent 2654 structures; some structures like MDU's and Multi-tenant businesses share a single building structure.

**Network Architecture:** The approach is to bring between 1 – 10 Gbps Internet connectivity and voice service to all homes, businesses, towers, and anchor institutions in the community areas via a robust underground fiber-based last-mile fiber distribution system. The projects have three infrastructure components – 1) Last-Mile Distribution Systems, 2) Data Center Electronics, and 3) Fiber to the Premise Drops

**Estimated Capital Cost:** The estimated cost to implement all three Components is **\$12,156,845**

**Deployment Schedules:** The deployment schedule for this project with an assumed construction start date of June 2022 and a final completion date of June 2025 or a total of 36 months from start to finish. The base infrastructure passing homes should take 20 weeks or less, while drops to be placed upon service request and will be ongoing until a service drop reaches all locations estimated in 2025.

## INTRODUCTION

### IMPLEMENTATION OF THE DIGITAL INFRASTRUCTURE PLAN

Recommended stated goal of the ***City of Fort Bragg*** is to:

“Provide a digital infrastructure for affordable high-speed Internet access for 100% of households and businesses by 2025.”

*High-speed Internet, for the purposes of this plan is defined as gigabit service (1-10 Gbps or higher). This is an ambitious goal, but critical for the economic future of Fort Bragg and through advancements in technology it is possible.*

The **Plan** has three objectives:

- 1) Develop Projects to Deploy **Fiber Optic Cable** based technology to City of Fort Bragg
- 2) Create Policies that Local Government can Support to **Improve the Network and Facilitate Future Technologies**
- 3) Develop Projects that **Improve Resiliency and Redundancy** in Digital Infrastructure Systems

When this project is completed, nearly 3,100 households and 900 businesses will have broadband access at 21<sup>st</sup> century gigabit speeds. There will also be a technologically advanced, robust, and diverse fiber-based infrastructure around the city, as depicted on the maps included in this document.

## PROJECT PLANNING ASSUMPTIONS

The following are the key assumptions that guided the team in developing the City of Fort Bragg, Digital Infrastructure Plan:

- One hundred (100%) percent of the households and businesses are to be connected via underground conduit and fiber installation. Underground fiber design is to preserve and “future proof” the infrastructure during severe storms, wildfires, and other unforeseen disasters. According to an assessment by Magellan Advisors for Napa County, 30 percent of the telecommunications infrastructure was damaged by the 2017 wildfires. The underground infrastructure was not damaged.<sup>1</sup>
- Project will use Internet backhaul provided by AT&T to connect end-users with the world-wide Internet; AT&T is the only provider for this service at this time. There are other

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<sup>1</sup> <http://www.mendocinobroadband.org/wp-content/uploads/Napa-County-Fiber-Infrastructure-Engineering-Assessment-Report.pdf>

efforts underway that could provide other backhaul choices soon. The State of California is pursuing a state-wide Open-Access middle-mile project.

- The fiber optic cable approach in this project is to provide capabilities up to 10 Gbps Internet connectivity to all households, large and small businesses, anchor institutions, and other institutions in the community areas, via a robust underground fiber optic cable network. Additionally, this network can provide Internet backhaul for WISP's and Cellular providers that wish to utilize network. The network will be available for any provider who desires to have fiber connectivity.
- The host Data Center will be located 416 N. Franklin Street, in Fort Bragg and will be equipped with Juniper Routers, ADTRAN Optical Line Terminal (OLT) XGSPON 10 Gig line cards, Fiber-optic patch panels, local 32:1 splitter, backup power, HVAC, and fire suppression equipment. This location already has a sufficient backup generator in the event of prolonged power outages. The location will have diverse dual entrance conduits connected to AT&T backhaul services.
- Cost estimates are based upon desk-top design; prior to moving forward the city will need to perform detailed engineering and obtain firm quotes following city construction and procurement policies.
- MCN is the service provider; the city provides fiber optic cable infrastructure and electronic equipment only, while MCN markets, sells, provisions, bills, and repairs customers (service activation and service assurance).
- MCN will pay a wholesale fee to the city for use of the fiber infrastructure.
- Network to be designed as future proof to facilitate growth and future technological advancements.

## BROADBAND NETWORK OVERVIEW

### OVERVIEW OF THE NETWORK ARCHITECTURE

The approach is for MCN to offer up to 10 Gbps Internet connectivity to all homes, businesses, towers, and other institutions in the community areas via a robust underground last-mile fiber distribution system. The city will design & engineer, build, and operate the entire network infrastructure by providing all the necessary equipment to light the last-mile network (city is network owner). MCN will serve as the service provider with the primary goal to provide a reliable high-speed Internet network service to all potential users in the community at a competitive price, encouraging economic development, and providing excellent customer service. The city will monitor MCN service results via a Subscriber Service Level Agreement (SLA) to ensure service meets or exceeds user expectations.

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Through partners (fiber cable manufacturers, electronic equipment providers), the infrastructure owner/provider (city) will detail design and build the network utilizing a passive optical network design for residential and small business, and some active Ethernet (dedicated fibers from data center to their location) for larger businesses. City will utilize this approach to create a state-of-the-art network design with the future in mind.

The plan for in the city is to have a centralized data center located at 416 N. Franklin St, that will host Internet electronics equipment that connects with nine XGS-PON splitter cabinets located throughout the city. The data center will be supplied with Core Routing, Edge routing, and Optical Line Terminal equipment (OLT). The data center will have eight-hours back-up power via batteries and will further be supported by an existing backup generator in the event of prolonged power outage.

Nine distribution areas (DA's) will be designed with passive splitter cabinets that will be placed throughout the community. The distributed cabinets will be based upon the size of the distribution area and distance reach of optical port cards. In each location, there will be an above ground passive XGS-PON cabinets<sup>2</sup>. These locations we will serve as the aggregated fiber locations where conduit, fiber cable, and fiber distribution terminals serving each home/business will be fed from. The cabinets will look similar to what incumbent providers already have within the city ROW.

At each end-user location, construction crews will place underground conduit and fiber drop wire connected from the fiber service terminal (FST) to a connection point at each location at or near current utility entrance point (demark); this completes the fiber infrastructure owned by the city.

Upon service request, MSN will arrive at the home/business and place the ONT device (fiber termination). Once fiber is located at the side of the structure the demark location has been established. MCN will perform service installation by installing in-building fiber cable from the demark location inside the home or business. During the installation process, MCN will place an integrated optical network termination device (ONT) with four ethernet ports, a voice service port, and indoor Wi-Fi 6 capabilities.

For larger businesses, city will provision a dark or lit fiber service using traditional industry interconnection equipment (small router). The city will terminate fiber at the main point of entry (MPOE), MCN will work with customer on inside wire design and installation.

Internet peering and voice service including diverse 911 path to Mendocino County PSAP is planned to be from primary network data center. The city along with MCN will install fiber and routing equipment that will provide much needed diverse routing ensuring diversity for 911-service as well as internet backhaul. Infrastructure to be placed between data center and MCN data center to allow network interconnection. MCN performs these functions today for their existing customers.

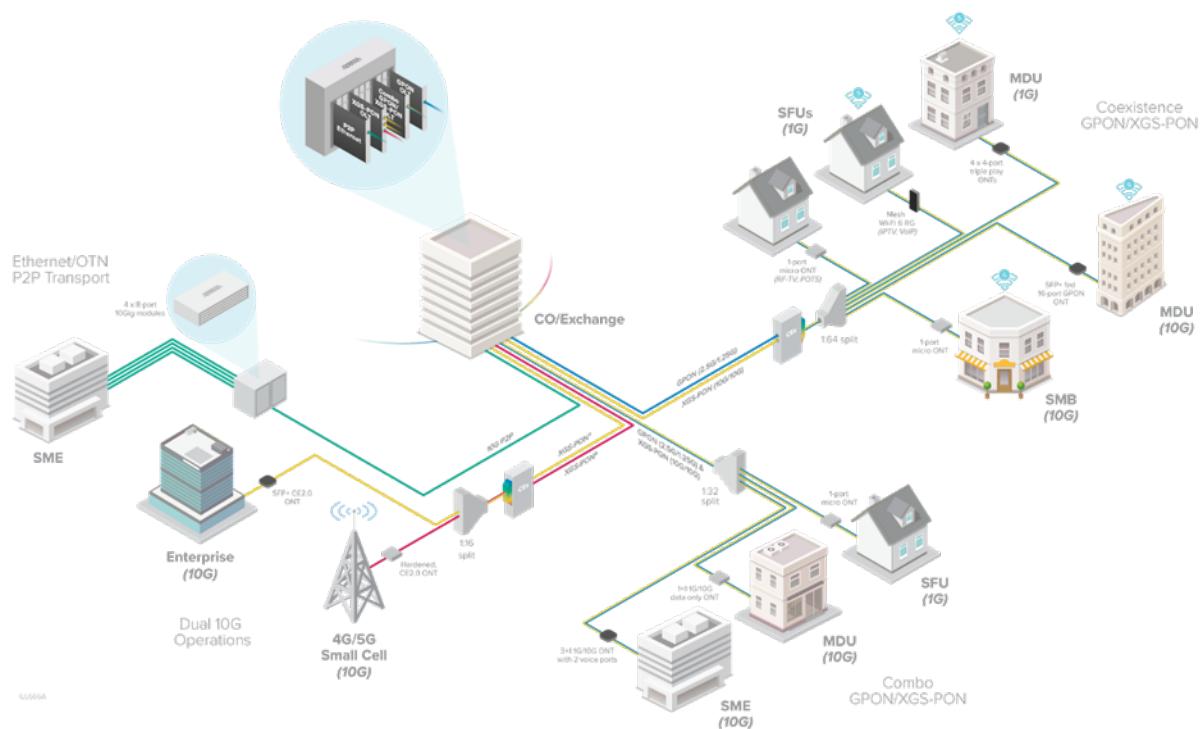
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<sup>2</sup> The passive cabinets do not require power as there are no electronics, just fiber splitters.

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

AT&T is the only carrier that can provide Internet backhaul capacity, as a result the city and MCN would build in as much diversity as possible until other options are available; this is the current situation in Fort Bragg. As new long-haul options become available MCN will provide much needed diversity for this important component of the project. Backhaul providers will be chosen by and paid for by MCN through an open quote process (even though it is AT&T network) Backhaul circuits to be activated once the network nears completion; pricing varies greatly and is expected to be lower as time goes on. Internet backhaul is designed to be reliable, with improved performance. MCN understands how to manage backhaul and have been doing it for years. See Figure 1 – Basic Industry High-level Network Architecture.

*Figure 1: Basic Industry High-Level Network Architecture (Cite: Walker and Associates)*

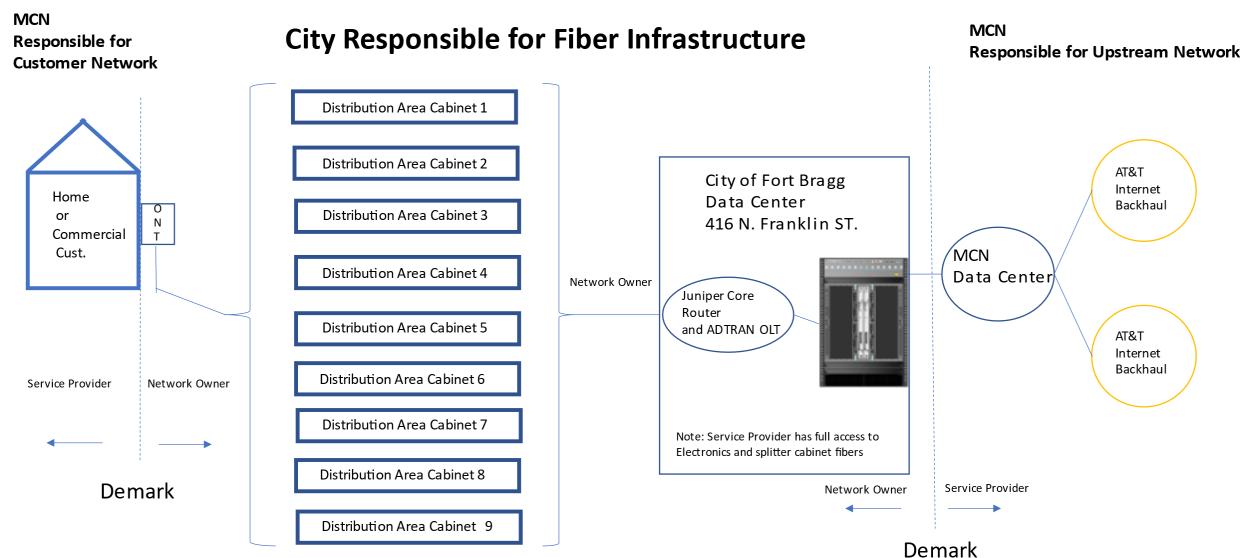


## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

The Fort Bragg specific network architecture is based upon the same design concepts found in existing, larger city designs. Below is the proposed network architecture and design for the City of Fort Bragg. This architecture is easily expanded for future growth of the city. See Figure 2 City of Fort Bragg Network Architecture. You will note the separation of responsibilities between the city and MCN. A responsibility matrix has been discussed between MCN and the city with agreed upon demark locations.

*Figure 2: City of Fort Bragg Network Architecture*

### City of Fort Bragg - Network Architecture



## PROJECT DESCRIPTION

### DESKTOP MANAGEMENT AND DESIGN, COST, AND DEPLOYMENT SCHEDULE

**Management and Design:** CSC collaborated with vendor community to perform a desktop design to arrive at estimates, as part of the ***City of Fort Bragg Infrastructure Plan: 2021-2025***,

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

**CSC** also collaborated with MCN as they are targeted to become the service provider; service provider must have a say in the design so they can efficiently operate and provide the levels of service they provide.

**Estimated Cost:** The City of Fort Bragg project is estimated to cost **\$12,156,845** to implement. The capital expenses are defined as: 1) detailed engineering, 2) last-mile distribution system, 2) electronics, 3) fiber to the premise drops, and 4) project management. It is recommended the city (infrastructure owner) build the electronics and last-mile distribution and then have MCN turn up service, while fiber to the home drops can be deployed when request for service activation occurs. The total cost breakdown for 100% of the locations is as follows: last-mile distribution - **\$6,980,475**, electronics and data center equipment preparation - **\$738,123** fiber to the premise drops - **\$4,082,478**, and project management - **\$355,769**.

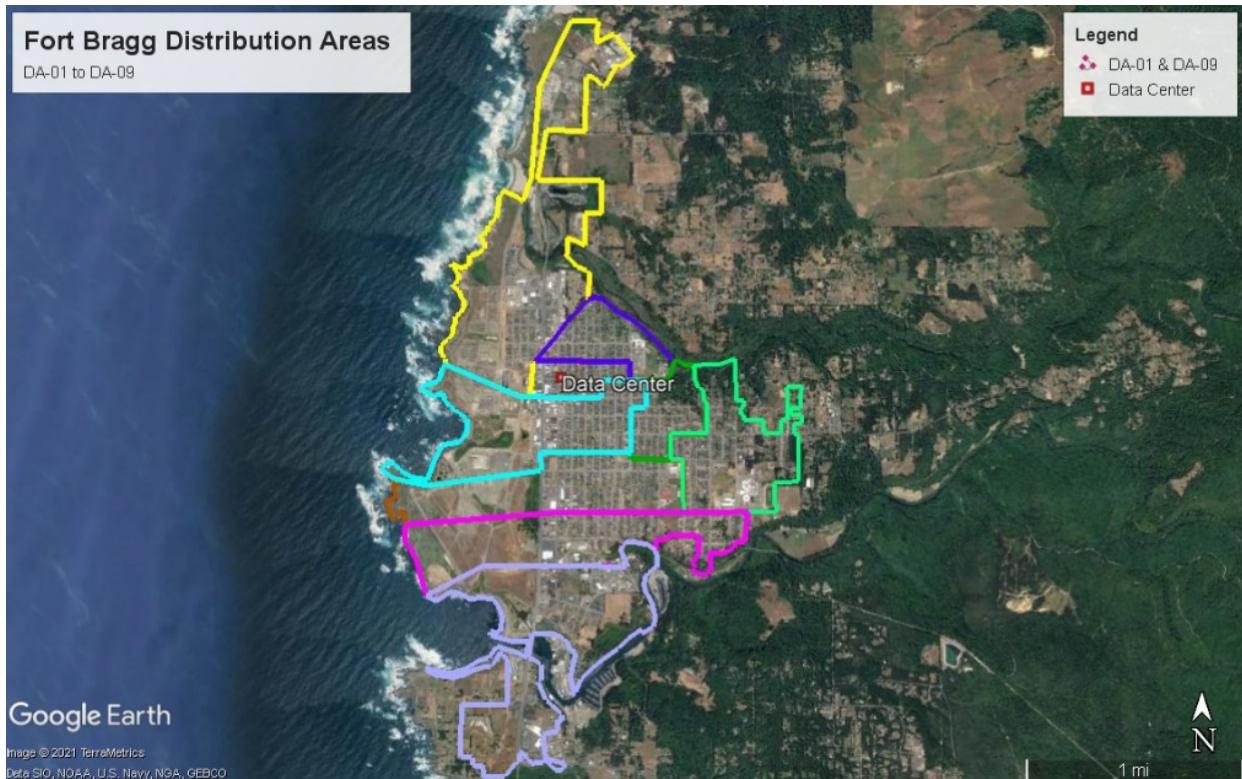
**Deployment Schedule:** The build out schedule is dependent upon a few factors of which some, but not all, are the results from detailed engineering, material availability, construction crew availability, permits, and weather. Expect timing to be determined based upon funding availability from the city. Construction work should follow an “inside-out” strategy, working from downtown area (data center) towards the outlying areas, and based upon construction crew productivity. As segments are completed, crews will focus on “optical fiber cable drops” to the homes, businesses, and anchor institutions. A separate “drops crew” will follow “construction crew” installing drops from distribution cables, and a separate crew provided by MCN completing premise wiring and turning-up service; this service activation process is dependent upon and managed through the service activation process. Due to size of this project, expect to complete electronics/data center, and last-mile distribution system in 20 weeks, while drops will be an ongoing process until all premises are connected. The deployment schedule assumed a start date of June 2022 and a completion date of June 2025 or a total of 36 months from start to finish, including the time to process all necessary permits.

## DESIGN AND BUILD METHODOLOGY

The methodology used by the team was to first gather pertinent information, such as number of residence and business location counts, city limit boundary, street maps, location of main electronics hub (data center), and type of network to be designed (XGS-PON with 32:1 split) for the Outside Plant (OSP) portion. This data was then placed into Google Earth Pro, the design tool used to derive footages. Design engineers then broke the city into manageable and technically feasible parts, titled distribution areas (DA's), see Figure 3.

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

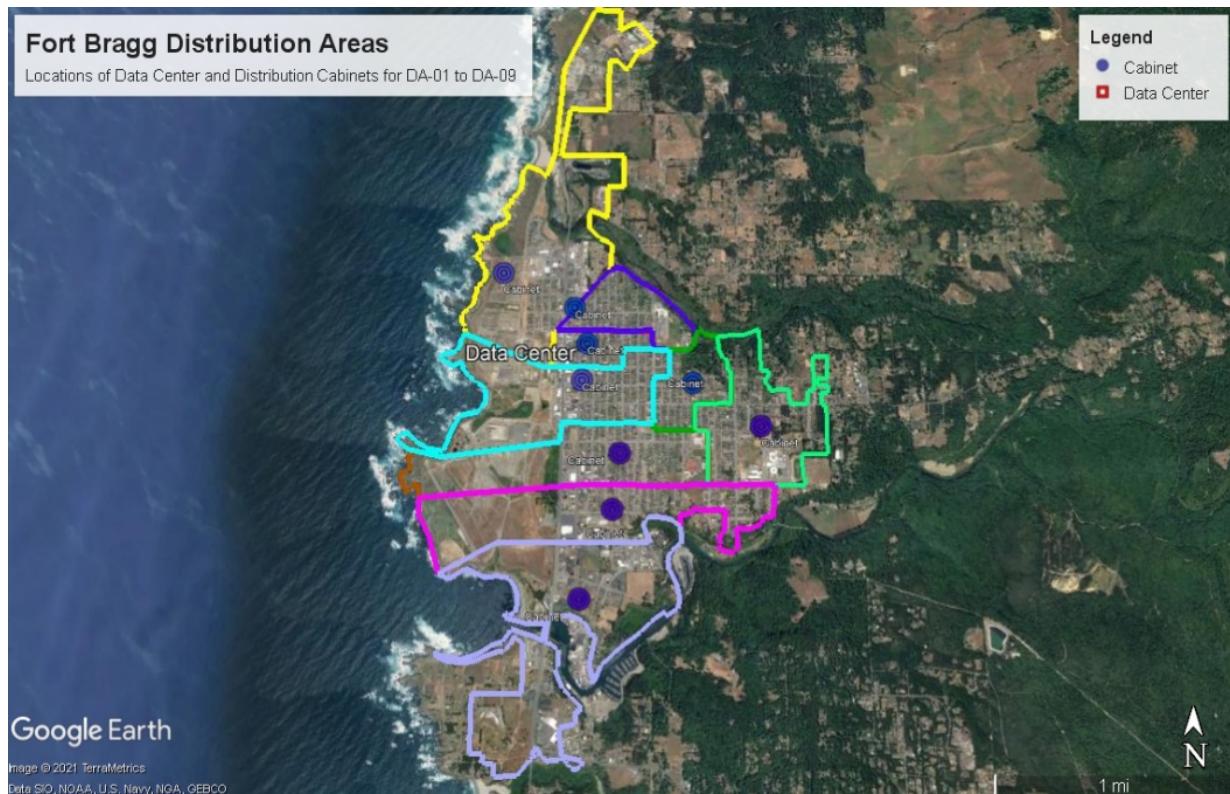
Figure 3 – City of Fort Bragg Distribution Areas



In total nine passive cabinets would be placed in each of the DA's. These nine DA cabinets sized for potential 864 customers each to facilitate future growth, will have a conduit and fiber back to the Data Center, and will house the 32:1 splitter tray's (1 fiber for every 32 customers) that connect individual locations (res/bus). See Figure 4 – Fort Bragg Distribution Areas and Cabinets.

Figure 4 – City of Fort Bragg Distribution Areas and Cabinets

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)



Once the main design criteria were established, the team designed conduit layout down many of the streets/alleys ensuring ability to serve structures from either side of the street, or via the alley. Cable sizes and footages were factored into the design, as were fiber subscriber terminals (FST), splice locations, and tether locations. From FST a drop conduit and fiber were designed to each structure, see Figure 5 - Sample of Fort Bragg Design. This effort completes the optical lighted path from the DC to each structure.

*Figure 5 – City of Fort Bragg Distribution Area Design Sample*

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## OSP DESIGN RESULTS

## DESIGN AND DISTRIBUTION AREAS:

The results of the design are listed in the following tables. The design results reveal total number of passive cabinets and their location, footage for conduit and fiber, which include an additional 10% for extra conduit and cable to address the unforeseen and provide fiber cable slack needed for restoration in the event of cable cuts. If a cable is severed, normally through heavy equipment damage, the slack loops allow technicians to pull slack from splice points and then re-splice cable. Additionally, the design included a list of known passive materials such as, passive cabinets, slice enclosures, hand-holes, splitters, fiber service terminals, drop wire and termination. In total the design identified 157,671.80 feet serving 2,654 structures. The structures include multi-business locations as well as Multi-Dwelling Units. Note the difference

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

between total address locations (potential customer counts) and structures (2,654) is a result of multiple service address at a single address. Once detailed engineering is completed expect to see a more accurate count of footage and material required. For the purpose of this high-level design the amounts should be considered as very accurate for this early phase of the project. See Table 1 – Distribution Areas and Cabinet Sizing and Location.

*Table 1 – Distribution Area and Cabinet Sizing, and Location Per DA*

<b>Distribution Area and Cabinet Sizing and Location Per DA</b>		
<b>Distribution Area Design</b>	<b>Passings</b>	<b>Cabinet Location (V&amp;H Coordinants)</b>
DA-01	299	39.451748, -123.805705
DA-02	240	39.445609, -123.803831
DA-03	223	39.448146, -123.805130
DA-04	375	39.443062, -123.804286
DA-05	257	39.442897, -123.794394
DA-06	380	39.438152, -123.800944
DA-07	359	39.439956, -123.788732
DA-08	342	39.434479, -123.801572
DA-09	179	39.428814, -123.804295
<b>Totals</b>	<b>2,654</b>	

### CONDUIT FOOTAGE:

City of Fort Bragg conduit footage includes the lengths required to place the base infrastructure which includes conduit down streets and alleys, as well as crossings necessary to jump from one side of the street to the other. In total, conduit necessary to complete the design is 157,671.80 feet. The design calls for two 2.5-inch conduits for base infrastructure completion of this project, and a third 2.5-inch conduit for future unknown needs. The unknown needs could be for city needs, as well as wholesale revenue opportunities in the event of regulatory changes requiring city to open its network to other providers, this should be considered as a future revenue stream, but not contemplated in this model. Placing additional conduit provides for the city to preserve surface streets by avoiding disruption to street infrastructure at a later date. See Table 2 – City of Fort Bragg Conduit Footage.

*See Table 2 – City of Fort Bragg Conduit Footage*

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

City of Fort Bragg Conduit Footage						
AREA	PARCEL	CENTERLINE	CROSSING	Total Route Footage	% Adjustment for Vertical Drill & Excess	Overall Estimated Fiber Route Footage
DA 01	299	18,498	1,595	20,093	10%	22,102.30
DA 02	240	6,929	869	7,798	10%	8,577.80
DA 03	223	12,185	1,694	13,879	10%	15,266.90
DA 04	375	10,998	1,808	12,806	10%	14,086.60
DA 05	257	10,224	878	11,102	10%	12,212.20
DA 06	380	15,797	1,094	16,891	10%	18,580.10
DA 07	359	20,209	1,102	21,311	10%	23,442.10
DA 08	342	19,654	884	20,538	10%	22,591.80
DA 09	179	18,136	784	18,920	10%	20,812.00
<b>Total</b>	<b>2,654</b>	<b>132,630</b>	<b>10,708</b>	<b>143,338</b>		<b>157,671.80</b>

### PASSIVE MATERIALS:

During the placement of conduit there is five different types of passive material placed that complete the infrastructure, they are: 1) Passive Cabinets, 2) Main Service Terminals/Fiber Service Terminals, 3) Hand-Holes, 4) Splice Cases, and 5) Tethers. Hand-Holes are used to connect each structure (home or business location) with the main conduit/fiber infrastructure, typically from 1-4 connections per Hand-Hole. A Tether is the section of cable that do not having physical splice. See Table 3 – City of Fort Bragg Passive Material and Counts.

*Table 3 – City of Fort Bragg Passive Material and Counts*

City of Fort Bragg Passive Materials and Counts						
DA NO.	CABINET LOCATION	PST/CABINET	MST/FST	HH COUNT	SPlice	TETHER
DA1	39.451748, -123.805705	864 CABINET	74	123	6	4
DA2	39.445609, -123.803831	864 CABINET	49	86	2	6
DA3	39.448146, -123.805130	864 CABINET	80	144	5	8
DA4	39.443062, -123.804286	864 CABINET	86	176	4	9
DA5	39.442897, -123.794394	864 CABINET	86	147	2	10
DA6	39.438152, -123.800944	864 CABINET	115	217	4	10
DA7	39.439956, -123.788732	864 CABINET	115	203	7	13
DA8	39.434479, -123.801572	864 CABINET	90	173	4	7
DA9	39.428814, -123.804295	864 CABINET	35	79	4	7
		<b>Totals</b>	<b>730</b>	<b>1348</b>	<b>38</b>	<b>74</b>

## FIBER SIZES:

Once conduit and other passive material is installed, fiber will be pulled into conduit. There are seven different sizes of cable ranging from 24 fiber count to 432 fiber count totaling 157,671.80 feet. All fiber is loose tube, cut to size. As with conduit, the fiber has a 10% increase to facilitate the unforeseen and provide for slack loops for future growth and maintenance issues. See Table 4 – City of Fort Bragg Fiber Size and Length.

*Table 4 – City of Fort Bragg Fiber Size and Length*

City of Fort Bragg Fiber Size and Length			
Fiber Cable Size	Fiber Cable Footage	% Adjustment for Slack	Overall Estimated Fiber Route Footage
24 Fiber	38,937	10%	42,830.70
48 Fiber	19,795	10%	21,774.50
72 Fiber	28,050	10%	30,855.00
144 Fiber	23,373	10%	25,710.30
216 Fiber	20,171	10%	22,188.10
288 Fiber	10,406	10%	11,446.60
432 Fiber	2,606	10%	2,866.60
<b>Total Ft.</b>	<b>143,338</b>		<b>157,671.80</b>

The total estimate for the outside plant infrastructure, which includes detailed engineering labor, construction material, and construction labor cost totals \$6,980,474.53; \$44.27 per foot/\$2630.17 per 2654 passing's. The breakdown of labor and material cost is depicted in Table 5 - Outside Plant Infrastructure Estimate below.

*Table 5 Outside Plant Infrastructure estimate*

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Fort Bragg Last-Mile FTTH Network Design-Build Cost Estimate	OSP Network Engineering Labor Cost	OSP Network Construction Material Cost	OSP Network Construction Labor Cost	Overall OSP FTTP Network Engineering & Construction Cost
<b>Total</b>	\$ 260,158.47	\$1,087,892.22	\$ 5,632,424.84	<b>\$ 6,980,475.53</b>
<b>Avg Cost / Foot</b>	1.65	\$ 6.90	\$ 35.72	<b>\$ 44.27</b>
<b>Avg Cost / Passing</b>	\$ 98.03	\$ 409.91	\$ 2,122.24	<b>\$ 2,630.17</b>

## ELECTRONICS DESIGN

The electronics design incorporates three functions: 1) Core Routing, 2) Optical Line Termination (OLT), and 3) Optical Network Termination (ONT). Each of these functions provide the lighted path from the end-user to the Internet.

### CORE ROUTING:

For this design, the team has specified Juniper core electronics equipment. Juniper has several product lines and is a leader in core electronics space within the industry. The function of the core router is to take the aggregated signal from the OLT, provide IP addresses, and broadband gateway protocol (BGP), which allows for signals to be divided to one or more backhaul providers. Typically, BGP used to separate traffic to save backhaul by peering with Netflix, Amazon, Google. MCN has many years of experience using this product line has they currently use in their network and have approved the use of Juniper. See figure 6 for a view of the Juniper equipment.

*Figure 6 – Juniper Router*



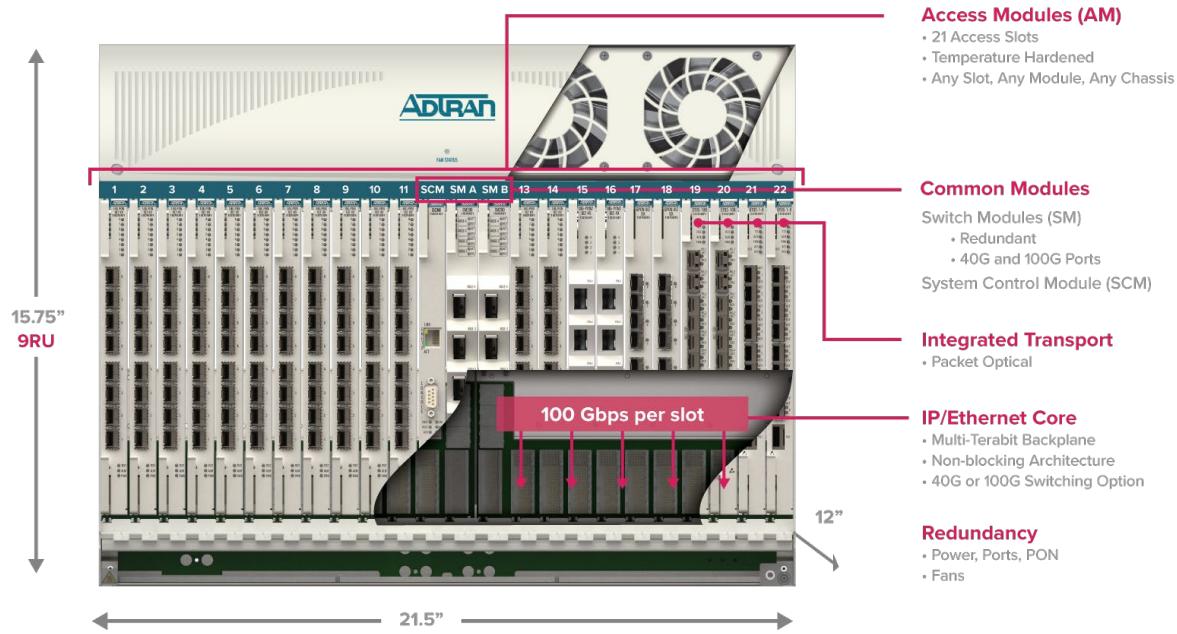
### OPTICAL LINE TERMINATION:

The team has specified ADTRAN TA-5000 equipment as the provider for Optical Line Termination (OLT). The OLT is the electronics that serve end-user by providing light from Data Center through the fiber to the end-user location. The OLT provides the light at a 32:1 split ratio at up to 10Gb/s speed per customer. The OLT also provides the service activation and port assignment for customer records and information systems. MCN has many years of experience

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

using this product line has they currently use in their network and have approved the use of ADTRAN. See Figure 7 for ADTRAN TA-5000 Equipment.

Figure 7 – ADTRAN TA-5000 Equipment



### OPTICAL NETWORK TERMINATION:

The team has specified ADTRAN ONT's to be used at the end-user location. These devices turn the light received from the OLT into electrical signals to be used in the home. The ONT's come in various types/styles and will be decided during detail engineering and negotiations with MCN. MCN will have responsibility to install the ONT during end-user installation. Some ONT's come equipped with built in residential gateway functionality, which provides Wi-Fi 6, the latest in-home wireless specification.

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Included below are both the indoor and outdoor versions of the ADTRAN ONT's and Residential Gateway's for Wi-Fi 6 throughout the home/business. See Figure 8 – Optical Network Terminal devices

*Figure 8 – Optical Network Terminals*



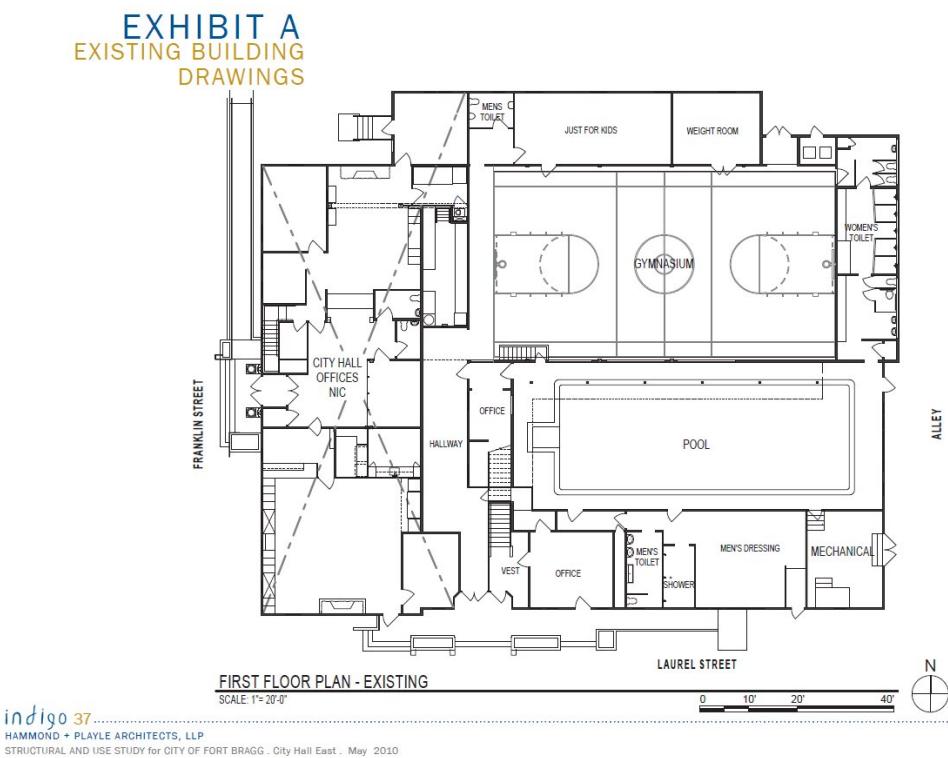
### DATA CENTER:

The data center will require remodeling to support the electronics equipment that provide the Internet service. The location contemplated is at 416 N. Franklin St. in the current women's restroom area. Remodeling will consist of removal of all plumbing, and restroom stalls. Once removed it is recommended this location be designed for level 4 earthquake bracing, which will include 2x6 boards anchored to the walls, with data center ironwork and equipment relay racks installed and adequately anchored to the floor. A 4-ohm or less ground bar will need to be connected to the building master ground bar (may already exist), and fire suppression equipment (not water sprinklers) will be installed. Lastly, there will be a need to install several conduit entrance paths to facilitate outside fiber cables, both distribution and backhaul

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

conduits. An electrical panel with breakers will be placed in the equipment room for A/C distribution. The existing backup generator is more than sufficient to provide power, it is recommended a transfer switch between main A/C and electronics power supply be installed. For the purpose of this study, we have estimated \$100,000.00 for the cost to remodel and prepare the data center for electronics and supporting equipment. Actual cost for the data center to be determined following detailed project engineering. See Figure 9 for proposed data center location at 416 Franklin Street.

*Figure 9 – Data Center Locations*



The total estimate for the core network, optical electronics, and data center totals \$738,122.57; The average cost per foot is \$6.54, \$257.73 per 4000 subs, and is depicted in Table 6 -Core Network, Optical Electronics, and Data Center Prep Estimate below.

*Table 6 - Core Network, Optical Electronics, and Data Center Prep Estimate*

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

<b>Fort Bragg Core Router Network, Data Center Prep, and OLT XGS-PON Network Design-Build Cost Estimate</b>	<b>ISP Juniper Core Router</b>	<b>ISP Data Center Prep</b>	<b>ISP OLT XGS-PON Ports &amp; Lasers</b>	<b>Overall ISP Core Router Network, Data Center Prep, and OLT XGS- PON Design- Build Estimate</b>
<b>Total</b>	\$ 457,806.40	\$ 280,316.17	\$ 292,797.99	<b>\$ 1,030,920.56</b>
<b>Avg Cost / Foot</b>	\$ 2.90	\$ 1.78	\$ 1.86	<b>\$ 6.54</b>
<b>Avg Cost / Passing</b>	\$ 114.45	\$ 70.08	\$ 73.20	<b>\$ 257.73</b>

### SUBSCRIBER ACQUISITION (DROPS AND CPE EQUIPMENT):

Material and labor costs for placement of double ended connectorized drop from MST port in Pedestal/Flower Pot to CPE Network Interface Drop (NID) via underground placement at depth greater than or equal to 12 inches and install through up to 4ft outdoor conduit to outdoor ONT (Outdoor Network Termination); conduit is used to protect fiber from yard tools. Drop includes 2 ft slack coil at each end, restoration of route path to at least previous condition. Includes up to 50ft placement under driveway, sidewalk, or other landscaping, concrete or asphalt surfaces. The total estimate for subscriber acquisition is \$3,789,680; \$24 per foot/\$947.42 per 4000 subs. See Table 7 -Subscriber Acquisition Cost Estimate.

*Table 7 - Subscriber Acquisition Cost Estimate*

<b>Fort Bragg Subscriber Acquisition Cost Estimate</b>	<b>Subscriber Acquisition Material Cost (Drop &amp; CPE)</b>	<b>Subscriber Acquisition Labor Cost (Drop &amp; CPE)</b>	<b>Overall Subscriber Acquisition (Drop and CPE) Overall Cost</b>
<b>Total</b>	2,309,680	\$ 1,480,000.00	\$ 3,789,680.00
<b>Avg Cost / Foot</b>	\$ 14.65	\$ 9.39	\$ 24.04
<b>Avg Cost / Passing</b>	\$ 577.42	\$ 370.00	\$ 947.42

## PROJECT MANAGEMENT:

A project of this size will require a project management office (PMO) to manage the undertaking. With that said, the city may have the existing resources to manage this project; extending the existing resources would be to your advantage as the people and processes exist, it is just a matter of adding workload to your city team. For the purpose of this analysis, we are including the cost of a separate PMO entity. The roles within this entity are project managers, construction inspectors, and accounting; typically, there is a legal component to this project, but we are assuming all contracts involved would be administered by current city staff.

Assumptions - PM hired full-time for 3 years; Inspectors and Accountants employees stay until completion of base infrastructure, 25 weeks estimated. Have extended 5 additional weeks to close-out initial base infrastructure paperwork, completion of drawings, and recording of

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

assets. At completion of base infrastructure, assumption is city can take over the day-to-day operation of overseeing drop and ONT installs (5.5 per day). The dollars for installs are in capital budget; as an option, you can pay MCN for this work, hire new city staff, or leverage existing staff. Would recommend city consider hiring the PM as a fulltime employee during the construction and to manage the MCN service provider contract; PM would be MCN's single point of contact within the city. See Table 8 - PMP Office.

*Table 8 - PMO Office*

PMO Office	Annual Salary	Hourly Rate	Weekly rate	Year 1 (25 weeks)	Year 2 (50 weeks)	Year 3 (50 weeks)	Total
Project Manager	\$ 100,000.00	\$ 48.08	\$ 1,923.08	\$ 48,076.92	\$ 96,153.85	\$ 96,153.85	\$ 240,384.62
Inspector 1	\$ 90,000.00	\$ 43.27	\$ 1,730.77	\$ 43,269.23			\$ 43,269.23
Inspector 2	\$ 90,000.00	\$ 43.27	\$ 1,730.77	\$ 43,269.23			\$ 43,269.23
Accounting	\$ 60,000.00	\$ 28.85	\$ 1,153.85	\$ 28,846.15			\$ 28,846.15
	<b>\$ 340,000.00</b>			<b>\$ 163,461.54</b>	<b>\$ 96,153.85</b>	<b>\$ 96,153.85</b>	<b>\$ 355,769.23</b>

### Total Fort Bragg Design and Build Estimate:

The total costs for the entire network infrastructure at 100% take rate (full utility model) which includes all three components for underground fiber/conduit and passive materials, Data Center prep, Core electronics, XGS-PON Optical Line Termination, Drops, and ONT is listed in Table 9.

*Table 9 – Total Network Cost*

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Fort Bragg Last-Mile FTTH Network Design-Build Estimated Cost	Overall OSP FTTP Network Engineering & Construction Estimated Cost	Overall ISP Core Router Network, Data Center Prep, and OLT XGS-PON Design-Build Estimated Cost	Overall Subscriber Acquisition (Drop and CPE) Overall Estimated Cost	Project Management Office (PMO) Estimated Cost	Overall Total Network Estimated Cost
<b>Total</b>	<b>\$ 6,980,475.53</b>	<b>\$ 1,030,920.56</b>	<b>\$ 3,789,680.00</b>	<b>\$ 355,769.23</b>	<b>\$12,156,845.32</b>
<b>Avg Cost / Foot</b>	<b>\$ 44.27</b>	<b>\$ 6.54</b>	<b>\$ 24.04</b>	<b>\$ 2.26</b>	<b>\$ 77.10</b>
<b>Avg Cost / Passing</b>	<b>\$ 2,630.17</b>	<b>\$ 257.73</b>	<b>\$ 947.42</b>	<b>\$ 88.94</b>	<b>\$ 3,039.21</b>

Table 10 below shows the annual spend for 100% take rate and includes FTTP infrastructure, electronics and data center, and drops/CPE. This would be the entire amount at 100% of city build.

*Table 10 – 3 Year Estimated Cost at 100% Take Rate*

Overall Total Network Cost	Overall Total Year 1 Estimated Costs	Overall Total Year 2 Estimated Costs	Overall Total Year 3 Estimated Costs
<b>\$12,156,845.32</b>	<b>\$ 9,630,391.98</b>	<b>\$ 1,263,226.67</b>	<b>\$1,263,226.67</b>
<b>\$ 77.10</b>			
<b>\$ 3,039.21</b>			

## CONSTRUCTION SCHEDULE

The construction schedule at this juncture should remain open until a final decision has been made as well as how much annually the city decides to spend on the infrastructure. For example, if the city wants to delay build over several years the schedule would be extended.

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

For the purpose of providing a timeline to the city on the amount of time it will take to build the base infrastructure, this study indicates 20 weeks using a two-crew approach; this approach is standard for most contractors. The timeline is based upon the number of available workdays in a week, number of crews, and the production footage per day in terms of feet of conduit/cable placed (800 ft.).

Other factors that impact the schedule are weather conditions, traffic control, material and labor availability. As a note to consider, under current economic conditions, material and labor are a concern, as is the amount of grant monies the current state and federal leaders are considering is enormous. Additionally, material and labor shortages are impacting telecommunications industry as a result of the pandemic and the mount of projects around the country. The recommendation is for the city to decide and then get into material/labor ques as soon as possible. The industry faced this challenge back in 2010 during the ARRA Projects, but quickly increased factory output and ended up being managed with slight project delays. See Table 10 – Construction Schedule (estimated).

*Table 10 – Construction Schedule (estimated)*

OSP Construction Schedule (estimated)				
Allowed Workdays Per Week	UG Production Per Crew Per Week	Qty of UG Crews	Overall Weekly UG Production	Estimated Construction Weeks
5	800	2	8000	20

## NETWORK OPERATOR/SERVICE PROVIDER DEFINED

MCN is being considered for the role of service provider. MCN has a long relationship with the City of Fort Bragg and surrounding areas. The Mendocino Community Network (MCN) is a business owned and operated by the Mendocino Unified School District. MCN mission is to provide high-quality Internet services to the school district, customers, and the communities they serve. MCN has been providing internet in the community for over 25 years. In the early

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

days MCN provided dialup to over 8000 customers in Mendocino County and across the country. Currently MCN offers DSL internet and POTS (plain old telephone service) service to over 1000 customers in Fort Bragg as well as Fixed Wireless and VOIP telephone services. MCN registers and hosts over 1000 domains, websites and more than 4000 email accounts. MCN currently has eight full time employees and one part time employee.

MCN was created from the school district to provide much needed Internet service to students. Since its beginning, MCN has significantly expanded service locations, and offers a wide range of services beyond basic Internet connectivity. MCN offers affordable speed and pricing tiers for Internet, and voice services.

During this analysis MCN, specifically Sage Stathe, who we consider fully qualified, was asked to participate with providing background information necessary to determine if they are a valuable resource to facilitate City digital infrastructure plan and rollout. Below is a list of inputs received from MCN:

- **Ability to scale resources** – MCN expects some incremental increases and will depend on the take rate, and speed of construction.
- **Detailed plan on service activation and service assurance functions** – MCN currently offers regular tech support during 9AM-6PM Monday through Friday. They have a technician on call 24-7 that can start trouble tickets, trouble shoot Internet and voice issues, and forward calls to secondary technical teams as needed. MCN an internal tracking system for monitoring orders, trouble tickets and dispatches. The Manager and Insider Operations Manager handle sales and marketing (technicians in the field are salespeople by association). MCN promotes via radio, newspaper, social media, MTA Bus Ad, Our website, and MCN Email Mailing List.
- **Backhaul** – MCN currently provides backhaul services to their existing customer, have plenty of experience to provide backhaul to city network.
- **Outside Plant Design (OSP) and Electronics Equipment** – MCN has agreed to the design criteria of a 32:1 fiber split, as well as using Juniper Routers with dual 40 Gbps uplinks, and ADTRAN T5000 Optical Line Terminal product configured with XGSPON (10 Gbps).
- **Data Center Location** - MCN has agreed to all electronic equipment to be located at city office at 416 N. Franklin St. MCN will require complete access to the network equipment provided by the city in order to serve customers.
- **IP Addresses** – MCN has a /32 of IPv6, more than sufficient for this project. MCN currently has a /20 IPv4 addresses and have adequate addresses to provide Network Address Translation (NAT) of public IP's and static IP's addresses for customers who request them

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

(currently using 86 static IP's in all of Fort Bragg). MCN does not have enough IPv4 to assign a public IP to every home; this would only come into play if we were designing and all active Ethernet network, of which we are not proposing this type of design.

- **MCN Service Offering** - Basic Internet at three speed/price tiers (to be negotiated), Video, and Voice services. MCN confirmed the ADTRAN ONT plus Wi-Fi 6 Wireless Gateway, four ethernet ports, with two Voice ports located at the home/business will support their offerings.
- **Inside Wire** – MCN will facilitate service activation/assurance from the ONT demark on the side of the home and will facilitate all in home/business wiring necessary to make operational. The city will be responsible for OSP fiber maintenance, underground fiber restoration, cable locates, and Data Center maintenance and utilities, of which some of these functions can be provided by MCN.

## PRO-FORMA

The pro-forma will identify three-line items for revenue: 1) Residential Fee, and 2) Commercial Fee, and Large Commercial Fee. As project evolves, there could be other forms of revenue such as MCN providing services to Cell Providers, and WISP's. In addition to the revenue, there will be expense line items for network infrastructure management; costs the city will incur as the network owner. Pro-forma also shows the capex required for the project and is identified into three parts parts: 1) initial infrastructure placement (fiber and electronics), 2) ongoing drop and CPE placement, and 3) electronics refresh in year 8 (electronics require a refresh every eight years). The city will need to decide if they want to deploy a 100% connectivity (utility model) to

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

every premise, or not; for the purpose of this study, we are showing a conservative 60% take rate.

It is up to the city to determine how they fund this network, this can be accomplished with cash, or debt thought the use of bonds, available grant funds (state and or federal), or combination of all three. The model shows an example of debt for your analysis. When the city moves forward, debt structure will need to be determined.

### REVENUE ASSUMPTIONS (60% TAKE RATE)

Revenue will be received from MCN who will provide city a per customer, per type of service fee for the use of the infrastructure. The amount of fee is to be agreed upon between city and MCN through negotiations process contemplating infrastructure cost, annual maintenance, and oversight cost. The result must balance both city and MCN's needs. For the city, you will require fee's that provides for an acceptable fee that covers all expenses, and debt at a minimum. MCN needs to be able to sustain their business with some level of profit. For the purpose of this analysis a monthly fee is as follows: 1) Residential \$50.00 for 1 Gbps, Small Commercial \$150.00 for 1 Gbps, and Large Commercial \$230.00 for 5-10 Gbps; all speed and price tiers to be determined between city and MCN.

**Annual revenue at steady state in year-4 is \$2,260,020**

### EXPENSE ASSUMPTIONS (60% TAKE RATE)

The city, as the network owner will have minimal OG's and operating expenses for the day-to-day business. The expenses will be consistent with the level of involvement the city desires. The city can choose to outsource much of the responsibility to MCN or others as desired. At a minimum the recommendation is to leverage existing staff to oversee the business. Since the actual service will be handled by MCN (service Provider), the city should have a broadband liaison to oversee monthly results both in through a service and financial audit process. Additionally, the recommendation is for the city to utilize existing staff and heavy equipment for infrastructure damage restoration.

The model contemplates COG's and Operating Expenses. There are four categories in COG's – 1) Electricity Cost for Data Center, 2) Cable Locates, 3) OSP Maintenance, and 4) Network Owner Broadband Manager. The assumption is to hire Project Manager during the build, while transitioning to the role of Network Owner Broadband Manager following initial build beginning in year four. Operating Expenses consist of two categories – 1) Internet Expense Savings, and 2) Professional Fees.

#### COGS:

- 1) Annual Electricity - \$6,000
- 2) Annual Cable Locates - \$7,200
- 3) Annual OSP Maintenance - \$12,000
- 4) Annual Network Owner Broadband Manager - \$120,000

**Annual COG's at steady state in year-5 is \$145,200**

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

### Operating Expense:

- 1) Annual Internet Savings – (\$6,000) Note: assumed city Internet/Telephone to be free
- 2) Annual Professional Fee's - \$12,000

**Gross Profit at steady state in year-5 is \$2,174,820**

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

### 10-YEAR INCOME STATEMENT:

CITY OF FORT BRAGG PRO FORMA INCOME STATEMENTS, ANNUAL 60% Take Rate Model		Y1	Y2	Y3	Y4	Y5	Y10
Revenue							
Fiber asset fee (speed and price tbd)	225,750	636,300	1,029,600	1,132,200	1,132,200	1,132,200	
Fiber asset fee (bus. speed and price tbd)	451,500	1,067,400	1,101,600	1,101,600	1,101,600	1,101,600	
10 Gbps (Large Businesses/gamers)	20,114	26,220	26,220	26,220	26,220	26,220	
- Static IP	-	-	-	-	-	-	
- Multi-Gig Routing	-	-	-	-	-	-	
- Whole Home Wi-Fi	-	-	-	-	-	-	
- Other	-	-	-	-	-	-	
Total Revenue	697,364	1,729,920	2,157,420	2,260,020	2,260,020	2,260,020	
Cost of Goods Sold							
- Telecommunications Backhaul	-	-	-	-	-	-	
- Net Fabric	-	-	-	-	-	-	
- Alianza VoIP	-	-	-	-	-	-	
- Electricity at 416 Franklin St.	6,000	6,000	6,000	6,000	6,000	6,000	
- Cable Locates	7,200	7,200	7,200	7,200	7,200	7,200	
- OSP Maintenance	12,000	12,000	12,000	12,000	12,000	12,000	
- Customer/Technical Support	-	-	-	-	-	-	
- Installation & Repair Technicians	-	-	-	-	-	-	
- Network Technicians	-	-	-	-	-	-	
Project Manager (first 3 years Capitalized)	-	-	-	60,000	120,000	120,000	
- Technician Vehicle Expense	-	-	-	-	-	-	
- Billing and Back Office Systems	-	-	-	-	-	-	
- Developer or Mineral Rights Fee	-	-	-	-	-	-	
Total Cost of Goods Sold	25,200	25,200	25,200	85,200	145,200	145,200	
Gross Profit	672,164	1,704,720	2,132,220	2,174,820	2,114,820	2,114,820	
Operating Expenses							
- Advertising and Promotion	-	-	-	-	-	-	
- Auto Expenses	-	-	-	-	-	-	
- Rent	-	-	-	-	-	-	
- Telephone	-	-	-	-	-	-	
- Internet (free svc. from MCN)	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)	
- Office Supplies	-	-	-	-	-	-	
- Professional Fees	12,000	12,000	12,000	12,000	12,000	12,000	
- Miscellaneous	-	-	-	-	-	-	
Total Expenses	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	
Operating Profit	732,164	1,764,720	2,192,220	2,234,820	2,174,820	2,174,820	
Interest	294,932	299,418	289,312	274,727	261,807	190,968	
Taxes	-	-	-	-	-	-	
Depreciation and Amortization	694,548	875,008	875,008	875,008	875,008	452,596	
- Subtotal	989,480	1,174,426	1,164,320	1,149,735	1,136,815	643,563	
Pre-tax Profit (Loss)	(257,316)	590,294	1,027,900	1,085,085	1,038,005	1,531,257	
EBITDA	732,164	1,764,720	2,192,220	2,234,820	2,174,820	2,174,820	

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

### 10-YEAR CASH FLOW STATEMENT:

CITY OF FORT BRAGG PRO FORMA CASH FLOW STATEMENTS, ANNUAL 60% Take Rate Model		Y1	Y2	Y3	Y4	Y5	Y10
Receipts							
- Collections	697,364	1,729,920	2,157,420	2,260,020	2,260,020	2,260,020	
- Investment	-	-	-	-	-	-	
- Loans	10,000,000	400,000	-	-	-	-	
Total Receipts	10,697,364	2,129,920	2,157,420	2,260,020	2,260,020	2,260,020	
Disbursements							
- Cost of Goods Sold	25,200	25,200	25,200	85,200	145,200	145,200	
- Advertising and Promotion	-	-	-	-	-	-	
- Auto Expenses	-	-	-	-	-	-	
- Rent	-	-	-	-	-	-	
- Telephone	-	-	-	-	-	-	
- Internet (free svc. from MCN)	(66,000)	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)
- Office Supplies	-	-	-	-	-	-	
- Professional Fees	11,000	12,000	12,000	12,000	12,000	12,000	12,000
- Miscellaneous	-	-	-	-	-	-	
- Franchise Taxes/Other Taxes	-	-	-	-	-	-	
- Interest	294,932	299,418	287,260	274,727	261,807	190,968	
- Principal Repayment	370,585	395,186	407,344	419,877	432,797	503,637	
- Capital Expenditures	9,630,392	1,263,223	-	-	-	-	
- Distributions	-	-	-	-	-	-	
- Working Capital	-	-	-	-	-	-	
Total Disbursements	10,266,109	1,923,027	659,804	719,804	779,804	779,804	
Net Cash Flow	431,254	206,893	1,497,616	1,540,216	1,480,216	1,480,216	
Beginning Balance	-	431,254	638,148	2,135,763	3,675,979	10,476,574	
Ending Balance	431,254	638,148	2,135,763	3,675,979	5,156,195	11,956,790	

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

### 10-YEAR BALANCE SHEET STATEMENT

CITY OF FORT BRAGG PRO FORMA BALANCE SHEET STATEMENTS, ANNUAL 60% Take Rate Model		Y1	Y2	Y3	Y4	Y5	Y10
Current Assets							
- Cash	431,254	638,148	2,135,763	3,675,979	5,156,195	11,956,790	
- Accounts Receivable	-	-	-	-	-	-	
- Prepads	-	-	-	-	-	-	
- Other Current Assets	-	-	-	-	-	-	
Total Current Assets	431,254	638,148	2,135,763	3,675,979	5,156,195	11,956,790	
Fixed Assets							
- Capital Equipment	9,630,392	10,893,615	10,893,615	10,893,615	10,893,615	11,494,099	
- Accumulated Depreciation	(694,548)	(1,569,555)	(2,444,563)	(3,319,571)	(4,194,579)	(7,482,843)	
Total Fixed Assets	8,935,844	9,324,059	8,449,051	7,574,043	6,699,035	4,011,256	
Total Assets	9,367,099	9,962,207	10,584,815	11,250,022	11,855,230	15,968,046	
Current Liabilities							
- Accounts Payable	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
- Line of Credit	-	-	-	-	-	-	
- Other Current Liabilities	-	-	-	-	-	-	
Total Current Liabilities	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
Long-Term Liabilities							
- Loans Payable	9,629,415	9,634,228	9,226,884	8,807,007	8,374,210	6,002,015	
Total Long-Term Liabilities	9,629,415	9,634,228	9,226,884	8,807,007	8,374,210	6,002,015	
Total Liabilities	9,624,415	9,629,228	9,221,884	8,802,007	8,369,210	5,997,015	
Equity							
- Paid-In Capital	-	-	-	-	-	-	
- Distributions	-	-	-	-	-	-	
- Retained Earnings	(257,316)	332,978	1,362,930	2,448,015	3,486,020	9,971,031	
Total Equity	(257,316)	332,978	1,362,930	2,448,015	3,486,020	9,971,031	
Liabilities + Equity	9,367,099	9,962,207	10,584,815	11,250,022	11,855,230	15,968,046	

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Thank you for the support and assistance we have received from individuals and entities across Fort Bragg in developing this project to further implement ***City of Fort Bragg Digital Infrastructure Plan: 2021-2025.***

## APPENDIX

### RECOMMENDED VENDORS TO USE FOLLOWING DECISION TO PROCEED:

Walker & Associates for electronics equipment, OSP material, data center Prep. Using a single vendor that supports the entire infrastructure is vital, if not you will have to establish vendor relationships with many different material providers.

ADTRAN is available through Walker & Associates, but suggest you establish a direct relationship so you can stay current on technologies, equipment hardware and software releases.; Walker & Associates will arrange for this automatically.

PalniES provided the OSP design and recommend you use them for the detailed design as this will save OSP detailed engineering charges as PalniES already has most of the design data. PalniES is a full service OSP design and engineering company capable of taking your project from cradle to grave.

### FUTURE TECHNOLOGIES

There are several new technologies available now to allow you to better serve Fort Bragg; this study provides the estimated cost of the infrastructure to place underground fiber and electronics throughout the city. When and if you progress with this project, I encourage you to look at some of these technologies in your initial deployment; they include the following:

New light pole technologies that allow for multiple uses, such as 5G/LTE, security cameras, digital signage, and several sensors (air quality, motion, soil)

Electrical vehicle charging stations will most likely be required by government between now and 2035 per mandates. Vehicle charging stations offer more than just a battery recharge, they are now SMART devices that enable credit card usage, marketing signage boards, wayfinding maps, and more.

Public Wi-Fi is another technology you should consider at all public gathering points (parks, sports fields, beaches, marinas). There are several manufacturers for public Wi-Fi equipment but recommend Juniper Mist product for its low cost, and ease of operation.

Venue Applications allows for the city or Chamber to better represent their members. A typical venue app is great for tourism as the app allows for wayfinding, on-line access to stores and restaurants, purchase theater tickets, and more.

Digital signage or smart boards are the latest in technology for historical downtown areas, parks, hiking trails, etc.... these digital signage boards not only provide vital information, but also serve as a revenue stream by selling marketing and advertising data collected from the

## FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

public. Typical digital signage boards are QR Code driven, meaning users can scan the board and take whatever information they obtained with them as they tour the area.

### RESPONSIBILITY MATRIX

The following responsibility matrix provides an example of how the city and MCN identify functions necessary to own and operate the network. As the project progresses, this matrix can provide the roadmap for negotiations between parties, which ultimately can be used in contractual agreements between city and MCN.

# FORT BRAGG DIGITAL INFRASTRUCTURE PLAN 2021-2025 (FTTP PROJECT)

Responsibility Matrix			
P = Primary   S = Secondary   X = Sole responsibility			
	City	MCN	Notes:
<b>Customer Care Center (Public Office)</b>			
Hire GM		X	City should participate
Hire support staff		X	
Service offering packages	S	P	City should participate to ensure constituents are satisfied politically
Process Flows	S	P	City should participate as some issues could involve infrastructure
Terms and Conditions Agreement for service	S	P	City should participate to ensure constituents are satisfied politically
Managing Deposits		X	
Billing intervals/mailing, messaging on bills		X	
Daily cash drawers		X	
Office Space		X	City should participate
Building Access/Alarms		X	
Dispatch	S	P	City to have a role for major infrastructure repair
Order Intervals - Scheduling	S	P	City may have a role for service activation/assurance
Bank accounts		X	
Deposits		X	
<b>OSP Operations</b>			
Service Installation	-	X	
Hiring Staff	-	X	
Vehicles	-	X	
Tool Tracking/Management system	S	P	City will purchase a fiber records management system, MCN to keep current
Technician cell phones, laptops, HH devices	-	X	
Fiber Splicing tools (Fusion Splicer, Cleaver, OTDR, Power Meter)	-	X	City may hire MCN to manage all splicing needs
Inventory Tracking Process	-	X	May involve city, discuss with MCN/ City; city should have limited cable/material on hand
Technician Training	-	X	
Technician time reporting	-	X	
Plant maintenance	P	S	This is all infrastructure related
Plant records keeping	-	-	need to discuss how to keep fiber strand inventory
Safety program for OSP/Construction	X	X	A high priority for both parties as they will jointly restore infrastructure
Technician time reporting	S	P	City to follow current processes
After hours technical support for OSP		X	
After hours call out process	S	P	City to be in loop in the event infrastructure is damaged
Cut UG cable construction support	P	S	City to use heavy equipment to expose damaged cable, MCN to restore service (splicing)
Underground Service Alert	P	S	City could hire MCN for this function
Test and turn-up	-	X	
QA Acceptance		X	
Records Retention	S	P	Line extention related, need to discuss
Circuit Assignment		X	
Provisioning	-	X	
Change Order Requests Process	S	P	May involve city, discuss with MCN/ City
Change Order Scope/Pricing	S	P	May involve city, discuss with MCN/ City
Change Order Approval	P	S	May involve city, discuss with MCN/ City
Facilities Moves (Road moves/widening, pole moves, pole replacements)	S	P	May involve city, discuss with MCN/ City
Service reporting	-	X	May involve city, discuss with MCN/ City
<b>Network Operations</b>			
<b>Network Assurance</b>			
Network Monitoring	-	X	
Capacity Management (Backhaul)	-	X	
Fault Isolation	S	P	
SLA Performance Tracking/Reporting	S	P	
Network Dispatch	-	X	
Network Repair (including the network side of the ONT)	-	X	Non Infrastructure related
<b>Service Assurance (Customer)</b>			
Service Monitoring	-	X	
Capacity Management for downstream Internet Connections		X	
Network Fault Isolation	-	X	
SLA Performance Tracking/Reporting	-	X	
Service Dispatch		X	
Service Repair	-	X	
End-user Repair (Home/MDU/Commercial)		X	
Tier 1 Help Desk/ Call center	-	X	
<b>Network Activation</b>			
Network Service Orders	-	X	
TAC Center	-	X	
Tier 2 Help Desk (Network Device Management)	-	X	
<b>Infrastructure Management</b>			
Utility Joint Pole Attachments	X		Should be all Underground; however, there may be line extenions, need to discuss
Cable Locating Association Admin	P	S	City may already be involved in utility locates and should be responsible for infrastructure
Outside Plant Break / fix	P	S	
Break / fix splicing	P	S	MCN could be hired for splicing since they already have capabilities
Fixed Wireless Tower Attachments	P	S	Need to discuss
<b>Data Center</b>			
Access Control	P	S	Need to discuss
Monitoring and Managing Environmentals	P	S	
Managed Security (Antivirus, Vulnerability Scans)	P	S	
*****Each item to be thoroughly discussed, agreed upon, then memorialized into a service agreement between the City and MCN*****			



CA MMBI Map, January 2026



# City of Fort Bragg

416 N Franklin Street  
Fort Bragg, CA 95437  
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## Text File

File Number: 26-46

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Resolution

**Agenda Number:** 8C.

Receive Report and Consider Adoption of Resolution Approving Contract Change Order No. 5 with A.B.S. Builders, Inc. for the Bainbridge Park Enhancement Project (City Project No. PWP-00096) and Authorizing City Manager to Execute Contract (Not to Exceed \$1,632,801.11); CEQA Exemptions 15301(d), 15303, 15304, and 15332



## CITY COUNCIL STAFF REPORT

**TO:** City Council

**DATE:** January 26, 2026

**DEPARTMENT:** Public Works

**PREPARED BY:** Chantell O'Neal, Assistant Director of Engineering

**PRESENTER:** Chantell O'Neal, Assistant Director of Engineering

**AGENDA TITLE:** Receive Report and Consider Adoption of Resolution Approving Contract Change Order No. 5 with A.B.S. Builders, Inc. for the Bainbridge Park Enhancement Project (City Project No. PWP-00096) and Authorizing City Manager to Execute Contract (Not to Exceed \$1,632,801.11); CEQA Exemptions 15301(d), 15303, 15304, and 15332

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### RECOMMENDATION

Approve Contract Change Order No. 5 (CCO-5) with A.B.S. Builders, Inc. for the Bainbridge Park Enhancement Project. The cumulative value of approved and proposed change orders exceeds 10% of the original contract amount, requiring City Council approval pursuant to Fort Bragg Municipal Code (FBMC) Section 3.20.060(G).

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### BACKGROUND

Construction of the Bainbridge Park Enhancement Project has progressed steadily since the contract award in April 2025. As with most large-scale park improvement projects, several refinements have been identified during construction that improve constructability, address field conditions, or respond to permitting requirements not known at the time of bid. These adjustments have been incorporated through a series of change orders, each evaluated for necessity, cost effectiveness, and alignment with project goals.

Construction remains fully funded through Proposition 68 State Parks Program grant, and all changes to date have supported the long-term functionality, safety, and quality of the park improvements.

### DISCUSSION AND ANALYSIS

Change orders are a routine and expected part of construction, particularly for complex projects involving multiple amenities, specialty installations, and coordination with permitting agencies. The change orders processed to date reflect positive opportunities identified during construction, differing site conditions, and refinements required to ensure long-term performance and compliance.

Examples include adjustments to pavilion features, improvements to accessibility elements, refinements to the soccer field layout, and modifications that enhance durability and user experience. In addition, Mendocino County Planning and Building required a structural plan set and geotechnical evaluation for the soccer court system before issuing final approval. While this requirement was not known to staff or the design team at the time of bid, the resulting redesign was the primary contributor to this change order. The redesign ensures the facility meets current safety and engineering standards. Changes to the Lumos contract for related materials testing and engineering support were approved by the City Council on January 12, 2026, as it related to their additional costs.

Change Order No. 5 includes additional work associated with soccer field curb and footing modifications, drinking fountain installation, underlayment adjustments, and restroom improvements. These refinements support the long-term functionality of the park and maintain consistency with the project's design intent.

With approval of Change Order No. 5, the cumulative order amount exceeds the City Manager's 10% approval authority under FBMC 3.20.060(G), requiring City Council authorization. The project remains within the available Proposition 68 grant budget.

#### **FISCAL IMPACT/FUNDING SOURCE**

The Bainbridge Park Enhancement Project is funded by the Proposition 68 State Parks Program grant. Approval of Change Order No. 5 increases the total construction contract to **\$1,632,801.11**, which remains within the project's approved grant allocation. No General Fund impact is anticipated.

#### **ENVIRONMENTAL ANALYSIS:**

The project was previously determined to be categorically exempt from CEQA under CEQA Guidelines Sections **15301(d), 15303, 15304, and 15332**. The changes made by this contract change order have been reviewed, and it has been determined that the change order does not alter the project in a manner that would result in new or substantially more severe significant impacts. Therefore, the approval of this change order and project remains categorically exempt.

#### **STRATEGIC PLAN/COUNCIL PRIORITIES/GENERAL PLAN CONSISTENCY**

The Bainbridge Park Enhancement Project supports:

- **Strategic Plan Goal 2** – Resilient infrastructure and well-maintained public facilities
- **Strategic Plan Goal 4** – Enhancement of public spaces and promotion of recreation

- **General Plan Policies OS-9.3, OS-9.3.1, OS-10, and OS-10.4**, which emphasize recreational facilities, teen recreation needs, interagency coordination, and public participation in park planning

## COMMUNITY OUTREACH

The project has undergone extensive community engagement since 2015, including:

- Bainbridge Park Master Plan workshops (2016)
- Pop-Up playground voting at Wiggly Giggly Park and Farmers Market
- January 10, 2024, Design Workshop hosted by Melton Design Group

Staff will continue providing updates via the [City's Project website](#), social media, and press releases.

## COMMITTEE AND COUNCIL HISTORIC REVIEW AND RECOMMENDATIONS

- At its regular meeting on July 22nd, 2019, Fort Bragg City Council authorized the Submittal of a Statewide Park Development and Community Revitalization Program Grant Application for Bainbridge Park Improvements. To view agenda information, click [HERE](#)
- At its regular meeting on March 28th, 2022, Fort Bragg City Council approved a budget amendment to direct funds to the Soccer Field Project. To view agenda information, click [HERE](#)
- At its regular meeting on March 28th, 2022, Fort Bragg City Council provided directions for funding for the replacement of Wiggly Giggly Playground equipment. To view agenda information, click [HERE](#)
- On April 26th, 2022, staff presented a Wiggly Giggly Playground update at the Community Development Committee. To view agenda information, click [HERE](#)
- At its regular meeting on February 13th, 2023, Fort Bragg City Council approved the purchase of new playground equipment and construction. To view agenda information, click [HERE](#)
- At its regular meeting on July 24th, 2023, Fort Bragg City Council approved the design scope of work for the Bainbridge park enhancement project. To view agenda information, click [HERE](#)
- At its regular meeting on September 11th, 2023, Fort Bragg City Council awarded the contract for design services to Melton Design Group. To view agenda information, click [HERE](#)
- On January 10th, 2024, the City and Melton Design Group hosted a public meeting seeking input for project design. To view the presentation from the public meeting, click [HERE](#)

- At its regular meeting on April 22nd, 2024, Fort Bragg City Council provided directions and approved conceptual designs. To view agenda information, click [HERE](#)
- On May 20th, 2024, staff presented pavilion stage options at the Public Works and Facilities Committee. To view agenda information, click [HERE](#)
- At its regular meeting on May 28th, 2024, Fort Bragg City Council approved final concept designs. To view agenda information, click [HERE](#)

**ALTERNATIVES:**

1. **Approve Change Order No. 5** (recommended).
  - Keeps the project on schedule and ensures necessary field adjustments are incorporated.
2. **Reject Change Order No. 5.**
  - Not recommended, as the work included in CCO-5 is required to complete the project to design intent and meet safety and operational standards.

**ATTACHMENTS:**

1. Resolution
2. Ex A Change Order No. 5 – A.B.S. Builders, Inc.
3. Project Cost Analysis Spreadsheet

**NOTIFICATION:**

1. A.B.S. Builders, Inc.

**RESOLUTION NO. \_\_\_\_\_-2026**

**APPROVING CONTRACT CHANGE ORDER NO. 5 WITH A.B.S. BUILDERS, INC. FOR THE BAINBRIDGE PARK ENHANCEMENT PROJECT (CITY PROJECT NO. PWP 00096) AND AUTHORIZING CITY MANAGER TO EXECUTE CONTRACT (NOT TO EXCEED \$1,632,801.11); CEQA EXEMPTIONS 15301(D), 15303, 15304, AND 15332**

**WHEREAS**, on April 28, 2025, the City Council awarded the construction contract for the Bainbridge Park Enhancement Project (City Project No. PWP-00096) to A.B.S. Builders, Inc. in the amount of \$1,444,572.65; and

**WHEREAS**, the project is funded by the Proposition 68 State Parks Program grant, for which the City received \$2,241,052; and

**WHEREAS**, during construction, several refinements and field-verified adjustments were identified that improve constructability, address differing site conditions, and ensure compliance with permitting requirements not known at the time of bid; and

**WHEREAS**, Contract Change Orders 1 through 4 were approved within the City Manager's authority under Fort Bragg Municipal Code (FBMC) Section 3.20.060(G); and

**WHEREAS**, Contract Change Order No. 5 includes additional work associated with soccer field curb and footing modifications, drinking fountain installation, underlayment adjustments, and restroom improvements; and

**WHEREAS**, approval of Contract Change Order No. 5 results in a cumulative contract increase exceeding ten percent (10%) of the original contract amount, requiring City Council approval pursuant to FBMC Section 3.20.060(G); and

**WHEREAS**, the revised total contract amount, inclusive of Change Order No. 5, is \$1,632,801.11 and remains within the project's approved Proposition 68 grant budget; and

**WHEREAS**, the project was previously determined to be categorically exempt from CEQA under CEQA Guidelines Sections 15301(d), 15303, 15304, and 15332. The changes made by this contract change order have been reviewed and it has been determined that the change order does not alter the project in a manner that would result in new or substantially more severe significant impacts. Therefore, approval of this change order does not trigger additional ceqa review and the project, inclusive of this change order, remains categorically exempt as set forth above.

**NOW, THEREFORE, BE IT RESOLVED** that the Recitals set forth above are true and correct and incorporated herein as findings.

**BE IT FURTHER RESOLVED** that the City Council of the City of Fort Bragg hereby approves Contract Change Order No. 5 with A.B.S. Builders, Inc. for the Bainbridge Park Enhancement Project.

**BE IT FURTHER RESOLVED** that the City Council authorizes the City Manager to execute Contract Change Order No. 5 and any related documents necessary to carry out the intent of this action, in an amount not to exceed a revised contract total of \$1,632,801.11.

**The above and foregoing Resolution was introduced by Councilmember \_\_\_\_\_, seconded by Councilmember \_\_\_\_\_, and passed and adopted at a regular meeting of the City Council of the City of Fort Bragg held on the 26<sup>th</sup> day of January, 2026, by the following vote:**

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**RECUSED:**

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**Jason Godeke  
Mayor**

**ATTEST:**

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**Diana Paoli  
City Clerk**

**CITY OF FORT BRAGG  
PUBLIC WORKS DEPARTMENT**

**CONTRACT CHANGE ORDER NO.5**

**PROJECT NAME:** Bainbridge Park Enhancement Project

**PO Number:** 13110

**CITY OF FORT BRAGG  
PUBLIC WORKS DEPARTMENT**  
416 N. Franklin Street  
Fort Bragg, CA 95437  
(707) 961-2823

Date of Issuance: 1/26/2026  
City's Project No.: PWP-00096

Contractor: A.B.S. Builders, Inc

Contract for: Bainbridge Park Enhancement Project

You are directed to proceed promptly with the following change(s):

Description: See Contractor Exhibits

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Purpose of Change Order: Soccer Field Curb & Footings, Drinking Fountain, underlayment, Replace Fiberglass Reinforced Plastic (FRP) on bathroom walls. Add an additional 35 working days for completion of soccer courts.

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**CHANGE IN CONTRACT PRICE**

Original Contract Price:  
\$1,444,622.65

Contract price prior to this Change Order:  
\$1,476,636.84

Net Increase or decrease in contract price:  
\$ 188,178.46

Net contract price with all Change Orders:  
\$1,632,801.11

**CHANGE IN CONTRACT TIME**

Original contract time:  
125 Working days

Contract time prior to this Change Order:  
151 Working days

Net increase or decrease in days:  
61 Working days

New contract time with all Change Orders:  
186 Working days

Upon execution by representatives authorized to bind the parties, this Change Order will become a part of the contract. The consideration specified in this Change Order (whether an adjustment of the contract price, an adjustment of time, and/or other consideration) is the full and sole compensation owed to the contractor as a result of the changes and issues described in this Change Order. Such consideration includes, but is not limited to, any and all direct and indirect costs incurred by the contractor as a result of the changes and issues described in this Change Order for any labor, equipment, materials, overhead (additional, extended, field and home office), profit, or time adjustments. By signing this Change Order the contractor waives and releases the owner from any and all claims for additional compensation concerning any of the changes and issues specified in this Change Order.

**CITY OF FORT BRAGG  
PUBLIC WORKS DEPARTMENT**

**CONTRACT CHANGE ORDER NO. 05**

**PROJECT NAME: Bainbridge Park Enhancement Project**

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**Approved:** We, the undersigned Contractor, have given careful consideration to the change proposed and hereby agree, if this proposal is approved, that we will provide all equipment, furnish all labor and materials, except as may be otherwise noted above, and will accept as full payment therefore, the prices above

By: Amy Schmidt , Contractor  
Date: \_\_\_\_\_  
Phone: 530-458-2299  
Email: [amy@absbuildersinc.com](mailto:amy@absbuildersinc.com)

**RECOMMENDED:**

\_\_\_\_\_  
Chantell O'Neal  
Project Manager  
[Coneal@fortbraggca.gov](mailto:Coneal@fortbraggca.gov)  
Date: \_\_\_\_\_

**APPROVED:**

\_\_\_\_\_  
John Smith  
Public Works Director  
[jsmith@fortbraggca.gov](mailto:jsmith@fortbraggca.gov)  
Date: \_\_\_\_\_

**APPROVED:**

\_\_\_\_\_  
Isaac Whippy  
City Manager  
[iwhippy@fortbraggca.gov](mailto:iwhippy@fortbraggca.gov)  
Date: \_\_\_\_\_

## PROPOSED CHANGE ORDER

Owner:	City of Fort Bragg
Project Manager	Chantell O'Neal
Contractor:	A.B.S. Builders, Inc.
Project:	Bainbridge Park Enhancement Project

A	B	C	D	E	F
Bid Item No.	Description	Contract Information			
		Item Quantity	Units	Unit Price (\$)	Value of Bid Item (\$)
SCOPE OF WORK:					
	Provide materials, labor, equipment, travel, lodging, and overhead for overexcavation work on soccer field footings. Soccer field footings failed to meet required compaction percentage so the special inspector/engineering team developed a scope of work to facilitate construction. Scope includes removal of forms, overexcavation to larger size dimension, installation of base rock, compaction, and re-installation of forms. This work is additional work to meet compaction in the footing area and is not inclusive of any work previously approved by Change Order 4. We request the contract extension through March 15, 2026 to accommodate for rain delays and additional work. Schedule is contingent upon subcontractor availability in the coming weeks and additional time request may be needed depending upon availability.				
40A	Soccer Field Curb & Footings	1.00	LS	\$117,283.12	117,283.12
	TOTAL CONCRACT Increase(Decrease)				117,283.12

## PROPOSED CHANGE ORDER

Owner:	City of Fort Bragg
Project Manager	Chantell O'Neal
Contractor:	A.B.S. Builders, Inc.
Project:	Bainbridge Park Enhancement Project

A	B	C	D	E	F
Bid Item No.	Description	Contract Information			
		Item Quantity	Units	Unit Price (\$)	Value of Bid Item (\$)
SCOPE OF WORK:					
Saw cut existing concrete, provide fountain waste pipe connection to existing sewer cleanout with 10% slope to sewer cleanout.					
49	Drinking Fountain	1.00	LS	\$2,775.00	2,775.00
SCOPE OF WORK:					
Remove existing and install new fiber reinforced panels in the two western restrooms at Bainbridge Park.					
38	Restroom Renovation	1.00	LS	\$6,895.00	6,895.00
SCOPE OF WORK:					
Increase pour in place to include rubberized cushion on the soccer field turn not shown on the original drawings.					
40C	Soccer Field Artificial Turf	1.00	LS	\$4,312.50	4,312.50
	TOTAL CONCRACT Increase(Decrease)				13,982.50

Phase	Consultant/ Contractor	Original Contract Amount	Current Amount	Change (%)	Description of changes
Design	MDG	\$ 246,500.00	\$ 249,750.00	1%	Design and Construction Project Support. Changes included adding playground inspection, impact testing, and report
Direct Procurement (soccer and pavilion)	MTJ, ParkPlanet, & Polyturf	\$ 252,165.65	\$ 259,866.92	3%	Direct purchase of key park features (stage, soccer court kit, turf, pavilion elements). Changes included adding more material and the Coastal Package
Small procurement (Sign, benches, Materials Testing	Paramount Sign & Wood Joint Studio	\$ 27,547.00	\$ 27,547.00	0%	New Bainbridge Park Sign and Custom benches in Wiggly Giggly. No Changes
	Lumos	\$ 46,700.00	\$ 60,873.00	30%	Geotechnical and structural engineering services, materials testing
Permits	Mendocino County Planning and Building	\$ 9,034.08	\$ 9,034.08	0%	Building and planning permits required for project approvals. No Changes
Construction	A.B.S. Builder	\$ 1,444,572.65	\$ 1,632,801.11	13%	Includes Contract Change Orders 1–5 (field refinements, accessibility, soccer court and pavilion improvements, restroom upgrades)
<b>Total Expenditure</b>			\$ 2,239,872.11		
<b>Grant Funds - Prop 68</b>			\$ 2,241,052.00		
<b>Remaining Grant Balance</b>			\$ 1,179.89		

Change Order Analysis	Description of Change	Amount	New Contract Total	Cumulative Change (%)
Contract	Original Amount	\$ 1,444,622.65	\$ 1,444,622.65	
CCO 1	Correct Bid Total Calculation	\$ (50.00)	\$ 1,444,572.65	0%
CCO2	Add-deduct Wiggly Giggly Changes	\$ 19,782.11	\$ 1,464,354.76	1%
CCO 3	Pavilion Railing at Ramp	\$ 12,282.08	\$ 1,476,636.84	2%
CCO 4	Seal Metal Roof on Pavilion and Additional Rebar and footing Soccer Soccer Field Curb & Footings, Drinking Fountain, underlayment, FRP in bathroom	\$ 24,898.65	\$ 1,501,535.49	4%
CCO 5		\$ 131,265.62	\$ 1,632,801.11	13%
<b>A.B.S. Builders Inc. Total Change Orders</b>		<b>\$ 188,178.46</b>	<b>\$ 1,632,801.11</b>	<b>13%</b>



# City of Fort Bragg

416 N Franklin Street  
Fort Bragg, CA 95437  
Phone: (707) 961-2823  
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## Text File

File Number: 26-42

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**Agenda Date:** 1/26/2026

**Version:** 1

**Status:** Business

**In Control:** City Council

**File Type:** Staff Report

**Agenda Number:** 8D.

Results of the Fort Bragg City Council Accepting the Results of the Ordinance 672 Salary Survey and Authorizing the City Manager to Execute Same and Adopt Changes to the City of Fort Bragg Salary Rate Compensation Plan

The approval of the resolution accepts the results of the Ordinance 672 Salary Survey and authorizes the City Manager to execute the same and adopt changes to the City of Fort Bragg Salary Rate Compensation Plan.



## CITY COUNCIL STAFF REPORT

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**TO:** City Council **DATE:** January 26, 2026

**DEPARTMENT:** Administration Department

**PREPARED BY:** Juli Mortensen, Human Resources Manager

**PRESENTER:** Juli Mortensen, Human Resources Manager

**AGENDA TITLE:** 2026 Ordinance 672 Salary Survey

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### RECOMMENDATION

Receive the annual Ordinance 672 Salary Survey. Approval to bring forward the recommended salary adjustments to the full City Council at the next available City Council meeting to be implemented retroactively to January 1, 2026.

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### BACKGROUND

Ordinance 672 establishes minimum standards of compensation, benefits, and salaries for members of the Police Department of the City of Fort Bragg. The purpose of the ordinance is to ensure the public health, safety, and welfare of the residents of the City of Fort Bragg by retaining competent, qualified, trained, and experienced law enforcement employees. To reach this goal, Ordinance 672 helps maintain compensation, salaries, and benefits that are competitive with those of other law enforcement agencies in the County of Mendocino, State of California, by requiring an annual salary survey.

Specifically, Ordinance 672 requires the City of Fort Bragg to conduct a salary survey on an annual basis to determine the existing monthly salaries of each classification of like or comparable agencies or ranks (including experience, education, and training) of the Police Departments of the City of Willits, the City of Ukiah, and the Mendocino County Sheriff's Department. It states that the average of the salaries for each of the comparable grades or ranks of the members of the respective comparable agencies (City of Willits, City of Ukiah, and Mendocino County Sheriff) shall be the minimum salaries of the City of Fort Bragg Police Department for the respective comparable grades or ranks that is effective each January 1<sup>st</sup>.

The Fort Bragg City Council approves all salary schedules, including classification titles and compensation rates, which comply with the California Public Employees' Retirement System (CALPERS) code requirement for a publicly adopted and posted salary schedule. To allow the Fort Bragg City Council to make an informed decision, this agenda summary report (staff

report) provides a summary of the process used for the salary survey. The methodology used for this year's survey follows that used for the 2025 Ordinance 672 Annual Salary Study.

Human Resources reached out to the City of Ukiah, the City of Willits, and the Mendocino County Sheriff to obtain their respective salary schedules, longevity pay, POST (Peace Officer Safety and Training), Education Incentive, and Uniform Allowance special pays.

Before discussing challenges, defining the terms used in the survey and historical information is helpful. PEPRA is a California Law that significantly altered how CalPERS calculates and applies retirement benefits for public employees hired on or after January 1, 2013. The change resulted in lower pension benefits for new CalPERS members due to changes in the calculation formula. The City's Police Department personnel are predominantly CalPERS Local Safety PEPRA (PEPRA stands for Public Employees' Pension Act) rather than CalPERS Local Safety Classic. The Employer Paid Member Contribution (EMPC) does not apply to Local Safety PEPRA employees. Since most of the City's law enforcement personnel are PEPRA, the contribution rates shown in the survey reflect PEPRA rates.

The Mendocino County Sheriff employees participate in the Mendocino County Employees Retirement Association (MCERA), while the City of Fort Bragg employees are enrolled in CalPERS. To effectively compare each agency's employer and employee contribution rates, it is important to match the appropriate MCERA categories with the corresponding CalPERS categories:

- MCERA Safety Three PEPRA: This category is equivalent to the CalPERS Local Safety PEPRA category.
- MCERA General Tier 4: This category aligns with the CalPERS Miscellaneous PEPRA category.

By comparing these equivalent categories, you can better understand and analyze the contribution rates for each agency's retirement programs.

There were challenges encountered during the information-gathering process. One challenge was obtaining the "Normal Cost + EMPC" for the Mendocino County Sheriff. CalPERS establishes an employer rate that a given agency must pay for each participating employee. The normal cost is an estimated percentage of salary based on the employee pool (age, salary, investment returns, etc.) and is determined by periodic actuarial valuations under state law. In the context of CalPERS and the MCERA valuations, "EMPC" stands for "Employer Paid Member Contribution." This refers to the portion of an employee's CalPERS/MCERA pension contribution paid by their employer, in addition to the standard employee contribution rate.

Human Resources contacted Mendocino County to obtain the MCERA employer and employee contributions and the Normal Cost + EMPC, as defined above. When doing so, the County provided the following contribution rates.

- 2023 Safety 3 PEPRA Employee contribution is 13.69%.
- 2023 Safety 3 PEPRA Employer contribution is 70.70%.
- 2023 General Tier 4 PEPRA Employee Contribution is 9.13%.
- 2023 General Tier 4 PEPRA Employer contribution is 32.98%.

The Safety 3 PEPRA category applies to all sworn peace officers. The General Tier 4 PEPRA category covers non-sworn personnel, including Community Services Officers and Police Recruits.

One factor contributing to the higher Mendocino County Employees Retirement Association (MCERA) employer contribution rate may be the inclusion of the County's unfunded actuarial accrued liability (UAAL) in its payment. UAAL represents the remaining amount needed to fund retirement benefits that employees have already earned through past service. This includes benefits for current retirees, active employees, and those entitled to deferred benefits as of the valuation date.

Human Resources reviewed MCERA valuation reports to ensure accuracy and consistency. The 2023 valuation reports were used because they are the most recent year in which all agencies completed their valuations. While some 2024 valuation reports were available on the CalPERS website at the time this report was prepared, they were not yet published for all agencies.

City Resolution 4953-2025, Section 1.3, states that the salary provisions of Initiative Measure D, Ordinance 672, adopted by voters in November 1986, recognize that Ordinance 672 is the policy document governing the salaries of the Police Chief and the Police Chief Executive POST classifications within Resolution 4953-2025. Mid-Management Resolution 4939-2025, Section 1.1, stipulates that Police Mid-Management Classifications' cost-of-living adjustments are governed by Ordinance 672, adopted by voters in November 1986. As a result, cost-of-living adjustments for the Police Chief, Police Chief – Executive POST, Police Captain, and Police Commander classifications are determined by the results of the annual Ordinance 672 salary survey and are to be effective January 1, 2026.

At this point, it is helpful to define statistical terms, the median (average), and the median. The average is calculated by adding all values together and dividing by the number of values. The median is the middle value when all values are listed in order from lowest to highest. If there is an even number of values, such as here, the median is the average of the two middle values.

#### Use of Average vs. Median in Salary Surveys

When conducting a salary survey with only four agencies, one could argue that the median is a better measure than the average (mean). The median is less influenced by outliers, so if one agency pays significantly more than the others, the average can be skewed. In

contrast, the median provides a more accurate reflection of a “typical” salary by minimizing the impact of extremes.

Using the average can make sense when agencies are similar in size, structure, and pay ranges. However, in this case, the City of Ukiah and the Mendocino County Sheriff’s Office are substantially larger agencies and generally have greater resources to pay higher salaries than smaller agencies such as the City of Willits and the City of Fort Bragg. This difference supports the argument for using the median rather than the average.

That said, Ordinance 672, Section 2, explicitly requires that the average salary be used for the survey. Therefore, while the median will be discussed for context, the average will govern any cost-of-living adjustments resulting from this salary survey.

## **DISCUSSION AND ANALYSIS**

The following assumptions were made while conducting the survey:

- Salary is based on 2080 hours in a year.
- The base classification is used so the appropriate premium pay, such as POST, can be applied.
- POST pay is based on Advanced POST.
- Education Incentive Pay is based on a master’s degree.
- Longevity is based on 20 years.
- PERS is based on PEPRA.
- Medical, dental, and vision are based on the most expensive plan at each agency at the Family Tier and reflect what each agency contributes towards the respective premium.

In addition to the above assumptions, a few points should be noted.

- The City of Ukiah’s Longevity Pay is a bit different than the other agencies as it is a one-time lump sum each year.
- The City of Ukiah’s Police Association contract expired on September 18, 2025. At the time of this survey, the City of Ukiah website did not have an updated memorandum of understanding posted.
- The medical, dental, and vision plans for the cities of Willits and Ukiah are REMIF plans.
- The City of Willits, as of December 2025, has not posted an updated Willits Police Association (WPOA) nor an updated compensation schedule reflecting FY 2025-2026 compensation due to delayed negotiations.
- The City of Fort Bragg, compensation schedule effective July 13, 2025, was used for the survey.
- The Police Commander classification is a new classification that was established in September 2025.

The following page shows the results for each classification included in the survey: Community Service Officer, Police Captain, Police Commander, Police Chief, Police Chief – Executive POST, Police Officer, Police Sergeant, and Special Investigator.

## Community Services Officer

Community Services Officer																					
City of Fort Bragg		Community Services Officer																			
Title: Community Service Officer		Analysis Date: Nov.. 2025																			
Survey Agency Comparable Classification Effective Date Top Step Monthly Salary Uniform Allowance POST Pay Educational Incentive Pay Longevity (%) Total Normal Cost + EPMC EE Contribution Wages + Pension Health Dental Vision Deferred Compensation Total Benefits Total Comp Rank																					
City of Ukiah	CSO (3056)	9/25/2025	\$6,000	\$83	N/A	\$0	\$292	16.20%	\$1,033	8.00%	-\$510	\$6,898	\$2,850	\$122	\$29	\$15	\$3,016	\$9,914	1		
City of Willits	CSO (49H)	7/1/2024	\$5,927	\$83	N/A	\$0	\$250	15.71%	\$984	7.75%	-\$485	\$6,759	\$2,662	\$143	\$18	\$0	\$2,844	\$9,603	3		
Mendocino County	CSOC (7055)	11/9/2025	\$5,162	\$100	N/A	\$0	\$310	32.98%	\$1,838	9.13%	-\$509	\$6,900	\$2,806	N/A	N/A	\$0	\$2,806	\$9,706	2		
City of Fort Bragg	CSO	7/1/2025	\$5,511	\$83	N/A	\$0	\$165	16.52%	\$952	8.25%	-\$475	\$6,236	\$2,682	\$115	\$18	\$0	\$2,815	\$9,052	4		
Median Variance from Median		\$5,927	-7.55%											\$6,898	-10.61%					\$9,706	-7.23%
Average Variance From Average		\$5,696	-3.36%											\$6,852	-9.88%					\$9,741	-7.62%

## Police Captain

Police Captain																					
City of Fort Bragg		Police Captain																			
Title: Police Captain		Analysis Date: Nov. 2025																			
Survey Agency Comparable Classification Effective Date Top Step Monthly Salary Uniform Allowance POST Pay Education al Incentive Pay Longevity (%) Total Normal Cost + EPMC EE Contribution Wages + Pension Health Dental Vision Deferred Compensation Total Benefits Total Comp Rank																					
City of Ukiah	Police Captain (3079)	9/28/2025	\$15,437	\$83	N/A	\$0	\$292	14.72%	\$2,327	14.50%	-\$2,293	\$15,846	\$2,850	\$122	\$29	\$0	\$3,000	\$18,847	2		
City of Willits	Police Captain	7/1/2024	N/A	\$0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	
Mendocino County	Sheriff's Captain (7050)	11/9/2025	\$14,357	\$83	N/A	\$2,010	\$1,077	70.70%	\$12,392	13.69%	-\$2,399	\$27,520	\$2,806	N/A	N/A	-\$431	\$2,375	\$29,895	1		
City of Fort Bragg	Police Captain	7/13/2025	\$15,369	\$83	N/A	\$0	\$0	27.74%	\$4,287	13.75%	-\$2,125	\$17,614	\$2,682	\$115	\$18	\$0	\$2,815	\$20,430	3		
Median Variance from Median		\$14,897	3.17%											\$21,683	-23.10%					\$24,371	-19.29%
Average Variance From Average		\$14,897	3.17%											\$21,683	-23.10%					\$24,371	-19.29%

## Police Commander

Police Commander																					
City of Fort Bragg		Police Commander																			
Title: Police Commander		Analysis Date: Nov. 2025																			
Survey Agency Comparable Classification Effective Date Top Step Monthly Salary Uniform Allowance POST Pay Education al Incentive Pay Longevity (%) Total Normal Cost + EPMC EE Contribution Wages + Pension Health Dental Vision Deferred Compensation Total Benefits Total Comp Rank																					
City of Ukiah	Police Lieutenant (3078)	9/28/2025	\$13,037	\$83	N/A	\$0	\$292	14.72%	\$1,974	14.50%	-\$1,945	\$13,441	\$2,850	\$122	\$29	\$0	\$3,000	\$16,441	2		
City of Willits	Police Captain	7/1/2024	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	
Mendocino County	Sheriff's Lieutenant (7051)	11/9/2025	\$12,462	\$83	N/A	\$1,747	\$936	70.70%	\$10,781	13.69%	-\$2,088	\$23,942	\$2,806	N/A	N/A	-\$374	\$3,180	\$27,122	1		
City of Fort Bragg	Police Captain	7/13/2025	\$13,464	\$83	N/A	\$0	\$0	27.74%	\$3,758	13.75%	-\$1,863	\$15,443	\$2,682	\$115	\$18	\$0	\$2,815	\$18,258	3		
Median Variance from Median		\$12,759	5.52%											\$18,691	-21.04%					\$21,782	-19.30%
Average Variance From Average		\$12,759	5.52%											\$18,691	-21.04%					\$21,782	-19.30%

## Police Chief



City of Fort Bragg  
Title: Police Chief  
Analysis Date: Nov. 2025

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Total Normal Cost + EE Contribution						Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank		
				Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity (%)	(\$)	(%)										
City of Ukiah	Police Chief (3570)	9/28/2025	\$16,772	\$83	N/A	\$0	\$292	14.72%	\$2,818	14.50%	-\$2,776	\$19,189	\$2,850	\$122	\$29	\$0	\$3,000	\$22,190	3
City of Willits	Police Chief (89E)	7/1/2024	\$14,898	\$83	N/A	\$0	\$250	27.29%	\$4,157	13.75%	-\$2,094	\$17,294	\$2,682	\$3,465	\$143	\$18	\$6,309	\$23,603	2
Mendocino County	Sheriff Coroner (7052)	11/9/2025	\$17,779	N/A	N/A	\$125	\$1,778	70.70%	\$13,915	13.69%	-\$2,694	\$30,903	\$2,806	N/A	N/A	\$711	\$3,517	\$34,420	1
City of Fort Bragg	Police Chief	7/13/2025	\$16,825	\$108	N/A	\$0	\$0	27.74%	\$4,697	13.75%	-\$2,328	\$19,303	\$2,682	\$115	\$18	\$0	\$2,815	\$22,118	4
Median Variance from Median				\$17,779								\$19,189						\$23,603	
Average Variance From Average				\$17,150								\$22,462						\$26,737	
				-5.67%								0.59%						-6.71%	
																		-20.89%	

## Police Chief – Executive POST



City of Fort Bragg  
Title: Police Chief - Executive POST  
Analysis Date: Nov. 2025

The comparable agencies do not have this classification.

The current compensation places a 5% increase over the Police Chief classification.

Recommendation is to use the Police Chief classification and add 5% to the compensation.

## Police Officer



City of Fort Bragg  
Title: Police Officer  
Analysis Date: Nov. 2025

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Total Normal Cost + EPMC EE Contribution						Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank		
				Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity (%)	(\$)	(%)										
City of Ukiah	Police Officer (3273)	9/28/2025	\$9,943	\$83	\$994	\$0	\$292	14.72%	\$1,665	14.50%	-\$1,640	\$11,338	\$2,850	\$122	\$29	\$0	\$3,000	\$14,338	3
City of Willits	Police Officer (59)	7/1/2024	\$7,627	\$83	\$763	\$0	\$250	27.29%	\$2,381	13.75%	-\$1,199	\$9,905	\$2,682	\$143	\$18	\$0	\$2,844	\$12,748	4
Mendocino County	Deputy Sheriff II (7204)	9/14/2025	\$8,795	\$100	\$879	\$440	\$528	70.70%	\$7,595	13.69%	-\$1,471	\$16,866	\$2,806	N/A	N/A	\$0	\$2,806	\$19,672	1
City of Fort Bragg	Police Officer	7/13/2025	\$8,987	\$100	\$899	\$0	\$270	27.74%	\$2,845	13.75%	-\$1,410	\$11,690	\$2,682	\$115	\$18	\$0	\$2,815	\$14,506	2
Median Variance from Median				\$8,891								\$14,278						\$17,089	
Average Variance From Average				\$8,789								\$12,703						\$15,586	
				-1.09%								25.94%						-19.18%	
																		-7.45%	

## Police Recruit

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity	Total Normal Cost +		EE Contribution	Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank		
								(%)	(\$)											
City of Ukiah	Police Officer-Step 0	9/28/2025	\$6,406	\$83	N/A	\$0	\$292	16.20%	\$1,098	8.00%	-\$542	\$7,337	\$2,850	\$122	\$29	\$15	\$3,016	\$10,353	1	
City of Willits	Police Recruit (	6/30/2024	\$5,200	N/A	N/A	N/A	N/A	15.71%	\$817	7.75%	-\$403	\$5,614	N/A	N/A	N/A	N/A	N/A	N/A	4	
Mendocino County	Deputy Sheriff-in-Training (7167)	11/5/2025	\$5,495	\$100	N/A	\$0	\$330	70.70%	\$4,189	13.69%	-\$811	\$9,302	\$2,806	N/A	N/A	\$0	\$2,806	\$12,108	2	
City of Fort Bragg	Police Recruit	7/13/2025	\$6,048	\$83	N/A	\$0	\$181	16.52%	\$1,043	8.25%	-\$521	\$6,834	\$2,682	\$115	\$18	\$0	\$2,815	\$9,650	3	
				Median Variance from Median	\$5,495	10.06%						\$7,337						\$11,230	-16.38%	
				Average Variance From Average	\$5,700	6.10%						\$7,418						\$11,230	-16.38%	

## Police Sergeant

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity	Total Normal Cost + EPMC		EE Contribution	Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Participates in Social Security	Total Comp	Rank	
								(%)	(\$)											
City of Ukiah	Police Sergeant(3177)	9/28/2025	\$12,133	\$83	\$607	\$243	\$292	14.72%	\$1,966	14.50%	-\$1,937	\$13,387	\$2,850	\$122	\$29	\$0	\$3,000	No	\$16,388	3
City of Willits	Police Sergeant (65)	7/1/2024	\$9,573	\$83	\$479	\$0	\$250	27.29%	\$2,834	13.75%	-\$1,428	\$11,791	\$2,682	\$143	\$18	\$0	\$2,844	?	\$14,635	4
Mendocino County	Sheriff's Sergeant (7131)	9/14/2025	\$10,733	\$100	\$1,073	\$537	\$644	70.70%	\$9,252	13.69%	-\$1,792	\$20,547	\$2,806	N/A	N/A	\$0	\$2,806	Yes	\$23,353	1
City of Fort Bragg	Police Sergeant	7/13/2025	\$11,043	\$100	\$552	\$0	\$331	27.74%	\$3,336	13.75%	-\$1,654	\$13,709	\$2,682	\$143	\$18	\$0	\$2,844	Yes	\$16,553	2
				Median Variance from Median	\$10,888	-1.45%						\$17,128						\$19,953	-21.76%	
				Average Variance From Average	\$10,813	2.13%						\$15,242						\$18,125	-9.50%	

## Special Investigator

City of Fort Bragg	Title: Special Investigator	Analysis Date: Nov. 2025	Special Investigator
			There are no comparable classifications at the comparable agencies.
			Past practice is to pay 5% the pay band for Police Officers.

## Base Salary Comparison

### Classifications Not Requiring Adjustment

The survey results show that the Police Captain, Police Commander, Police Officer, Police Recruit, and Police Sergeant classifications do not require adjustments. Each of these classifications will be discussed separately.

### Police Captain

The Police Captain classification received a combined 14.2% salary adjustment in 2024, resulting from the Ordinance 672 salary survey and the Mid-Management group's cost-of-living adjustment. Despite these increases, the classification remained significantly below market in the fall 2024 survey and subsequently received an additional 8.46% adjustment effective January 1, 2025, bringing the total increase to slightly over 22% within two years. Currently, the classification is 3.17% above both the median and average. Based strictly on the language of Ordinance 672, no salary adjustment is necessary.

### Police Commander

The Police Commander classification was established in September 2025 to allow the Police Captain to focus primarily on the Care Response Unit and Emergency Operations. This structure enables the Police Commander to provide enhanced oversight of the Patrol Division and manage other operational and administrative responsibilities within the Police Department.

The City of Willits does not have a comparable position. Based on the current survey, the Police Commander classification is 5.52% above the median and average salaries of the comparator agencies. Based strictly on base salary, no salary adjustment is recommended.

### Police Officer

In July 2025, the Police Officer classification received a 3% cost-of-living adjustment (COLA) in accordance with the Fort Bragg Police Association 2024–2028 Memorandum of Understanding.

As of the current survey, the classification is 1.09% below the median and 2.26% above the average. Based on the requirements of Ordinance 672, no additional adjustment is recommended at this time. It is important to note that two comparable agencies are currently negotiating successor labor agreements, which may affect future market alignment.

Additionally, most other employee groups received a 6% COLA in July 2025. This difference may raise internal equity concerns that warrant monitoring.

### Police Recruit

In January 2025, the Police Recruit position received a 13.39% increase based on last year's Ordinance 672 salary survey. The classification compensation is now 6.10% above the comparable agencies' average and 10.06% above the median. No salary adjustment is recommended at this time.

### Police Sergeant

The 2025 Ordinance 672 compensation survey did not identify a need for an additional adjustment for the Police Sergeant classification. As a result, in 2025, the Police Sergeant classification received only a 3% cost-of-living adjustment in July 2025, in accordance with the FBPA 2024–2028 Memorandum of Understanding.

Currently, this classification is 1.45% below the median and 2.13% above average.

Negotiations for successor Police Association agreements in the City of Willits and City of Ukiah may impact future comparisons. To address internal equity and reduce the likelihood of a larger adjustment in a future survey, the City may consider a 3% COLA, consistent with the approach discussed for the Police Officer classification. However, based on the language of Ordinance 672, no adjustment is required.

#### Special Investigator

The Special Investigator classification is compensated at a 5% premium above the Police Officer classification. None of the comparable agencies included in the survey maintains a classification that is directly comparable. Accordingly, the City has historically applied the same salary adjustments approved for the Police Officer classification to the Special Investigator classification to preserve the established pay differential.

#### Classifications Requiring Adjustment

The Community Services Officer, Police Chief, Police Commander, and the Police Chief – Executive POST classifications require adjustment. Each classification will be discussed below.

#### Community Services Officer

The Community Services Officer (CSO) is a non-sworn position that supports succession planning for sworn law enforcement roles. The classification is currently 3.36% below the average and 7.55% below the median. Based on these findings, the staff recommends a 3.36% salary adjustment to comply with Ordinance 672.

Historically, the Community Services Officer (CSO) position has served as a pathway to sworn roles, with several incumbents advancing to the police academy and becoming peace officers. While Ordinance 672 requires adjustments based solely on base salary alignment, considering a larger increase may help address internal equity concerns. These concerns stem from recent cost-of-living adjustments, including the 3% increase provided under the 2024–2028 Fort Bragg Police Association Memorandum of Understanding and the 6% adjustments granted to most non-Police Department classifications.

The table summarizing required adjustments reflects compliance with Ordinance 672 but does not address potential internal equity issues. These factors may warrant further review to ensure competitive compensation and maintain workforce stability.

#### Police Chief

The City maintains two classifications for the Police Chief position: Police Chief and Police Chief – Executive POST, with the latter including a 5% premium in the base salary. Only one Police Chief position is budgeted and filled at any given time. The previous Police Chief held an Executive POST certification issued by the California Commission on Peace Officer Standards and Training (POST), whereas the current Police Chief does not.

Based on the current survey, the Police Chief classification is 1.93% below the average and 5.67% below the median. In accordance with Ordinance 672, a 1.93% salary adjustment is appropriate. However, to maintain internal equity within the Executive Management group,

consideration could be given to a 6% adjustment for both classifications. This approach would preserve the established 5% differential between the two classifications.

As noted elsewhere, Ordinance 672 specifies that base salary is used to determine salary adjustments. Therefore, the recommended adjustment for the Police Chief classification is 1.93%.

### **Special Pays and Pension Comparison**

Ordinance 672 does not require inclusion of premium pay (Uniform Allowance, POST, Education Incentive, Longevity) or pensions in the annual compensation surveys. Historically, surveys have used only base salary. However, evaluating special pay and pension benefits provides a more accurate assessment of the City's competitiveness and informs recruitment and retention strategies. Including premium pay and pension benefits, all surveyed classifications remain below average, with variances ranging from 8.53% below average (Police Recruit) to 21.04% below average (Police Commander).

To improve competitiveness, the City may consider adjustments to premium pay and retirement-related benefits. Changes to CalPERS formulas are limited and would significantly increase OPEB liabilities. As an alternative, Human Resources is evaluating a Health Reimbursement Account (HRA) to assist employees with medical expenses in retirement, subject to plan design, administrative complexity, and fiscal impact.

### **Total Compensation Including Health & Deferred Compensation Benefits Comparison**

The compensation survey included health, dental, vision, and deferred compensation benefits to provide a comprehensive analysis of total compensation. Historically, the City has not compared these benefits across agencies; however, they can significantly influence recruitment and retention. While this analysis is not required to determine salary adjustments, it offers valuable context.

#### **Total Compensation Key Findings**

- All the classifications surveyed are below the market average.
- Community Services Officer: 7.62% below average.
- Police Captain: 19.29% below average.
- Police Commander: 19.30% below average.
- Police Chief: 20.89% below average.
- Non-exempt classifications: Community Services Officer (7.62% below), Police Officer (7.45% below), Police Recruit (16.38% below), Police Sergeant (9.50% below), average 10.24% below the average.
- Sworn management classifications as a whole average 19.83% below the average.
- The City ranks anywhere from second to fourth in the survey overall.
  - ✓ The Police Officer and Police Sergeant classifications rank second.
  - ✓ The Police Captain, Police Commander, and Police Recruit classifications

rank third.

- ✓ The City ranks fourth among comparable agencies for the Community Services Officer and Police Chief classifications.
- These results indicate the City may need to evaluate strategies to improve compensation and benefits for senior law enforcement positions to remain competitive.

### **Analysis Summary**

Overall, based solely on the survey results, the pay adjustment recommendations are listed in the table below, effective January 1, 2026.

<b>Classification</b>	<b>Pay Adjustment Recommendation</b>
Community Service Officer (CSO)	3.36%
Police Recruit	0%
Police Officer	0%
Police Sergeant	0%
Police Captain	0%
Police Commander	0%
Police Chief	1.93%
Police Chief – Executive POST	1.93%**
Special Investigator	0%*

\* The Special Investigator classification does not exist at the comparator agencies. This classification would receive five (5) percent above the Police Officer classification.

\*\* The Police Chief – Executive POST classification is five (5%) over the Police Chief classification.

### **RECOMMENDED ACTION:**

- Receive the Annual Ordinance 672 Salary Survey to be effective retroactive to January 1, 2026.
- Approve the above recommendations at the January 26, 2026, City Council meeting.

### **ALTERNATIVE ACTION(S):**

- Provide directions to staff regarding other recommendations.
- Not authorizing the above recommendations to go to the full City Council would result in the City not complying with Ordinance 672.

## **FISCAL IMPACT/FUNDING SOURCE**

When the City hires a Police Recruit, the classification typically applies only during Police Academy attendance, which is approximately six months. In contrast, Police Captain and Police Chief positions are year-round. For this fiscal analysis, the calculation includes the Police Chief classification, as the position is currently filled. The Police Chief – Executive POST classification is not included, as both classifications would not be held simultaneously.

Salary adjustment recommendations are proposed to be retroactive to January 1, 2026. Therefore, only the period from January 1 through June 30 of FY 2025/26 is considered. Based on these assumptions, the recommended base salary adjustments would increase the current fiscal year budget by **\$20,594.97**, funded from **Account 110-4200-0101 (Salaries & Wages, Regular)**.

## **ENVIRONMENTAL ANALYSIS**

With respect to the applicability of the California Environmental Quality Act (Public Resources Code Section 21000 et seq.) (“CEQA”). It is determined that the approval of the above recommendations does not have the potential for creating a significant effect on the environment and is therefore exempt from further review under CEQA pursuant to State CEQA Guidelines Section 15060(c)(3) because it is not a project as defined by the CEQA Guidelines Section 15378. Adoption of the above recommendations does not have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment.

## **STRATEGIC PLAN/COUNCIL PRIORITIES/GENERAL PLAN CONSISTENCY**

This is in alignment with Strategic Goal 6A, which specifically states, “Conduct an external compensation review every three years to benchmark the City’s performance against other comparable organizations to remain competitive.” The salary survey also complies with City Ordinance 672.

## **ALTERNATIVES**

- Provide direction to staff regarding the Council’s recommendations.
- If the recommended actions are not authorized for the next City Council meeting, implementation of salary adjustments—retroactive to January 1, 2026—would be delayed. Given the monthly schedule of Finance and Administration Committee

meetings, such a delay could place the City at risk of noncompliance with Ordinance 672.

It may also create potential conflict with Article 5.1 of the Memorandum of Understanding (MOU) between the City of Fort Bragg and the Fort Bragg Police Association (effective July 1, 2024, through June 30, 2028). Article 5.1 states:

*“The salary adjustments, if any, shall be implemented as soon as possible after January 1 of each year, and before January 31 unless there is a discrepancy between the City and the FBPA relative to the survey results. In these instances, the discrepancy shall be resolved, and the salary adjustments shall be implemented no later than February 28.”*

Although the classifications addressed in this report are not part of the FBPA, the City has historically adhered to this timeline for consistency and best practice.

## **ATTACHMENTS**

- Ordinance 672
- FBPOA Comp Survey Nov2024 – Top Step Combined.pdf
- Fort Bragg Police Association MOU Article 5.1

## **NOTIFICATION**

Padraic PJ Ferris, Fort Bragg Police Association President, [pferris@fortbraggca.gov](mailto:pferris@fortbraggca.gov)  
Rory Beak, Fort Bragg Police Association Vice President, [rbeak@fortbraggca.gov](mailto:rbeak@fortbraggca.gov)  
Anthony Welter, Fort Bragg Police Association Treasurer, [awelter@fortbraggca.gov](mailto:awelter@fortbraggca.gov)  
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Eric Swift, Police Chief, [eswift@fortbraggca.gov](mailto:eswift@fortbraggca.gov)  
Jonathan McLaughlin, Police Commander, [jmclaughlin@fortbraggca.gov](mailto:jmclaughlin@fortbraggca.gov)  
Thomas O’Neal, Police Captain, [toneal@fortbraggca.gov](mailto:toneal@fortbraggca.gov)

**RESOLUTION NO. \_\_\_\_-2026**

**RESOLUTION OF THE FORT BRAGG CITY COUNCIL ACCEPTING THE  
RESULTS OF ORDINANCE 672 SURVEY RESULTS AS REQUIRED BY  
ORDINANCE 672 AND AUTHORIZING THE CITY MANAGER TO EXECUTE  
SAME, ADOPTING CHANGES TO THE CITY OF FORT BRAGG SALARY  
RATE COMPENSATION PLAN, AND CONFIRMING THE PAY RATES AND  
RANGES FOR ALL CITY OF FORT BRAGG ESTABLISHED  
CLASSIFICATIONS**

**WHEREAS**, the voters adopted Ordinance 672 requiring an annual review of the compensation schedule for employees of the Fort Bragg Police Department; and

**WHEREAS**, the City has completed the study, reviewed and analyzed the data for salaries of comparable positions in the cities of Willits and Ukiah, and the Mendocino County Sheriff's Office as required by Ordinance 672 and attached hereto as Exhibit A; and

**WHEREAS**, the salary survey results and proposed salary increases were presented to the Fort Bragg Police Association (FBPA) for review and comment on January 7, 2026; and

**WHEREAS**, the City Council has reviewed the salary survey results, Exhibit A, as required by Ordinance 672; and

**WHEREAS**, the City Council has reviewed the City of Fort Bragg Master Salary Schedule (Exhibit B), which includes compensation adjustments for the classifications shown below; and

Classification	Pay Adjustment Recommendation
Community Service Officer (CSO)	3.36%
Police Chief	1.93%
Police Chief – Executive POST	1.93%**

**WHEREAS**, based on all the evidence presented, the City Council finds as follows:

1. Ordinance 672 has been implemented, and the requisite salary survey study has been prepared as required (Exhibit A).
2. The data analysis is presented as prescribed by Ordinance 672.
3. The Fort Bragg Police Association (FBPA) has reviewed and accepted the results of the annual salary as set forth below to be effective retroactive to January 1, 2026:

Classification	Pay Adjustment Recommendation
Community Service Officer (CSO)	3.36%
Police Recruit	0%
Police Officer	0%
Police Sergeant	0%
Police Captain	0%
Police Commander	0%
Police Chief	1.93%
Police Chief – Executive POST	1.93%**
Special Investigator	0%*

4. The additional funds required, **\$20,594.97**, are from Account 110-4200-0101 (Salaries & Wages, Regular) in the fiscal year 2025-26 budget to fund the compensation increases.
5. The City of Fort Bragg Master Salary Schedule has been updated as shown in Exhibit B

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of Fort Bragg does hereby accept the Salary Survey results as required by Ordinance 672, establishes the changes in the City of Fort Bragg Master Salary Compensation Schedule as set forth in Exhibit B to be funded from 110-4200-0101 (Salaries & Wages, Regular) in the amount of \$20,594.97.

**The above and foregoing Resolution was introduced by Councilmember \_\_\_\_\_, seconded by Councilmember \_\_\_\_\_, and passed and adopted at a regular meeting of the City Council of the City of Fort Bragg held on the 26th day of January, 2026, by the following vote:**

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**RECUSED:**

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**Jason Godeke  
Mayor**

**ATTEST:**

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**Diana Paoli  
City Clerk**



## CITY COUNCIL STAFF REPORT

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**TO:** City Council **DATE:** January 26, 2026

**DEPARTMENT:** Administration Department

**PREPARED BY:** Juli Mortensen, Human Resources Manager

**PRESENTER:** Juli Mortensen, Human Resources Manager

**AGENDA TITLE:** 2026 Ordinance 672 Salary Survey

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### RECOMMENDATION

Receive the annual Ordinance 672 Salary Survey. Approval to bring forward the recommended salary adjustments to the full City Council at the next available City Council meeting to be implemented retroactively to January 1, 2026.

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### BACKGROUND

Ordinance 672 establishes minimum standards of compensation, benefits, and salaries for members of the Police Department of the City of Fort Bragg. The purpose of the ordinance is to ensure the public health, safety, and welfare of the residents of the City of Fort Bragg by retaining competent, qualified, trained, and experienced law enforcement employees. To reach this goal, Ordinance 672 helps maintain compensation, salaries, and benefits that are competitive with those of other law enforcement agencies in the County of Mendocino, State of California, by requiring an annual salary survey.

Specifically, Ordinance 672 requires the City of Fort Bragg to conduct a salary survey on an annual basis to determine the existing monthly salaries of each classification of like or comparable agencies or ranks (including experience, education, and training) of the Police Departments of the City of Willits, the City of Ukiah, and the Mendocino County Sheriff's Department. It states that the average of the salaries for each of the comparable grades or ranks of the members of the respective comparable agencies (City of Willits, City of Ukiah, and Mendocino County Sheriff) shall be the minimum salaries of the City of Fort Bragg Police Department for the respective comparable grades or ranks that is effective each January 1<sup>st</sup>.

The Fort Bragg City Council approves all salary schedules, including classification titles and compensation rates, which comply with the California Public Employees' Retirement System (CALPERS) code requirement for a publicly adopted and posted salary schedule. To allow the Fort Bragg City Council to make an informed decision, this agenda summary report (staff

report) provides a summary of the process used for the salary survey. The methodology used for this year's survey follows that used for the 2025 Ordinance 672 Annual Salary Study.

Human Resources reached out to the City of Ukiah, the City of Willits, and the Mendocino County Sheriff to obtain their respective salary schedules, longevity pay, POST (Peace Officer Safety and Training), Education Incentive, and Uniform Allowance special pays.

Before discussing challenges, defining the terms used in the survey and historical information is helpful. PEPRA is a California Law that significantly altered how CalPERS calculates and applies retirement benefits for public employees hired on or after January 1, 2013. The change resulted in lower pension benefits for new CalPERS members due to changes in the calculation formula. The City's Police Department personnel are predominantly CalPERS Local Safety PEPRA (PEPRA stands for Public Employees' Pension Act) rather than CalPERS Local Safety Classic. The Employer Paid Member Contribution (EMPC) does not apply to Local Safety PEPRA employees. Since most of the City's law enforcement personnel are PEPRA, the contribution rates shown in the survey reflect PEPRA rates.

The Mendocino County Sheriff employees participate in the Mendocino County Employees Retirement Association (MCERA), while the City of Fort Bragg employees are enrolled in CalPERS. To effectively compare each agency's employer and employee contribution rates, it is important to match the appropriate MCERA categories with the corresponding CalPERS categories:

- MCERA Safety Three PEPRA: This category is equivalent to the CalPERS Local Safety PEPRA category.
- MCERA General Tier 4: This category aligns with the CalPERS Miscellaneous PEPRA category.

By comparing these equivalent categories, you can better understand and analyze the contribution rates for each agency's retirement programs.

There were challenges encountered during the information-gathering process. One challenge was obtaining the "Normal Cost + EMPC" for the Mendocino County Sheriff. CalPERS establishes an employer rate that a given agency must pay for each participating employee. The normal cost is an estimated percentage of salary based on the employee pool (age, salary, investment returns, etc.) and is determined by periodic actuarial valuations under state law. In the context of CalPERS and the MCERA valuations, "EMPC" stands for "Employer Paid Member Contribution." This refers to the portion of an employee's CalPERS/MCERA pension contribution paid by their employer, in addition to the standard employee contribution rate.

Human Resources contacted Mendocino County to obtain the MCERA employer and employee contributions and the Normal Cost + EMPC, as defined above. When doing so, the County provided the following contribution rates.

- 2023 Safety 3 PEPRA Employee contribution is 13.69%.
- 2023 Safety 3 PEPRA Employer contribution is 70.70%.
- 2023 General Tier 4 PEPRA Employee Contribution is 9.13%.
- 2023 General Tier 4 PEPRA Employer contribution is 32.98%.

The Safety 3 PEPRA category applies to all sworn peace officers. The General Tier 4 PEPRA category covers non-sworn personnel, including Community Services Officers and Police Recruits.

One factor contributing to the higher Mendocino County Employees Retirement Association (MCERA) employer contribution rate may be the inclusion of the County's unfunded actuarial accrued liability (UAAL) in its payment. UAAL represents the remaining amount needed to fund retirement benefits that employees have already earned through past service. This includes benefits for current retirees, active employees, and those entitled to deferred benefits as of the valuation date.

Human Resources reviewed MCERA valuation reports to ensure accuracy and consistency. The 2023 valuation reports were used because they are the most recent year in which all agencies completed their valuations. While some 2024 valuation reports were available on the CalPERS website at the time this report was prepared, they were not yet published for all agencies.

City Resolution 4953-2025, Section 1.3, states that the salary provisions of Initiative Measure D, Ordinance 672, adopted by voters in November 1986, recognize that Ordinance 672 is the policy document governing the salaries of the Police Chief and the Police Chief Executive POST classifications within Resolution 4953-2025. Mid-Management Resolution 4939-2025, Section 1.1, stipulates that Police Mid-Management Classifications' cost-of-living adjustments are governed by Ordinance 672, adopted by voters in November 1986. As a result, cost-of-living adjustments for the Police Chief, Police Chief – Executive POST, Police Captain, and Police Commander classifications are determined by the results of the annual Ordinance 672 salary survey and are to be effective January 1, 2026.

At this point, it is helpful to define statistical terms, the median (average), and the median. The average is calculated by adding all values together and dividing by the number of values. The median is the middle value when all values are listed in order from lowest to highest. If there is an even number of values, such as here, the median is the average of the two middle values.

#### Use of Average vs. Median in Salary Surveys

When conducting a salary survey with only four agencies, one could argue that the median is a better measure than the average (mean). The median is less influenced by outliers, so if one agency pays significantly more than the others, the average can be skewed. In

contrast, the median provides a more accurate reflection of a “typical” salary by minimizing the impact of extremes.

Using the average can make sense when agencies are similar in size, structure, and pay ranges. However, in this case, the City of Ukiah and the Mendocino County Sheriff’s Office are substantially larger agencies and generally have greater resources to pay higher salaries than smaller agencies such as the City of Willits and the City of Fort Bragg. This difference supports the argument for using the median rather than the average.

That said, Ordinance 672, Section 2, explicitly requires that the average salary be used for the survey. Therefore, while the median will be discussed for context, the average will govern any cost-of-living adjustments resulting from this salary survey.

## **DISCUSSION AND ANALYSIS**

The following assumptions were made while conducting the survey:

- Salary is based on 2080 hours in a year.
- The base classification is used so the appropriate premium pay, such as POST, can be applied.
- POST pay is based on Advanced POST.
- Education Incentive Pay is based on a master’s degree.
- Longevity is based on 20 years.
- PERS is based on PEPRA.
- Medical, dental, and vision are based on the most expensive plan at each agency at the Family Tier and reflect what each agency contributes towards the respective premium.

In addition to the above assumptions, a few points should be noted.

- The City of Ukiah’s Longevity Pay is a bit different than the other agencies as it is a one-time lump sum each year.
- The City of Ukiah’s Police Association contract expired on September 18, 2025. At the time of this survey, the City of Ukiah website did not have an updated memorandum of understanding posted.
- The medical, dental, and vision plans for the cities of Willits and Ukiah are REMIF plans.
- The City of Willits, as of December 2025, has not posted an updated Willits Police Association (WPOA) nor an updated compensation schedule reflecting FY 2025-2026 compensation due to delayed negotiations.
- The City of Fort Bragg, compensation schedule effective July 13, 2025, was used for the survey.
- The Police Commander classification is a new classification that was established in September 2025.

The following page shows the results for each classification included in the survey: Community Service Officer, Police Captain, Police Commander, Police Chief, Police Chief – Executive POST, Police Officer, Police Sergeant, and Special Investigator.

## Community Services Officer

Community Services Officer																								
Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity	Total Normal Cost + EPMC				EE Contribution				Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank	
								(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)									
City of Ukiah	CSO (3056)	9/25/2025	\$6,000	\$83	N/A	\$0	\$292	16.20%	\$1,033	8.00%	\$510	\$6,898	\$2,850	\$122	\$29	\$15	\$3,016	\$9,914	1					
City of Willits	CSO (49H)	7/1/2024	\$5,927	\$83	N/A	\$0	\$250	15.71%	\$984	7.75%	\$485	\$6,759	\$2,662	\$143	\$18	\$0	\$2,844	\$9,603	3					
Mendocino County	CSOC (7055)	11/9/2025	\$5,162	\$100	N/A	\$0	\$310	32.98%	\$1,838	9.13%	-\$509	\$6,900	\$2,806	N/A	N/A	\$0	\$2,806	\$9,706	2					
City of Fort Bragg	CSO	7/1/2025	\$5,511	\$83	N/A	\$0	\$165	16.52%	\$952	8.25%	-\$475	\$6,236	\$2,682	\$115	\$18	\$0	\$2,815	\$9,052	4					
				Median Variance from Median	\$5,927	-7.55%									\$6,898	-10.61%							\$9,706	-7.23%
				Average Variance From Average	\$5,696	-3.36%									\$6,852	-9.88%							\$9,741	-7.62%

## Police Captain

Police Captain																								
Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Education Incentive Pay	Longevity	Total Normal Cost + EPMC				EE Contribution				Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank	
								(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)									
City of Ukiah	Police Captain (3079)	9/28/2025	\$15,437	\$83	N/A	\$0	\$292	14.72%	\$2,327	14.50%	-\$2,293	\$15,846	\$2,850	\$122	\$29	\$0	\$3,000	\$18,847	2					
City of Willits	Police Captain	7/1/2024	N/A	\$0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4		
Mendocino County	Sheriff's Captain (7050)	11/9/2025	\$14,357	\$83	N/A	\$2,010	\$1,077	70.70%	\$12,392	13.69%	-\$2,399	\$27,520	\$2,806	N/A	N/A	-\$431	\$2,375	\$29,895	1					
City of Fort Bragg	Police Captain	7/13/2025	\$15,369	\$83	N/A	\$0	\$0	27.74%	\$4,287	13.75%	-\$2,125	\$17,614	\$2,682	\$115	\$18	\$0	\$2,815	\$20,430	3					
				Median Variance from Median	\$14,897	3.17%									\$21,683	-23.10%							\$24,371	-19.29%
				Average Variance From Average	\$14,897	3.17%									\$21,683	-23.10%							\$24,371	-19.29%

## Police Commander

Police Commander																								
Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Education Incentive Pay	Longevity	Total Normal Cost + EPMC				EE Contribution				Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank	
								(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)									
City of Ukiah	Police Lieutenant (3078)	9/28/2025	\$13,037	\$83	N/A	\$0	\$292	14.72%	\$1,974	14.50%	-\$1,945	\$13,441	\$2,850	\$122	\$29	\$0	\$3,000	\$16,441	2					
City of Willits	Police Captain	7/1/2024	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4		
Mendocino County	Sheriff's Lieutenant (7051)	11/9/2025	\$12,462	\$83	N/A	\$1,747	\$936	70.70%	\$10,781	13.69%	-\$2,088	\$23,942	\$2,806	N/A	N/A	\$374	\$3,180	\$27,122	1					
City of Fort Bragg	Police Captain	7/13/2025	\$13,464	\$83	N/A	\$0	\$0	27.74%	\$3,758	13.75%	-\$1,863	\$15,443	\$2,682	\$115	\$18	\$0	\$2,815	\$18,258	3					
				Median Variance from Median	\$12,759	5.52%									\$18,691	-21.04%							\$21,782	-19.30%
				Average Variance From Average	\$12,759	5.52%									\$18,691	-21.04%							\$21,782	-19.30%

## Police Chief



City of Fort Bragg  
Title: Police Chief  
Analysis Date: Nov. 2025

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Total Normal Cost + EE Contribution						Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank		
				Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity (%)	(\$)	(%)										
City of Ukiah	Police Chief (3570)	9/28/2025	\$16,772	\$83	N/A	\$0	\$292	14.72%	\$2,818	14.50%	-\$2,776	\$19,189	\$2,850	\$122	\$29	\$0	\$3,000	\$22,190	3
City of Willits	Police Chief (89E)	7/1/2024	\$14,898	\$83	N/A	\$0	\$250	27.29%	\$4,157	13.75%	-\$2,094	\$17,294	\$2,682	\$3,465	\$143	\$18	\$6,309	\$23,603	2
Mendocino County	Sheriff Coroner (7052)	11/9/2025	\$17,779	N/A	N/A	\$125	\$1,778	70.70%	\$13,915	13.69%	-\$2,694	\$30,903	\$2,806	N/A	N/A	\$711	\$3,517	\$34,420	1
City of Fort Bragg	Police Chief	7/13/2025	\$16,825	\$108	N/A	\$0	\$0	27.74%	\$4,697	13.75%	-\$2,328	\$19,303	\$2,682	\$115	\$18	\$0	\$2,815	\$22,118	4
Median Variance from Median				\$17,779								\$19,189						\$23,603	
Average Variance From Average				\$17,150								\$22,462						\$26,737	
				-5.67%								0.59%						-6.71%	
				-1.93%								-16.37%						-20.89%	

## Police Chief – Executive POST



City of Fort Bragg  
Title: Police Chief - Executive POST  
Analysis Date: Nov. 2025

The comparable agencies do not have this classification.

The current compensation places a 5% increase over the Police Chief classification.

Recommendation is to use the Police Chief classification and add 5% to the compensation.

## Police Officer



City of Fort Bragg  
Title: Police Officer  
Analysis Date: Nov. 2025

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Total Normal Cost + EPMC EE Contribution						Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank		
				Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity (%)	(\$)	(%)										
City of Ukiah	Police Officer (3273)	9/28/2025	\$9,943	\$83	\$994	\$0	\$292	14.72%	\$1,665	14.50%	-\$1,640	\$11,338	\$2,850	\$122	\$29	\$0	\$3,000	\$14,338	3
City of Willits	Police Officer (59)	7/1/2024	\$7,627	\$83	\$763	\$0	\$250	27.29%	\$2,381	13.75%	-\$1,199	\$9,905	\$2,682	\$143	\$18	\$0	\$2,844	\$12,748	4
Mendocino County	Deputy Sheriff II (7204)	9/14/2025	\$8,795	\$100	\$879	\$440	\$528	70.70%	\$7,595	13.69%	-\$1,471	\$16,866	\$2,806	N/A	N/A	\$0	\$2,806	\$19,672	1
City of Fort Bragg	Police Officer	7/13/2025	\$8,987	\$100	\$899	\$0	\$270	27.74%	\$2,845	13.75%	-\$1,410	\$11,690	\$2,682	\$115	\$18	\$0	\$2,815	\$14,506	2
Median Variance from Median				\$8,891								\$14,278						\$17,089	
Average Variance From Average				\$8,789								\$12,703						\$15,586	
				-1.09%								-25.94%						-19.18%	
				2.26%								-8.66%						-7.45%	

## Police Recruit

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity	Total Normal Cost +		EE Contribution	Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Total Comp	Rank	
								(%)	(\$)										
City of Ukiah	Police Officer-Step 0	9/28/2025	\$6,406	\$83	N/A	\$0	\$292	16.20%	\$1,098	8.00%	-\$542	\$7,337	\$2,850	\$122	\$29	\$15	\$3,016	\$10,353	1
City of Willits	Police Recruit (	6/30/2024	\$5,200	N/A	N/A	N/A	N/A	15.71%	\$817	7.75%	-\$403	\$5,614	N/A	N/A	N/A	N/A	N/A	N/A	4
Mendocino County	Deputy Sheriff-in-Training (7167)	11/5/2025	\$5,495	\$100	N/A	\$0	\$330	70.70%	\$4,189	13.69%	-\$811	\$9,302	\$2,806	N/A	N/A	\$0	\$2,806	\$12,108	2
City of Fort Bragg	Police Recruit	7/13/2025	\$6,048	\$83	N/A	\$0	\$181	16.52%	\$1,043	8.25%	-\$521	\$6,834	\$2,682	\$115	\$18	\$0	\$2,815	\$9,650	3
				Median Variance from Median	\$5,495	10.06%						\$7,337						\$11,230	
				Average Variance From Average	\$5,700	6.10%						\$7,418						\$11,230	

## Police Sergeant

Survey Agency	Comparable Classification	Effective Date	Top Step Monthly Salary	Uniform Allowance	POST Pay	Educational Incentive Pay	Longevity	Total Normal Cost + EPMC		EE Contribution	Wages + Pension	Health	Dental	Vision	Deferred Compensation	Total Benefits	Participates in Social Security	Total Comp	Rank	
								(%)	(\$)											
City of Ukiah	Police Sergeant(3177)	9/28/2025	\$12,133	\$83	\$607	\$243	\$292	14.72%	\$1,966	14.50%	-\$1,937	\$13,387	\$2,850	\$122	\$29	\$0	\$3,000	No	\$16,388	3
City of Willits	Police Sergeant (65)	7/1/2024	\$9,573	\$83	\$479	\$0	\$250	27.29%	\$2,834	13.75%	-\$1,428	\$11,791	\$2,682	\$143	\$18	\$0	\$2,844	?	\$14,635	4
Mendocino County	Sheriff's Sergeant (7131)	9/14/2025	\$10,733	\$100	\$1,073	\$537	\$644	70.70%	\$9,252	13.69%	-\$1,792	\$20,547	\$2,806	N/A	N/A	\$0	\$2,806	Yes	\$23,353	1
City of Fort Bragg	Police Sergeant	7/13/2025	\$11,043	\$100	\$552	\$0	\$331	27.74%	\$3,336	13.75%	-\$1,654	\$13,709	\$2,682	\$143	\$18	\$0	\$2,844	Yes	\$16,553	2
				Median Variance from Median	\$10,888	-1.45%						\$17,128						\$19,953		
				Average Variance From Average	\$10,813	2.13%						\$15,242						\$18,125		

## Special Investigator

City of Fort Bragg	Title: Special Investigator	Analysis Date: Nov. 2025	Special Investigator
			There are no comparable classifications at the comparable agencies.
			Past practice is to pay 5% the pay band for Police Officers.

## Base Salary Comparison

### Classifications Not Requiring Adjustment

The survey results show that the Police Captain, Police Commander, Police Officer, Police Recruit, and Police Sergeant classifications do not require adjustments. Each of these classifications will be discussed separately.

### Police Captain

The Police Captain classification received a combined 14.2% salary adjustment in 2024, resulting from the Ordinance 672 salary survey and the Mid-Management group's cost-of-living adjustment. Despite these increases, the classification remained significantly below market in the fall 2024 survey and subsequently received an additional 8.46% adjustment effective January 1, 2025, bringing the total increase to slightly over 22% within two years. Currently, the classification is 3.17% above both the median and average. Based strictly on the language of Ordinance 672, no salary adjustment is necessary.

### Police Commander

The Police Commander classification was established in September 2025 to allow the Police Captain to focus primarily on the Care Response Unit and Emergency Operations. This structure enables the Police Commander to provide enhanced oversight of the Patrol Division and manage other operational and administrative responsibilities within the Police Department.

The City of Willits does not have a comparable position. Based on the current survey, the Police Commander classification is 5.52% above the median and average salaries of the comparator agencies. Based strictly on base salary, no salary adjustment is recommended.

### Police Officer

In July 2025, the Police Officer classification received a 3% cost-of-living adjustment (COLA) in accordance with the Fort Bragg Police Association 2024–2028 Memorandum of Understanding.

As of the current survey, the classification is 1.09% below the median and 2.26% above the average. Based on the requirements of Ordinance 672, no additional adjustment is recommended at this time. It is important to note that two comparable agencies are currently negotiating successor labor agreements, which may affect future market alignment.

Additionally, most other employee groups received a 6% COLA in July 2025. This difference may raise internal equity concerns that warrant monitoring.

### Police Recruit

In January 2025, the Police Recruit position received a 13.39% increase based on last year's Ordinance 672 salary survey. The classification compensation is now 6.10% above the comparable agencies' average and 10.06% above the median. No salary adjustment is recommended at this time.

### Police Sergeant

The 2025 Ordinance 672 compensation survey did not identify a need for an additional adjustment for the Police Sergeant classification. As a result, in 2025, the Police Sergeant classification received only a 3% cost-of-living adjustment in July 2025, in accordance with the FBPA 2024–2028 Memorandum of Understanding.

Currently, this classification is 1.45% below the median and 2.13% above average.

Negotiations for successor Police Association agreements in the City of Willits and City of Ukiah may impact future comparisons. To address internal equity and reduce the likelihood of a larger adjustment in a future survey, the City may consider a 3% COLA, consistent with the approach discussed for the Police Officer classification. However, based on the language of Ordinance 672, no adjustment is required.

#### Special Investigator

The Special Investigator classification is compensated at a 5% premium above the Police Officer classification. None of the comparable agencies included in the survey maintains a classification that is directly comparable. Accordingly, the City has historically applied the same salary adjustments approved for the Police Officer classification to the Special Investigator classification to preserve the established pay differential.

#### Classifications Requiring Adjustment

The Community Services Officer, Police Chief, Police Commander, and the Police Chief – Executive POST classifications require adjustment. Each classification will be discussed below.

#### Community Services Officer

The Community Services Officer (CSO) is a non-sworn position that supports succession planning for sworn law enforcement roles. The classification is currently 3.36% below the average and 7.55% below the median. Based on these findings, the staff recommends a 3.36% salary adjustment to comply with Ordinance 672.

Historically, the Community Services Officer (CSO) position has served as a pathway to sworn roles, with several incumbents advancing to the police academy and becoming peace officers. While Ordinance 672 requires adjustments based solely on base salary alignment, considering a larger increase may help address internal equity concerns. These concerns stem from recent cost-of-living adjustments, including the 3% increase provided under the 2024–2028 Fort Bragg Police Association Memorandum of Understanding and the 6% adjustments granted to most non-Police Department classifications.

The table summarizing required adjustments reflects compliance with Ordinance 672 but does not address potential internal equity issues. These factors may warrant further review to ensure competitive compensation and maintain workforce stability.

#### Police Chief

The City maintains two classifications for the Police Chief position: Police Chief and Police Chief – Executive POST, with the latter including a 5% premium in the base salary. Only one Police Chief position is budgeted and filled at any given time. The previous Police Chief held an Executive POST certification issued by the California Commission on Peace Officer Standards and Training (POST), whereas the current Police Chief does not.

Based on the current survey, the Police Chief classification is 1.93% below the average and 5.67% below the median. In accordance with Ordinance 672, a 1.93% salary adjustment is appropriate. However, to maintain internal equity within the Executive Management group,

consideration could be given to a 6% adjustment for both classifications. This approach would preserve the established 5% differential between the two classifications.

As noted elsewhere, Ordinance 672 specifies that base salary is used to determine salary adjustments. Therefore, the recommended adjustment for the Police Chief classification is 1.93%.

### **Special Pays and Pension Comparison**

Ordinance 672 does not require inclusion of premium pay (Uniform Allowance, POST, Education Incentive, Longevity) or pensions in the annual compensation surveys. Historically, surveys have used only base salary. However, evaluating special pay and pension benefits provides a more accurate assessment of the City's competitiveness and informs recruitment and retention strategies. Including premium pay and pension benefits, all surveyed classifications remain below average, with variances ranging from 8.53% below average (Police Recruit) to 21.04% below average (Police Commander).

To improve competitiveness, the City may consider adjustments to premium pay and retirement-related benefits. Changes to CalPERS formulas are limited and would significantly increase OPEB liabilities. As an alternative, Human Resources is evaluating a Health Reimbursement Account (HRA) to assist employees with medical expenses in retirement, subject to plan design, administrative complexity, and fiscal impact.

### **Total Compensation Including Health & Deferred Compensation Benefits Comparison**

The compensation survey included health, dental, vision, and deferred compensation benefits to provide a comprehensive analysis of total compensation. Historically, the City has not compared these benefits across agencies; however, they can significantly influence recruitment and retention. While this analysis is not required to determine salary adjustments, it offers valuable context.

#### **Total Compensation Key Findings**

- All the classifications surveyed are below the market average.
- Community Services Officer: 7.62% below average.
- Police Captain: 19.29% below average.
- Police Commander: 19.30% below average.
- Police Chief: 20.89% below average.
- Non-exempt classifications: Community Services Officer (7.62% below), Police Officer (7.45% below), Police Recruit (16.38% below), Police Sergeant (9.50% below), average 10.24% below the average.
- Sworn management classifications as a whole average 19.83% below the average.
- The City ranks anywhere from second to fourth in the survey overall.
  - ✓ The Police Officer and Police Sergeant classifications rank second.
  - ✓ The Police Captain, Police Commander, and Police Recruit classifications

rank third.

- ✓ The City ranks fourth among comparable agencies for the Community Services Officer and Police Chief classifications.
- These results indicate the City may need to evaluate strategies to improve compensation and benefits for senior law enforcement positions to remain competitive.

### **Analysis Summary**

Overall, based solely on the survey results, the pay adjustment recommendations are listed in the table below, effective January 1, 2026.

<b>Classification</b>	<b>Pay Adjustment Recommendation</b>
Community Service Officer (CSO)	3.36%
Police Recruit	0%
Police Officer	0%
Police Sergeant	0%
Police Captain	0%
Police Commander	0%
Police Chief	1.93%
Police Chief – Executive POST	1.93%**
Special Investigator	0%*

\* The Special Investigator classification does not exist at the comparator agencies. This classification would receive five (5) percent above the Police Officer classification.

\*\* The Police Chief – Executive POST classification is five (5%) over the Police Chief classification.

### **RECOMMENDED ACTION:**

- Receive the Annual Ordinance 672 Salary Survey to be effective retroactive to January 1, 2026.
- Approve the above recommendations at the January 26, 2026, City Council meeting.

### **ALTERNATIVE ACTION(S):**

- Provide directions to staff regarding other recommendations.
- Not authorizing the above recommendations to go to the full City Council would result in the City not complying with Ordinance 672.

## **FISCAL IMPACT/FUNDING SOURCE**

When the City hires a Police Recruit, the classification typically applies only during Police Academy attendance, which is approximately six months. In contrast, Police Captain and Police Chief positions are year-round. For this fiscal analysis, the calculation includes the Police Chief classification, as the position is currently filled. The Police Chief – Executive POST classification is not included, as both classifications would not be held simultaneously.

Salary adjustment recommendations are proposed to be retroactive to January 1, 2026. Therefore, only the period from January 1 through June 30 of FY 2025/26 is considered. Based on these assumptions, the recommended base salary adjustments would increase the current fiscal year budget by **\$20,594.97**, funded from **Account 110-4200-0101 (Salaries & Wages, Regular)**.

## **ENVIRONMENTAL ANALYSIS**

With respect to the applicability of the California Environmental Quality Act (Public Resources Code Section 21000 et seq.) (“CEQA”). It is determined that the approval of the above recommendations does not have the potential for creating a significant effect on the environment and is therefore exempt from further review under CEQA pursuant to State CEQA Guidelines Section 15060(c)(3) because it is not a project as defined by the CEQA Guidelines Section 15378. Adoption of the above recommendations does not have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment.

## **STRATEGIC PLAN/COUNCIL PRIORITIES/GENERAL PLAN CONSISTENCY**

This is in alignment with Strategic Goal 6A, which specifically states, “Conduct an external compensation review every three years to benchmark the City’s performance against other comparable organizations to remain competitive.” The salary survey also complies with City Ordinance 672.

## **ALTERNATIVES**

- Provide direction to staff regarding the Council’s recommendations.
- If the recommended actions are not authorized for the next City Council meeting, implementation of salary adjustments—retroactive to January 1, 2026—would be delayed. Given the monthly schedule of Finance and Administration Committee

meetings, such a delay could place the City at risk of noncompliance with Ordinance 672.

It may also create potential conflict with Article 5.1 of the Memorandum of Understanding (MOU) between the City of Fort Bragg and the Fort Bragg Police Association (effective July 1, 2024, through June 30, 2028). Article 5.1 states:

*“The salary adjustments, if any, shall be implemented as soon as possible after January 1 of each year, and before January 31 unless there is a discrepancy between the City and the FBPA relative to the survey results. In these instances, the discrepancy shall be resolved, and the salary adjustments shall be implemented no later than February 28.”*

Although the classifications addressed in this report are not part of the FBPA, the City has historically adhered to this timeline for consistency and best practice.

## ATTACHMENTS

- Ordinance 672
- FBPOA Comp Survey Nov2024 – Top Step Combined.pdf
- Fort Bragg Police Association MOU Article 5.1

## NOTIFICATION

Padraic PJ Ferris, Fort Bragg Police Association President, [pferris@fortbraggca.gov](mailto:pferris@fortbraggca.gov)  
Rory Beak, Fort Bragg Police Association Vice President, [rbeak@fortbraggca.gov](mailto:rbeak@fortbraggca.gov)  
Anthony Welter, Fort Bragg Police Association Treasurer, [awelter@fortbraggca.gov](mailto:awelter@fortbraggca.gov)  
Shaun A. Du Fosee, Mastagni Holsted, [sdufosee@mastigni.com](mailto:sdufosee@mastigni.com)  
Lesley Bryant, Administrative Analyst, Police, [lbryant@fortbraggca.gov](mailto:lbryant@fortbraggca.gov)  
Eric Swift, Police Chief, [eswift@fortbraggca.gov](mailto:eswift@fortbraggca.gov)  
Jonathan McLaughlin, Police Commander, [jmcLaughlin@fortbraggca.gov](mailto:jmcLaughlin@fortbraggca.gov)  
Thomas O’Neal, Police Captain, [toneal@fortbraggca.gov](mailto:toneal@fortbraggca.gov)

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule fOrd672 for 1-26-2026 CouncilMtg									
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually		
Administrative Services	City Council	Elected	Step 1	Filled (5)	235.38	510.00	6,120.00			Plus \$100/mo. for Special District Meeting
Administrative Services	City Manager	Executive; At-Will; Contract	Step 1	Filled (1)	92.31	7,384.62	16,000.00	192,000.00	Employment Contract	
Administrative Services	Assistant City Manager	Executive; At-Will	Step 1	Vacant (1)	54.36	4,348.80	9,422.40	113,068.80	Exec 7.1.25 6% COLA	
			Step 2		57.08	4,566.40	9,893.87	118,726.40		
			Step 3		59.93	4,794.40	10,387.87	124,654.40		
			Step 4		62.93	5,034.40	10,907.87	130,894.40		
			Step 5		66.08	5,286.40	11,453.87	137,446.40		
Administrative Services	Administration Director	Executive; At-Will (This classification oversees Administration & Finance)	Step 1	Vacant (1)	54.36	4,348.80	9,422.40	113,068.80	NEW CLASSIFICATION	
			Step 2		57.08	4,566.40	9,893.87	118,726.40	Exec 7.1.25 6% COLA	
			Step 3		59.93	4,794.40	10,387.87	124,654.40		
			Step 4		62.93	5,034.40	10,907.87	130,894.40		
			Step 5		66.08	5,286.40	11,453.87	137,446.40		
Administrative Services	Senior Administrative Analyst	Confidential; Non-Bargaining	Step 1	Vacant (1)	32.38	2,590.64	5,613.05	67,356.64	NEW CLASSIFICATION 7.1.25	
			Step 2		34.00	2,720.00	5,893.33	70,720.00	7.13.25 CNBarg 6% COLA	
			Step 3		35.70	2,856.00	6,188.00	74,256.00		
			Step 4		37.49	2,999.20	6,498.27	77,979.20		
			Step 5		39.36	3,148.80	6,822.40	81,868.80		
Administrative Services	Administrative Analyst	Confidential; Non-Bargaining	Step 1	Filled (1)	29.45	2,356.00	5,104.67	61,256.00	7.13.25 CNBarg 6% COLA	
			Step 2		30.92	2,473.60	5,359.47	64,313.60		
			Step 3		32.47	2,597.60	5,628.13	67,537.60		
			Step 4		34.09	2,727.20	5,908.93	70,907.20		
			Step 5		35.79	2,863.20	6,203.60	74,443.20		
Administrative Services	Administrative Assistant - Confidential	Confidential; Non-Bargaining Working title - Administrative Assistant - Administration	Step 1	Filled (1)	27.15	2,172.00	4,706.00	56,472.00	7.13.25 CNBarg 6% COLA	
			Step 2		28.51	2,280.80	4,941.73	59,300.80		
			Step 3		29.94	2,395.20	5,189.60	62,275.20		
			Step 4		31.44	2,515.20	5,449.60	65,395.20		
			Step 5		33.01	2,640.80	5,721.73	68,660.80		
Administrative Services	City Clerk, Non-Certified	Confidential; Non-Bargaining	Step 1	Filled (1)	36.15	2,892.00	6,266.00	75,192.00	7.13.25 CNBarg 6% COLA	
			Step 2		37.96	3,036.80	6,579.73	78,956.80		
			Step 3		39.86	3,188.80	6,909.07	82,908.80		
			Step 4		41.85	3,348.00	7,254.00	87,048.00		
			Step 5		43.94	3,515.20	7,616.27	91,395.20		
Administrative Services	City Clerk - CMC Certified	Mid-Management; Non-Bargaining	Step 1	Vacant (1)	40.18	3,214.40	6,964.53	83,574.40	Reso 4939-2025	
			Step 2		42.19	3,375.20	7,312.93	87,755.20	7.1.25 MidM 6% COLA	
			Step 3		44.30	3,544.00	7,678.67	92,144.00		
			Step 4		46.52	3,721.60	8,063.47	96,761.60		
			Step 5		48.85	3,908.00	8,467.33	101,608.00		

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg									
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually		
Administration	City Clerk Technician	Confidential; Non-Bargaining	Step 1	Vacant (1)	27.15	2,172.00	4,706.00	56,472.00	NEW CLASSIFICATION	
			Step 2		28.51	2,280.80	4,941.73	59,300.80	7.13.25 CNBarg 6% COLA	
			Step 3		29.94	2,395.20	5,189.60	62,275.20		
			Step 4		31.44	2,515.20	5,449.60	65,395.20		
			Step 5		33.01	2,640.80	5,721.73	68,660.80		
Administrative Services	Human Resources Manager	Mid-Management; Non-Bargaining	Step 1	Filled (1)	40.18	3,214.40	6,964.53	83,574.40	Reso 4939-2025	
			Step 2		42.19	3,375.20	7,312.93	87,755.20	7.1.25 MidM 6% COLA	
			Step 3		44.30	3,544.00	7,678.67	92,144.00		
			Step 4		46.52	3,721.60	8,063.47	96,761.60		
			Step 5		48.85	3,908.00	8,467.33	101,608.00		
Administrative Services	Public Experience Liaison - Part-Time	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Filled (1) 7/16/25 to 8/11/25	22.00				NEW CLASSIFICATION	
				Vacant (1) 8/11/25					Not filled till 7/16/2025	
Administrative Services	Public Experience Liaison	FBEO	Step 1	Filled (1) 8/11/25	25.85	2,068.27	4,481.26	53,775.07	7.13.25 CNBarg 6% COLA	
			Step 2		27.15	2,172.00	4,706.00	56,472.00	Conn Sched approved at 10.27.25	
			Step 3		28.51	2,280.80	4,941.73	59,300.80	City Council meeting did not have COLA	
			Step 4		29.94	2,395.20	5,189.60	62,275.20	reflected	
			Step 5		31.44	2,515.20	5,449.60	65,395.20		
Administrative Services	Public Information Coordinator	Confidential; Non-Bargaining	Step 1	Vacant (1)	30.52	2,441.60	5,290.13	63,481.60	7.13.25 CNBarg 6% COLA	
			Step 2		32.05	2,564.00	5,555.33	66,664.00		
			Step 3		33.65	2,692.00	5,832.67	69,992.00		
			Step 4		35.33	2,826.40	6,123.87	73,486.40		
			Step 5		37.10	2,968.00	6,430.67	77,166.00		
FB Broadband	Director of Broadband and Digital Infrastructure	Executive; At-Will; Contract	Step 1	Vacant	54.36	4,348.80	9,422.40	113,068.80	NEW CLASSIFICATION	
			Step 2	Filled 9/22/25	57.08	4,566.40	9,893.87	118,726.40	Exec 7.1.25 6% COLA	
			Step 3		59.93	4,794.40	10,387.87	124,654.40		
			Step 4		62.93	5,034.40	10,907.87	130,894.40		
			Step 5		66.08	5,286.40	11,453.87	137,446.40		
FB Broadband	Broadband Manager	Mid-Manager; Non-Bargaining	Step 1	Filled (1)	43.47	3,477.60	7,534.80	90,417.60	Reso 4939-2025	
			Step 2		45.64	3,651.20	7,910.93	94,931.20	7.1.25 MidM 6% COLA	
			Step 3		47.92	3,833.60	8,306.13	99,673.60		
			Step 4		50.32	4,025.60	8,722.13	104,665.60		
			Step 5		52.84	4,227.20	9,158.93	109,907.20		
FB Broadband	Senior Network Administrator	FBEO, Formerly Non-Represented	Step 1	Filled (1)	41.96	3,356.80	7,273.07	87,276.80	7.13.25 Bbnd 3% COLA	
			Step 2		44.06	3,524.80	7,637.07	91,644.80	Excluded from FBEO COLA	
			Step 3		46.26	3,700.80	8,018.40	96,220.80	Based on Reso 4954-2025	
			Step 4		48.57	3,885.60	8,418.80	101,025.60	COLA approved b4 MCN transition to FBEO	
			Step 5		51.00	4,080.00	8,840.00	106,080.00		

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 Council Mtg								
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually	
FB Broadband	Network Operator	FBEO, Formerly Non-Represented	Step 1	Filled (1)	26.96	2,156.41	4,672.22	56,066.61	
			Step 2		28.30	2,264.00	4,905.33	58,864.00	
			Step 3		29.72	2,377.60	5,151.47	61,817.60	
			Step 4		31.21	2,496.80	5,409.73	64,916.80	
			Step 5		32.77	2,621.60	5,680.13	68,161.60	
FB Broadband	System Technician	FBEO, Formerly Non-Represented	Step 1	Filled (3)	24.45	1,956.00	4,238.00	50,856.00	
			Step 2		25.67	2,053.60	4,449.47	53,393.60	
			Step 3		26.95	2,093.28	4,671.33	56,056.00	
			Step 4		28.30	2,264.00	4,905.33	58,864.00	
			Step 5		29.72	2,377.60	5,151.47	61,817.60	
FB Broadband	System Technician (Part-Time)	Non-Represented; 1,000 Max Annual Hours; At-Will	Step 1	Filled (1)	24.53	1,962.40	4,251.87	51,022.40	
					7.13.25 Bbnd 3% COLA At-will normally don't get COLAs - Part of Sale				
FB Broadband	Broadband Finance Technician I	FBEO, Formerly Non-Represented	Step 1	Filled (1)	23.77	1,901.60	4,120.13	49,441.60	
			Step 2		24.96	1,996.80	4,326.40	51,916.80	
			Step 3		26.21	2,093.28	4,543.07	54,516.80	
			Step 4		27.52	2,201.60	4,770.13	57,241.60	
			Step 5		28.90	2,312.00	5,009.33	60,112.00	
C.V. Starr	C.V. Starr Manager	Mid-Management; Non-Bargaining	Step 1	Filled (1)	40.18	3,214.40	6,964.53	83,574.40	
			Step 2		42.19	3,375.20	7,312.93	87,755.20	
			Step 3		44.30	3,544.00	7,678.67	92,144.00	
			Step 4		46.52	3,721.60	8,063.47	96,761.60	
			Step 5		48.83	3,908.00	8,467.33	101,606.00	
C.V. Starr	Administrative Assistant	C.V. Starr; Non-Bargaining	Step 1	Vacant (1)	18.74	1,499.20	3,248.27	38,979.20	
			Step 2		19.68	1,574.40	3,411.20	40,934.40	
			Step 3		20.66	1,652.80	3,581.07	42,972.80	
			Step 4		21.69	1,735.20	3,759.60	45,115.20	
			Step 5		22.77	1,821.60	3,946.80	47,361.60	
C.V. Starr	Administrative Assistant I - Part-Time	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1	Filled (2)	18.00			NO COLA	
C.V. Starr	Administrative Assistant II - Part-Time	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1		20.00			NO COLA	
C.V. Starr	Administrative Assistant III - Part-Time	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1		22.00			NO COLA	
C.V. Starr	Administrative Coordinator	C.V. Starr; Non-Bargaining	Step 1	Filled (1)	22.18	1,774.40	3,844.53	46,134.40	
			Step 2		23.29	1,863.20	4,036.93	48,443.20	
			Step 3		24.45	1,956.00	4,238.00	50,856.00	
			Step 4		25.67	2,053.60	4,449.47	53,393.60	
			Step 5		26.95	2,156.00	4,671.33	56,056.00	

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg	Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
C.V. Starr	Custodian I - CV Starr		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1	Filled (1)		20.00			NO COLA
C.V. Starr	Custodian II - CV Starr		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1			22.00			NO COLA
C.V. Starr	Custodian II - CV Starr		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1			24.00			NO COLA
C.V. Starr	Fitness Equipment Technician		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1	Filled (1)		25.00			NO COLA
C.V. Starr	Fitness Instructor I - CV Starr		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1	Filled (5) all inclusive		30.00			NO COLA
C.V. Starr	Fitness Instructor II - CV Starr		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1			32.00			NO COLA
C.V. Starr	Head Lifeguard		C.V. Starr; Non-Bargaining	Step 1	Filled (1)		21.01	1,680.80	3,641.73	43,700.80 7.13.25 CV 3% COLA
				Step 2			22.06	1,764.80	3,823.73	45,884.80
				Step 3			23.16	1,852.80	4,014.40	48,172.80
				Step 4			24.32	1,945.60	4,215.47	50,585.60
				Step 5			25.54	2,043.20	4,426.93	53,123.20
C.V. Starr	Lifeguard - CV Starr		C.V. Starr; Non-Bargaining	Step 1	Vacant (1)		20.45	1,636.00	3,544.67	42,536.00 7.13.25 CV 3% COLA
				Step 2			21.47	1,717.60	3,721.47	44,657.60
				Step 3			22.54	1,803.20	3,906.93	46,883.20
				Step 4			23.67	1,893.60	4,102.80	49,233.60
				Step 5			24.85	1,988.00	4,307.33	51,688.00
C.V. Starr	Lifeguard I - Part-Time		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1	Filled (16) all inclusive		19.00			NO COLA
C.V. Starr	Lifeguard II - Part-Time		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1			21.00			NO COLA
C.V. Starr	Lifeguard III - Part-Time		C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will	Step 1			23.00			NO COLA
C.V. Starr	Maintenance Supervisor		C.V. Starr; Non-Bargaining	Step 1	Filled (1)		30.90	2,472.00	5,356.00	64,272.00 7.13.25 CV 3% COLA
				Step 2			32.45	2,596.00	5,624.67	67,496.00
				Step 3			34.07	2,725.60	5,905.47	70,865.60
				Step 4			35.77	2,861.60	6,200.13	74,401.60
				Step 5			37.56	3,004.80	6,510.40	78,124.80
C.V. Starr	Maintenance Worker I - CV Starr		C.V. Starr; Non-Bargaining	Step 1	Filled (1)		20.01	1,600.80	3,468.40	41,620.80 7.13.25 CV 3% COLA
				Step 2			21.01	1,680.80	3,641.73	43,700.80
				Step 3			22.06	1,764.80	3,823.73	45,884.80
				Step 4			23.16	1,852.80	4,014.40	48,172.80
				Step 5			24.32	1,945.60	4,215.47	50,585.60

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 Council Mtg	Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
C.V. Starr	Maintenance Worker II - CV Starr	C.V. Starr; Non-Bargaining		Step 1	Filled (1)		23.28	1,862.40	4,035.20	48,422.40
				Step 2			24.44	1,955.20	4,236.27	50,835.20
				Step 3			25.66	2,052.80	4,447.73	53,372.80
				Step 4			26.94	2,155.20	4,669.60	56,035.20
				Step 5			28.29	2,263.20	4,903.60	58,843.20
C.V. Starr	Maintenance Worker III - CV Starr	C.V. Starr; Non-Bargaining		Step 1	Not Authorized		26.60	2,128.00	4,610.67	55,328.00
				Step 2			27.93	2,234.40	4,841.20	58,094.40
				Step 3			29.33	2,346.40	5,083.87	61,006.40
				Step 4			30.80	2,464.00	5,338.67	64,064.00
				Step 5			32.34	2,587.20	5,605.60	67,267.20
C.V. Starr	Recreation Coordinator	C.V. Starr; Non-Bargaining		Step 1	Vacant (1)		24.99	1,999.20	4,331.60	51,979.20
				Step 2			26.24	2,099.20	4,548.27	54,579.20
				Step 3			27.55	2,204.00	4,775.33	57,304.00
				Step 4			28.93	2,314.40	5,014.53	60,174.40
				Step 5			30.38	2,430.40	5,265.87	63,190.40
C.V. Starr	Recreation Instructor I	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will		Step 1	Filled (1)		21.00			NO COLA
C.V. Starr	Recreation Instructor II	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will		Step 1	Filled (2)		23.00			NO COLA
C.V. Starr	Recreation Instructor III	C.V. Starr; 1,000 max annual hours; Non-Bargaining; At-Will		Step 1	Filled (1)		25.00			NO COLA
C.V. Starr	Recreation Supervisor	C.V. Starr; Non-Bargaining		Step 1	Filled (1)		30.90	2,472.00	5,356.00	64,272.00
				Step 2			32.45	2,596.00	5,624.67	67,496.00
				Step 3			34.07	2,725.60	5,905.47	70,865.60
				Step 4			35.77	2,861.60	6,200.13	74,401.60
				Step 5			37.56	3,004.80	6,510.40	78,124.80
C.V. Starr	Senior Administrative Assistant	C.V. Starr; Non-Bargaining		Step 1	Filled (2)		18.93	1,514.40	3,281.20	39,374.40
				Step 2			19.84	1,590.40	3,445.87	41,350.40
				Step 3			20.87	1,669.60	3,617.47	43,409.60
				Step 4			21.91	1,752.80	3,797.73	45,572.80
				Step 5			23.01	1,840.80	3,988.40	47,860.80
C.V. Starr	Senior Lifeguard	C.V. Starr; Non-Bargaining		Step 1	Filled (1)		23.26	1,860.80	4,031.73	48,380.80
				Step 2			24.42	1,953.60	4,232.80	50,793.60
				Step 3			25.64	2,051.20	4,444.27	53,331.20
				Step 4			26.92	2,153.60	4,666.13	55,993.60
				Step 5			28.27	2,261.60	4,900.13	58,801.60
Economic Development	Economic Development Manager	Mid-Management; Non-Bargaining		Step 1	Filled (1)		40.18	3,214.40	6,964.53	83,574.40 Reso 4939-2025
				Step 2			42.19	3,375.20	7,312.93	87,755.20
				Step 3			44.30	3,544.00	7,678.67	92,144.00
				Step 4			46.52	3,721.60	8,063.47	96,761.60
				Step 5			48.85	3,908.00	8,467.33	101,608.00

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule fOrd672 for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Economic Development	Grants Coordinator	FBEO, Grant-Funded	Step 1	Filled (1)	32.79	2,623.20	5,683.60	68,203.20
			Step 2		34.43	2,754.40	5,967.87	71,614.40
			Step 3		36.15	2,892.00	6,266.00	75,192.00
			Step 4		37.96	3,036.80	6,579.73	78,956.80
			Step 5		39.86	3,188.80	6,909.07	82,906.80
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Economic Development	Housing and Economic Development Coordinator	Confidential; Non-Bargaining	Step 1	Not Authorized	36.68	2,767.87	6,357.87	76,294.40
			Step 2		38.51	3,080.80	6,675.07	80,100.80
			Step 3		40.44	3,235.20	7,009.60	84,115.20
			Step 4		42.46	3,396.80	7,359.73	88,316.80
			Step 5		44.56	3,566.40	7,727.20	92,726.40
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Finance	Director - Finance/City Treasurer	Executive; At-Will	Step 1	Not Authorized	54.36	4,348.80	9,422.40	113,068.80
			Step 2		57.08	4,566.40	9,893.87	118,726.40
			Step 3		59.93	4,794.40	10,387.87	124,654.40
			Step 4		62.93	5,034.40	10,907.87	130,894.40
			Step 5		66.08	5,286.40	11,453.87	137,446.40
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Finance	Assistant Finance Director	Mid-Management; Non-Bargaining	Step 1	Filled (1)	43.47	3,281.14	7,109.13	85,309.54
			Step 2		45.64	3,651.20	7,910.93	94,931.20
			Step 3		47.92	3,833.60	8,306.13	99,673.60
			Step 4		50.32	4,025.60	8,722.13	104,665.60
			Step 5		52.84	4,227.20	9,158.93	109,907.20
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Finance	Finance Lead	FBEO	Step 1	Vacant (1)	36.06	2,884.80	6,250.40	75,004.80
			Step 2		37.86	3,028.80	6,562.40	78,748.80
			Step 3		39.75	3,180.00	6,890.00	82,680.00
			Step 4		41.74	3,339.20	7,234.93	86,819.20
			Step 5		43.83	3,506.40	7,597.20	91,166.40
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Finance	Finance Technician I	FBEO	Step 1	Filled (2)	24.46	1,956.80	4,239.73	50,876.80
			Step 2		25.68	2,054.40	4,451.20	53,414.40
			Step 3		26.96	2,156.80	4,673.07	56,076.80
			Step 4		28.31	2,264.80	4,907.07	58,884.80
			Step 5		29.73	2,378.40	5,153.20	61,838.40
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Finance	Finance Technician II	FBEO	Step 1	Not Authorized	26.99	2,159.20	4,678.27	56,139.20
			Step 2		28.34	2,267.20	4,912.27	58,947.20
			Step 3		29.76	2,380.80	5,158.40	61,900.80
			Step 4		31.25	2,500.00	5,416.67	65,000.00
			Step 5		32.81	2,624.80	5,687.07	68,244.80
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Finance	Finance Technician III	FBEO	Step 1	Filled (1)	29.74	2,379.20	5,154.93	61,859.20
			Step 2		31.23	2,498.40	5,413.20	64,958.40
			Step 3		32.79	2,623.20	5,683.60	68,203.20
			Step 4		34.43	2,754.40	5,967.87	71,614.40
			Step 5		36.15	2,892.00	6,266.00	75,192.00

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Finance	Government Accountant I	FBEO	Step 1	Filled (1)	32.79	2,623.20	5,683.60	68,203.20 7.13.25 6% FBEO COLA
			Step 2		34.43	2,754.40	5,967.87	71,614.40
			Step 3		36.15	2,892.00	6,266.00	75,192.00
			Step 4		37.96	3,036.80	6,579.73	78,956.80
			Step 5		39.86	3,188.80	6,909.07	82,906.80
Finance	Government Accountant II	FBEO	Step 1	Not Authorized	34.42	2,753.46	5,965.82	71,589.86 FBEO MOU 20225-29 Article 1.2 lists position
			Step 2		36.14	2,891.20	6,264.27	75,171.20 7.13.25 6% FBEO COLA
			Step 3		37.95	3,036.00	6,578.00	78,936.00
			Step 4		39.85	3,188.00	6,907.33	82,886.00
			Step 5		41.84	3,347.20	7,252.27	87,027.20
Finance	Government Accountant III	Confidential; Non-Bargaining	Step 1	Vacant (1)	36.39	2,911.18	6,307.57	75,690.78 NEW CLASSIFICATION
			Step 2		38.21	3,056.80	6,623.07	79,476.80 7.13.25 6% CNBarg COLA
			Step 3		40.12	3,209.60	6,954.13	83,449.60
			Step 4		42.13	3,370.40	7,302.53	87,630.40
			Step 5		44.24	3,539.20	7,668.27	92,019.20
Finance	Senior Government Accountant	Mid-Management; Non-Bargaining	Step 1	Not Authorized	40.18	3,214.40	6,964.53	83,574.40 Reso 4939-2025
			Step 2		42.19	3,375.20	7,312.93	87,755.20 7.1.25 MidM 6% COLA
			Step 3		44.30	3,544.00	7,678.67	92,144.00
			Step 4		46.52	3,721.60	8,063.47	96,761.60
			Step 5		48.85	3,908.00	8,467.33	101,606.00
Information Technology	Director - Information Technology	Mid-Management: Non-Bargaining	Step 1	Filled (1)	54.36	4,348.80	9,422.40	113,068.80 NEW CLASSIFICATION
			Step 2		57.08	4,566.40	9,893.87	118,726.40 7.1.25 Exec COLA 6%
			Step 3		59.93	4,794.40	10,387.87	124,654.40
			Step 4		62.93	5,034.40	10,907.87	130,894.40
			Step 5		66.08	5,286.40	11,453.87	137,446.40
Information Technology	Systems Analyst - Lead	Mid-Management; Non-Bargaining	Step 1	Vacant (1)	40.18	3,214.40	6,964.53	83,574.40 Reso 4939-2025
			Step 2		42.19	3,375.20	7,312.93	87,755.20 7.1.25 MidM 6% COLA
			Step 3		44.30	3,544.00	7,678.67	92,144.00
			Step 4		46.52	3,721.60	8,063.47	96,761.60
			Step 5		48.85	3,908.00	8,467.33	101,606.00
Information Technology	Systems Analyst	Confidential/Non-Bargaining	Step 1	Filled (1)	32.79	2,623.20	5,683.60	68,203.20 7.13.25 CNBarg 6% COLA
			Step 2		34.43	2,754.40	5,967.87	71,614.40
			Step 3		36.15	2,892.00	6,266.00	75,192.00
			Step 4		37.96	3,036.80	6,579.73	78,956.80
			Step 5		39.86	3,188.80	6,909.07	82,906.80
Information Technology	Systems Technician	FBEO	Step 1	Not Authorized	25.16	2,012.80	4,361.07	52,332.80 7.13.25 FBEO 6% COLA
			Step 2		26.42	2,113.60	4,579.47	54,953.60
			Step 3		27.74	2,219.20	4,808.27	57,699.20
			Step 4		29.13	2,330.40	5,049.20	60,590.40
			Step 5		30.59	2,447.20	5,302.27	63,627.20

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Information Technology	Audiovisual Technician - Part-Time	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Filled (2)	27.54			NO COLA
Planning and Housing	Director - Planning and Housing	Executive; At-Will	Step 1	Vacant (1)	54.36 4,348.80 9,422.40 113,068.80 Exec 7.1.25 6% COLA	57.08 4,566.40 9,893.87 118,726.40		
			Step 2		59.93 4,794.40 10,387.87 124,654.40			
			Step 3		62.93 5,034.40 10,907.87 130,894.40			
			Step 4		66.04 5,286.40 11,453.87 137,446.40			
Planning and Housing	Administrative Assistant - Planning	FBE0 Working title: Administrative Assistant - Non-Confidential	Step 1	Filled (1)	27.15 2,172.00 4,706.00 56,472.00 7.13.25 FBE0 6% COLA	28.51 2,280.80 4,941.73 59,300.80		
			Step 2		29.94 2,395.20 5,189.60 62,275.20			
			Step 3		31.44 2,515.20 5,449.60 65,395.20			
			Step 4		33.01 2,640.80 5,721.73 68,660.80			
Planning and Housing	Senior Planner	Mid-Management; Non-Bargaining	Step 1	Vacant (1)	40.18 3,214.40 6,964.53 83,574.40 Reso 4939-2025	42.19 3,375.20 7,312.93 87,755.20 7.1.25 MidM 6% COLA		
			Step 2		44.30 3,544.00 7,678.67 92,144.00			
			Step 3		46.52 3,721.60 8,063.47 96,761.60			
			Step 4		48.85 3,908.00 8,467.33 101,608.00			
Planning and Housing	Assistant Planner	FBE0	Step 1	Filled (1)	34.93 2,794.40 6,054.53 72,654.40 7.13.25 FBE0 6% COLA	36.68 2,934.40 6,357.87 76,294.40		
			Step 2		38.51 3,080.80 6,675.07 80,100.80			
			Step 3		40.44 3,235.20 7,009.60 84,115.20			
			Step 4		42.46 3,396.80 7,359.73 88,316.80			
Planning and Housing	Assistant Planner/Code Enforcement, Part-Time	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Not Authorized	36.32			NO COLA
Planning and Housing	Associate Planner	FBE0	Step 1	Filled (1)	36.17 2,893.60 6,269.47 75,233.60 7.13.25 FBE0 6% COLA	37.98 3,038.40 6,583.20 78,998.40 not reflect the COLA		
			Step 2		39.88 3,190.40 6,912.53 82,950.40			
			Step 3		41.87 3,349.60 7,257.47 87,089.60			
			Step 4		43.96 3,516.80 7,619.73 91,436.80			
Planning and Housing	Code Enforcement Officer	FBE0	Step 1	Filled (1)	34.93 2,794.40 6,054.53 72,654.40 7.13.25 FBE0 6% COLA	36.68 2,934.40 6,357.87 76,294.40		
			Step 2	Vacated 8.23.25	38.51 3,080.80 6,675.07 80,100.80			
			Step 3		40.44 3,235.20 7,009.60 84,115.20			
			Step 4		42.46 3,396.80 7,359.73 88,316.80			
Planning and Housing	Planning Technician	FBE0	Step 1	Not Authorized	30.94 2,475.20 5,362.93 64,355.20 7.13.25 FBE0 6% COLA	32.49 2,599.20 5,631.60 67,579.20 Special Adjustment		
			Step 2		34.11 2,728.80 5,912.40 70,948.80			
			Step 3		35.82 2,865.60 6,208.80 74,505.60			
			Step 4		37.61 3,008.80 6,519.07 78,228.80			
Planning and Housing	Permit Technician -PT	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Filled (1) Filled 7.7.2025	32.49			Equity Adjustment

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule fOrd672 for 1-26-2026 CouncilMtg									
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually		
Planning and Housing	Permit Technician	FBEO	Step 1	Not Authorized	26.67	2,048.98	4,439.45	53,275.38	7.13.25	FBEO 6% COLA
			Step 2		28.00	2,240.00	4,853.33	58,240.00		
			Step 3		29.40	2,352.00	5,096.00	61,152.00		
			Step 4		30.87	2,469.60	5,350.80	64,205.60		
			Step 5		32.41	2,592.80	5,617.73	67,412.80		
Police	Community Services Officer	FBPA	Step 1	Not Authorized	27.04	2,163.20	4,686.93	56,243.20	Ord 672	3.36% Adj. eff. 1.1.2026
			Step 2		28.39	2,197.61	4,761.48	59,051.20		
			Step 3		29.81	2,307.20	4,998.93	59,987.20		
			Step 4		31.30	2,422.56	5,248.88	62,986.56		
			Step 5		32.87	2,543.69	5,511.32	66,135.89		
	Interim Police Chief	Temp; At-Will; 960 ours limit	Step 1	Not Authorized eff. 12/1/25	83.86					Temporary classification while City recruited permanent Police Chief Old Chief left eff. 9/30/25
Police	Police Chief	Executive; At-Will; Contract	Step 1	Filled (1)	81.41	6,512.92	14,111.33	169,335.90	Executive EE Group	
			Step 2	Filled 12/01/2025	85.48	6,838.40	14,816.53	177,798.40	Governed by Ord 672 per Exec Reso	
			Step 3		89.75	7,180.00	15,556.67	186,680.00	Ord 672 1.93% Adj eff. 1.1.2026	
			Step 4		94.24	7,539.20	16,334.93	196,019.20		
			Step 5		98.95	7,916.00	17,151.33	205,816.00		
Police	Police Chief Executive POST	Executive; At-Will; Contract	Step 1	Vacant	87.12	6,969.57	15,100.73	181,208.71	Executive EE Group	
			Step 2	Vacated on 10/1/2025	91.44	7,318.40	15,856.53	190,278.40	Governed by Ord 672 per Exec Reso	
			Step 3		96.05	7,684.00	16,648.67	199,784.00	Ord 672 1.93% Adj eff. 1.1.2026	
			Step 4		100.85	8,068.00	17,480.67	209,768.00		
			Step 5		105.89	8,471.20	18,354.27	220,251.20		
Police	Police Captain	Mid-Management; Non-Bargaining	Step 1	Filled (1)	72.96	5,836.78	12,648.37	151,758.38	Mid Mgmt Reso 4939-2025 6%	
			Step 2		76.61	6,128.80	13,279.07	159,948.80	In advance of Ord 672	
			Step 3		80.44	6,435.20	13,942.93	167,315.20	Governed by Ord 672 per Reso 4939-2025	
			Step 4		84.46	6,756.80	14,639.73	175,676.80		
			Step 5		88.68	7,094.40	15,371.20	184,454.40		
Police	Police Commander	Mid-Management; Non-Bargaining	Step 1	Filled (1)	63.91	5,112.59	11,077.28	132,927.39	Mid Mgmt Reso 4939-2025 6%	
			Step 2	Filled 9.22.2025	67.10	5,368.00	11,630.67	139,568.00	In advance of Ord 672	
			Step 3		70.46	5,636.80	12,213.07	146,556.80	Governed by Ord 672 per Reso 4939-2025	
			Step 4		73.98	5,918.40	12,823.20	153,878.40		
			Step 5		77.68	6,214.40	13,464.53	161,574.40		
Police	Administrative Analyst - Police	Confidential; Non-Bargaining	Step 1	Filled (1)	29.45	2,356.00	5,104.67	61,256.00	7.13.25	CNBarg 6% COLA
			Step 2		30.92	2,473.60	5,359.47	64,313.60		
			Step 3		32.47	2,597.60	5,628.13	67,537.60		
			Step 4		34.09	2,727.20	5,908.93	70,907.20		
			Step 5		35.79	2,863.20	6,203.60	74,443.20		
Police	Administrative Assistant - Non-Confidential	FBEO	Step 1	Filled (1)	27.15	2,172.00	4,706.00	56,472.00	7.13.25	FBEO 6% COLA
			Working title: Administrative Assistant - Police		28.51	2,280.80	4,941.73	59,300.80		
			Step 2		29.94	2,395.20	5,189.60	62,275.20		
			Step 3		31.44	2,515.20	5,449.60	65,395.20		
			Step 4		33.01	2,640.80	5,721.73	68,660.80		
	Step 5									

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 Council Mtg	Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will						
Police	Grants Analyst				Step 1	Filled (2)	28.00			NO COLA
Police	Police Sergeant - Intermediate POST	FBPA			Step 1	Filled (2)	49.57	3,965.60	8,592.13	103,105.60 7.13.25 FBPA 3% COLA
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will	Step 2		52.05	4,164.00	9,022.00	108,264.00
					Step 3		54.65	4,372.00	9,472.67	113,672.00
					Step 4		57.38	4,590.40	9,945.87	119,350.40
					Step 5		60.25	4,820.00	10,443.33	125,320.00
Police	Police Sergeant - Intermediate POST - Acting	FBPA			Step 1	Not Authorized	49.57	3,965.60	8,592.13	103,105.60 7.13.25 FBPA 3% COLA
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will	Step 2		52.05	4,164.00	9,022.00	108,264.00
					Step 3		54.65	4,372.00	9,472.67	113,672.00
					Step 4		57.38	4,590.40	9,945.87	119,350.40
					Step 5		60.25	4,820.00	10,443.33	125,320.00
Police	Police Sergeant Advance POST	FBPA			Step 1	Filled (1)	52.42	4,193.60	9,086.13	109,033.60 7.13.25 FBPA 3% COLA
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will	Step 2		55.04	4,403.20	9,540.27	114,483.20
					Step 3		57.79	4,623.20	10,016.93	120,203.20
					Step 4		60.68	4,854.40	10,517.87	126,214.40
					Step 5		63.71	5,096.80	11,043.07	132,516.80
Police	Police Officer Basic POST	FBPA			Step 1	Filled (7)	38.73	3,098.40	6,713.20	80,558.40 7.13.25 FBPA 6% COLA
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will	Step 2		40.67	3,253.60	7,049.47	84,593.60
					Step 3		42.70	3,416.00	7,401.33	88,816.00
					Step 4		44.84	3,587.20	7,772.27	93,267.20
					Step 5		47.08	3,766.40	8,160.53	97,926.40
Police	Police Officer Intermediate POST	FBPA			Step 1	Vacant	40.66	3,252.80	7,047.73	84,572.80 7.13.25 FBPA 3% COLA
				Part-Time; Less than 20 Hours Week; Grant-Funded; At-Will	Step 2		42.69	3,415.20	7,399.60	88,795.20
					Step 3		44.82	3,585.60	7,768.80	93,225.60
					Step 4		47.06	3,764.80	8,157.07	97,884.80
					Step 5		49.41	3,952.80	8,564.40	102,772.80
Police	Police Officer Advanced POST	FBPA			Step 1	Vacant	42.66	3,412.80	7,394.40	88,732.80 7.13.25 FBPA 3% COLA
				Part-Time; On-Call; 1,000 Max Annual Hours; Non-Bargaining	Step 2		42.69	3,583.20	7,763.60	93,163.20
					Step 3		47.03	3,762.40	8,151.87	97,822.40
					Step 4		49.38	3,950.40	8,559.20	102,710.40
					Step 5		51.85	4,148.00	8,987.33	107,848.00
Police	Police Recruit	FBPA; 1,040 Hours			Step 1	Filled (1)	34.89			7.13.25 FBPA 3% COLA
Police	Police Transport Officer	Part-Time/On-Call; 1,000 Max Annual Hours; Non-Bargaining			Step 1	Vacant (1)	28.56			NO COLA
Police	Seasonal Parking Attendant	Non-Bargaining; 1,000 Max Annual Hours; At-Will			Step 1	Not Authorized	18.00			NO COLA

Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Police	Social Services Liaison-Crisis Worker	Non-Bargaining; Grant-Funded	Step 1	Filled (3)	34.55	2,764.00	5,988.67	71,884.00 7.13.25 CNBarg 6% COLA
			Step 2	Vacant (1)	36.28	2,902.40	6,288.53	75,462.40
			Step 3		38.09	3,047.20	6,602.27	79,227.20
			Step 4		39.99	3,199.20	6,931.60	83,178.20
			Step 5		41.99	3,359.20	7,278.27	87,339.20
Police	Special Investigator Basic POST	FBPA	Step 1	Vacant (1)	40.66	3,252.80	7,047.73	84,572.80 7.13.25 FBPA 3% COLA
			Step 2		42.69	3,415.20	7,399.60	88,795.20
			Step 3		44.82	3,585.60	7,768.80	93,225.60
			Step 4		47.06	3,764.80	8,157.07	97,884.80
			Step 5		49.41	3,952.80	8,564.40	102,772.80
Police	Special Investigator Intermediate POST	FBPA	Step 1	Vacant (1)	42.69	3,415.20	7,399.60	88,795.20 7.13.25 FBPA 3% COLA
			Step 2		44.82	3,585.60	7,768.80	93,225.60
			Step 3		47.06	3,764.80	8,157.07	97,884.80
			Step 4		49.41	3,952.80	8,564.40	102,772.80
			Step 5		51.88	4,150.40	8,992.53	107,910.40
Police	Special Investigator Advanced POST	FBPA	Step 1	Filled (1)	44.81	3,584.80	7,767.07	93,204.80 7.13.25 FBPA 3% COLA
			Step 2		47.05	3,764.00	8,155.33	97,864.00
			Step 3		49.40	3,952.00	8,562.67	102,752.00
			Step 4		51.87	4,149.60	8,990.80	107,889.60
			Step 5		54.46	4,356.80	9,439.73	113,276.80
Parks & Recreation	Director of Parks & Recreation	Executive; At-Will	Step 1	Vacant (1)	54.36	4,348.80	9,422.40	113,068.80 Exec 7.1.25 6% COLA
			Step 2		57.08	4,566.40	9,893.87	118,726.40
			Step 3		59.93	4,794.40	10,387.87	124,654.40
			Step 4		62.93	5,034.40	10,907.87	130,894.40
			Step 5		66.08	5,286.40	11,453.87	137,446.40
Public Works	Director of Public Works	Executive; At-Will	Step 1	Filled (1)	54.36	4,348.80	9,422.40	113,068.80 Exec COLA Reso 4953-2025
			Step 2		57.08	4,566.40	9,893.87	118,726.40 COLA was eff. 3/15/2025
			Step 3		59.93	4,794.40	10,387.87	124,654.40
			Step 4		62.93	5,034.40	10,907.87	130,894.40
			Step 5		66.08	5,286.40	11,453.87	137,446.40
Public Works	Division	Mid-Management; Non-Bargaining	Step 1	Filled (1)	44.30	3,544.00	7,678.67	92,144.00 Reso 4939-2025
			Step 2		46.52	3,721.60	8,063.47	96,761.60 7.1.25 MidM 6% COLA
			Step 3		48.85	3,908.00	8,467.33	101,608.00
			Step 4		51.29	4,103.20	8,890.27	106,683.20
			Step 5		53.85	4,308.00	9,334.00	112,008.00
Public Works	Administrative Assistant - Non-Confidential	FBEQ	Step 1	Filled (1)	27.15	2,172.00	4,706.00	56,472.00 7.13.25 FBEQ 6% COLA
			Step 2		28.51	2,280.80	4,941.73	59,300.80
			Step 3		29.94	2,395.20	5,189.60	62,275.20
			Step 4		31.44	2,515.20	5,449.60	65,395.20
			Step 5		33.01	2,640.80	5,721.73	68,660.80

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Public Works	Assistant City Engineer	FBEO	Step 1	Filled (2)	36.65	2,932.00	6,352.67	76,232.00 7.13.25 FBEO 6% COLA
			Step 2		38.48	3,078.40	6,669.87	80,038.40
			Step 3		40.40	3,232.00	7,002.67	84,032.00
			Step 4		42.42	3,393.60	7,352.80	88,233.60
			Step 5		44.54	3,563.20	7,720.27	92,643.20
Public Works	Construction Project Manager	Mid-Management; Non-Bargaining	Step 1	Not Authorized	46.75	3,740.00	8,103.33	97,240.00 Reso 4939-2025
			Step 2		49.09	3,927.20	8,508.93	102,107.20 7.1.25 MidM 6% COLA
			Step 3		51.54	4,123.20	8,933.60	107,203.20
			Step 4		54.12	4,329.60	9,380.80	112,569.60
			Step 5		56.83	4,546.40	9,850.53	118,206.40
Public Works	Construction Project Manager	Temporary; 1,000 Max Annual Hours; At-Will	Step 1	Not Authorized	44.10			NO COLA
			Step 2		46.31			
			Step 3		48.63			
			Step 4		51.06			
			Step 5		53.61			
Public Works	Engineering Technician I	FBEO	Step 1	Filled (2)	33.25	2,660.00	5,763.33	69,160.00 7.13.25 FBEO 6% COLA
			Step 2		34.91	2,792.80	6,051.07	72,612.80 Corrected title from Engineering
			Step 3		36.66	2,932.80	6,354.40	76,252.80 Technician eff. 3/24/25
			Step 4		38.49	3,079.20	6,671.60	80,059.20
			Step 5		40.41	3,232.80	7,004.40	84,052.80
Public Works	Engineering Technician II	FBEO	Step 1	Vacant (1)	36.65	2,932.00	6,352.67	76,232.00 7.13.25 FBEO 6% COLA
			Step 2		38.48	3,078.40	6,669.87	80,038.40
			Step 3		40.40	3,232.00	7,002.67	84,032.00
			Step 4		42.42	3,393.60	7,352.80	88,233.60
			Step 5		44.54	3,563.20	7,720.27	92,643.20
Public Works	Senior Engineering Technician	FBEO	Step 1	Vacant (1)	40.18	3,214.40	6,964.53	83,574.40 7.13.25 FBEO 6% COLA
			Step 2		42.19	3,375.20	7,312.93	87,755.20
			Step 3		44.30	3,544.00	7,678.67	92,144.00
			Step 4		46.52	3,721.60	8,063.47	96,761.60
			Step 5		48.85	3,908.00	8,467.33	101,608.00
Public Works	Environmental Compliance Coordinator	FBEO	Step 1	Filled (1)	38.46	3,076.80	6,666.40	79,996.80 7.13.25 FBEO 6% COLA
			Step 2		40.38	3,230.40	6,999.20	83,990.40
			Step 3		42.40	3,392.00	7,349.33	88,192.00
			Step 4		44.52	3,561.60	7,716.80	92,601.60
			Step 5		46.75	3,740.00	8,103.33	97,240.00
Public Works	Laborer-Public Works	Non-Bargaining	Step 1	Vacant (1)	21.42			NO COLA
Public Works	Laborer-Water/Wastewater	Part-Time; Less than 20 Hours Week; Non-Bargaining	Step 1	Filled (1)	21.42			NO COLA

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Public Works	Maintenance Worker I	FBEO	Step 1	Filled (3)	22.94	1,835.20	3,976.27	47,715.20 7.13.25 FBEO 6% COLA
			Step 2		24.09	1,927.20	4,175.60	50,107.20
			Step 3		25.29	2,023.20	4,383.60	52,603.20
			Step 4		26.55	2,124.00	4,602.00	55,224.00
			Step 5		27.85	2,230.40	4,832.53	57,990.40
Public Works	Maintenance Worker II	FBEO	Step 1	Filled (3)	26.07	2,085.60	4,518.80	54,225.60 7.13.25 FBEO 6% COLA
			Step 2		27.37	2,189.60	4,744.13	56,929.60
			Step 3		28.74	2,299.20	4,981.60	59,779.20
			Step 4		30.18	2,414.40	5,231.20	62,774.40
			Step 5		31.69	2,535.20	5,492.93	65,915.20
Public Works	Maintenance Worker III	FBEO	Step 1	Not Authorized	27.38	2,190.40	4,745.87	56,950.40 7.13.25 FBEO 6% COLA
			Step 2		28.75	2,300.00	4,983.33	59,800.00
			Step 3		30.19	2,415.20	5,232.93	62,795.20
			Step 4		31.70	2,536.00	5,494.67	65,936.00
			Step 5		33.29	2,663.20	5,770.27	69,243.20
Public Works	Maintenance Worker IV	FBEO	Step 1	Filled (1)	34.59	2,767.20	5,995.60	71,947.20 7.13.25 FBEO 6% COLA
			Step 2		36.32	2,905.60	6,295.47	75,545.60 Formulas corrected
			Step 3		38.14	3,051.20	6,610.93	79,331.20
			Step 4		40.05	3,204.00	6,942.00	83,304.00
			Step 5		42.05	3,364.00	7,288.67	87,464.00
Public Works	Maintenance Division Supervisor	FBEO	Step 1	Filled (1)	38.38	3,070.40	6,652.53	79,830.40 7.13.25 FBEO 6% COLA
			Step 2		40.30	3,224.00	6,985.33	83,824.00
			Step 3		42.32	3,385.60	7,335.47	88,028.60
			Step 4		44.44	3,555.20	7,702.93	92,435.20
			Step 5		46.66	3,732.80	8,087.73	97,052.80
Public Works	Mechanic	FBEO	Step 1	Filled (1)	29.45	2,356.00	5,104.67	61,256.00 7.13.25 FBEO 6% COLA
			Step 2		30.92	2,473.60	5,359.47	64,313.60
			Step 3		32.47	2,597.60	5,628.13	67,537.60
			Step 4		34.09	2,727.20	5,908.93	70,907.20
			Step 5		35.79	2,863.20	6,203.60	74,443.20
Public Works	Operations Manager	Mid-Management: Non-Bargaining	Step 1	Filled (1)	44.30	3,544.00	7,678.67	92,144.00 Reso 4939-2025
			Step 2		46.52	3,721.60	8,063.47	96,761.60 7.1.25 MidM 6% COLA
			Step 3		48.85	3,908.00	8,467.33	101,608.00
			Step 4		51.29	4,103.20	8,890.27	106,683.20
			Step 5		53.85	4,308.00	9,334.00	112,008.00
Public Works	Treatment Division Supervisor	FBEO	Step 1	Filled (1)	38.38	3,070.40	6,652.53	79,830.40 7.13.25 FBEO 6% COLA
			Step 2		40.30	3,224.00	6,985.33	83,824.00
			Step 3		42.32	3,385.60	7,336.47	88,028.60
			Step 4		44.44	3,555.20	7,702.93	92,435.20
			Step 5		46.66	3,732.80	8,087.73	97,052.80
Public Works	Seasonal Laborer	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Vacant (2)	21.42	Match to PT Laborer PW & Wastewater		

Effective 1.1.2026	2026.01.01 All Inclsy Master Comp Schedule fOrd672 for 1-26-2026 CouncilMtg							
Department	Position	Class	Step	Status	Hourly	Biweekly	Monthly	Annually
Public Works	Treatment Plant Operator-in-Training	FBEO	Step 1	Filled (1)	22.36	1,788.80	3,875.73	46,505.80
			Step 2		23.48	1,878.40	4,069.87	48,838.40
			Step 3		24.65	1,972.00	4,272.67	51,272.00
			Step 4		25.88	2,070.40	4,485.87	53,630.40
			Step 5		27.17	2,173.60	4,709.47	56,513.60
Public Works	Treatment Plant Operator I	FBEO	Step 1	Filled (1)	27.74	2,219.20	4,808.27	57,699.20
			Step 2		29.13	2,330.40	5,049.20	60,590.40
			Step 3		30.53	2,447.20	5,302.27	63,627.20
			Step 4		32.12	2,569.60	5,567.47	66,809.60
			Step 5		33.73	2,698.40	5,846.53	70,156.40
Public Works	Treatment Plant Operator II	FBEO	Step 1	Filled (3)	29.15	2,332.00	5,052.67	60,632.00
			Step 2		30.61	2,448.80	5,305.73	63,668.80
			Step 3		32.14	2,571.20	5,570.93	66,851.20
			Step 4		33.75	2,700.00	5,850.00	70,200.00
			Step 5		35.44	2,835.20	6,142.93	73,715.20
Public Works	Treatment Plant Operator III	FBEO	Step 1	Filled (2)	32.13	2,570.40	5,569.20	66,830.40
			Step 2		33.74	2,699.20	5,848.27	70,179.20
			Step 3		35.43	2,834.40	6,141.20	73,694.40
			Step 4		37.20	2,976.00	6,448.00	77,376.00
			Step 5		39.06	3,124.80	6,770.40	81,244.80
Multiple Departments	Intern	Non-Bargaining; 1,000 Max Annual Hours; At-Will	Step 1	Not Authorized	18.00			NO COLA
Multiple Departments	Office Assistant		Step 1	Not Authorized	20.00			NO COLA
			Step 2		21.00			
			Step 3		22.05			
			Step 4		23.15			
			Step 5		24.31			

Calulations for the 7.1.2025 All Inclusive Comp Schedule

Finance	<b>Government Accountant II</b>	FBEO	<b>Step 1</b> <b>Step 2</b> <b>Step 3</b> <b>Step 4</b> <b>Step 5</b>	Not Author
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34.02	2,721.60	5,896.80	70,761.60	Pre 7.13.25 6% COLA	34.02	1.06
35.72	2,857.60	6,191.47	74,297.60		Check formulas on 7.1	
37.51	3,000.80	6,501.73	78,020.80		Was not listed in 3/24/	
39.39	3,151.20	6,827.60	81,931.20			
41.36	3,308.80	7,169.07	86,028.80			

**36.06**      34.02      1.06    36.06438

|3.25 comp schedule

'25 comp schedule, but needed it to verify Govt. Acctnt III pay



City of Fort Bragg

*Incorporated August 5, 1889*

416 N. Franklin St.

Fort Bragg, Ca 95437

707-964-5325

ORDINANCE NO. 672

"AN ORDINANCE ESTABLISHING MINIMUM STANDARDS OF COMPENSATION, BENEFITS AND SALARIES FOR MEMBERS OF THE POLICE DEPARTMENT OF THE CITY OF FORT BRAGG. The People of the City of Fort Bragg, County of Mendocino, State of California, DO ORDAIN AS FOLLOWS:

Section 1. Purpose.

The public health, safety, and welfare of the residents of said City of Fort Bragg demand competent, qualified, trained, and experienced police officers and employees of its Police Department. This goal can only be reached and maintained in the future by maintaining compensation, salaries, and benefits competitive with other law enforcement agencies within the County of Mendocino of the State of California.

Section 2. Salary.

Beginning the first day of the month following the effective date of this ordinance, and the first day of January of each succeeding January thereafter, the City council of said City of Fort Bragg shall determine the then existing monthly salaries of each classification of like or comparable grades or ranks (including experience, education, and training) of the Police Departments of the City of Willits and the City of Ukiah of said County of Mendocino, State of California, and of the Sheriff's Department of said County of Mendocino of the State of California. The average of the salaries for each of the comparable grades or ranks (including experience, education, and training) of the members of the Police Department of the said City of Willits, the Police Department of the said City of Ukiah, and the Sheriff's Department of the said County of Mendocino shall be the minimum salaries payable by the said City of Fort Bragg to the members and employees of its Police Department of the same or comparable grades or ranks (including experience, education and training) as so adjusted on the first day of the month following the effective date of this ordinance, and the first day of January of each succeeding January thereafter.

Section 3. Benefits and Additional Compensation.

Except as provided in immediately preceding Section 2 hereof, all other benefits and additional compensation provided or payable by said City of Fort Bragg to or for the members and employees of its Police Department shall be no less than those set forth in Resolution 1296-85 ("A Resolution of the City Council of the City of Fort Bragg Adopting the Compensation Plan

for Fort Bragg Police Employees") as passed and adopted at a regular meeting of the City Council of the City of Fort Bragg on January 14, 1985.

The foregoing ordinance shall be considered as adopted on the date the vote of a majority of the voters on the ordinance in its favor is declared by the City Council of said City of Fort Bragg and shall go into effect 10 days after that date."

RESOLUTION 1474-86

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FORT BRAGG  
DECLARING THE RESULTS OF THE NOVEMBER 4, 1986  
CONSOLIDATED SPECIAL ELECTION

WHEREAS, Section 17111 of the California Elections Code requires a declaration of the results of a local election; and

WHEREAS, the Mendocino County Clerk-Recorder has officially certified, in accordance with Section 17088 of the Elections Code, the results of the Consolidated Special Election held on November 4, 1986.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg hereby declares the results of the November 4, 1986 Consolidated Special Election to be as stated in the Certificate of the Mendocino County Clerk-Recorder dated December 1, 1986, which is attached hereto and made a part hereof as Exhibit "A".

BE IT FURTHER RESOLVED that the City Council declares that the following ordinance was adopted by a vote of 768 "YES" and 753 "NO":

A. Initiative Ordinance; An Ordinance Establishing Minimum Standards of Compensation, Benefits and Salaries for Members of the Police Department of the City of Fort Bragg. (Exhibit "B; Ordinance 672).

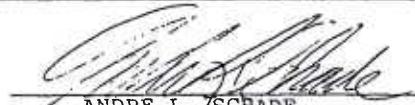
BE IT FURTHER RESOLVED that pursuant to the Judgement for Petitioner dated May 13, 1986, in the matter of Robert H. Heeb vs: City of Fort Bragg, the above referenced ordinance shall be considered as adopted and shall go into effect 10 days after the date of the adoption of this Resolution.

The above and foregoing Resolution was introduced by Councilman Lang, was seconded by Councilman Huber, and passed and adopted at a regular meeting of the Council of the City of Fort Bragg held on the 8th day of December, 1986, by the following vote:

AYES: Meskis, Huber, Lang, Thurman, Schade.

NOES: None.

ABSENT: None.



ANDRE L. SCHADE,  
Mayor

ATTEST:

s/ DeeLynn R. Carpenter  
DeeLynn R. Carpenter,  
City Clerk

NOTE: Exhibit "A" as referenced above is available for review or copying during normal office hours in the Office of the City Clerk, City Hall, 416 North Franklin Street, Fort Bragg, California 95437.

PUBLISH: December 24, 1986.