



**CITY OF FORT BRAGG**  
**REQUEST FOR PROPOSALS FOR**  
**LOCAL PROJECT MANAGEMENT**  
**Visit Fort Bragg Marketing & Promotions Action Plan**

The City of Fort Bragg is seeking proposals from a qualified project manager interested in contracting with the City of Fort Bragg to manage the implementation of the **Visit Fort Bragg Marketing and Promotions Action Plan**.

**Background & Project Understanding**

The City of Fort Bragg has been transitioning from a lumber town to a tourism destination for the past 17 years. This community of 7,000 residents is perched on the bluff tops overlooking the ocean in Mendocino County. The community offers many interesting visitor-serving activities and facilities including:

- Beachcombing, bicycling, walking, hiking, fishing, horseback riding, ocean and river kayaking, beer and wine tasting;
- Visitor attractions include: the world-renowned Glass Beach, Skunk Train, Coastal Trail & Noyo Headlands Park, MacKerricher State Park, Noyo Harbor, the Mendocino Botanical Gardens, Guest House Museum, North Coast Brewery and more;
- A quaint downtown with a variety of specialty shops located in historic buildings;
- Excellent selection of mid-priced restaurants; and
- Hotels, motels, and bed and breakfasts for visitors with a variety of price points.

Year-round tourism is part of Fort Bragg's economy; however tourism peaks from June through September with many visitors from the Central Valley and the Bay Area.

The City of Fort Bragg recently passed a Transient Occupancy Tax increase and a portion of the funds has been dedicated to marketing and promotions. This effort is just getting underway. The City recently completed a Visit Fort Bragg (VFB) Marketing & Promotions Action Plan, which identifies targeted promotional and marketing activities anticipated to be undertaken by the City over the next three years (see Exhibit "B"). The majority of activities in the Action Plan will be implemented by consultants.

The City is seeking a VFB Project Manager to manage the implementation of the Action Plan. The City is seeking to engage the VFB Project Manager in a two-year contract with a possible one-year extension.

The proposed management structure for the activity is described below:

- The City Council makes all final decisions regarding: 1) adoption of and proposed changes to the Visit Fort Bragg Marketing & Promotions Action Plan; 2) the scope of work for all RFPs; and 3) contract approval for all professional services contracts.
- The Community Development Department Special Projects Manager will manage the VFB Project Manager's activities, pay all invoices, work with the City Clerk to prepare all contracts, and serve as City liaison to the Visit Fort Bragg Committee.
- The Visit Fort Bragg Committee (composed of volunteers in the tourism sector representing hotels owners, retail, attractions and dining) will serve as an advisory committee for the implementation of the Action Plan and the work of the VFB Project Manager.
- The VFB Project Manager will undertake all of the tasks described in the scope of work below, which include management of all consultant work, providing administrative support and leadership to the Visit Fort Bragg Committee, and reporting to the Community Development Department's Special Projects Manager and City Council.

## SCOPE OF WORK

The primary objectives of the Visit Fort Bragg Project Manager are to implement Tasks 9 through 14 of the Action Plan (Exhibit "B") as follows:

### 9. Project & Contract Management – Manage promotions and marketing efforts

1. Solicit, select and manage all consultants to complete tasks 1 through 8 of the Visit Fort Bragg Marketing & Promotions Action Plan, including: develop all RFPs, negotiate contracts, manage consultants and work product, forward invoices for City payment, evaluate performance, etc.
2. Undertake the ongoing management of existing contracts, including the contract with the Chamber of Commerce for the provision of social media consulting services; branding contract; management of the consultants who put out flags and banners for City events; and any other existing contracts related to implementation of Action Plan.
3. Administer the Visit Fort Bragg Committee, which will be transferred from the Chamber of Commerce to the Local Project Manager in January of 2018. This activity includes: developing and managing the Visit Fort Bragg budget; attending monthly Visit Fort Bragg committee meetings in person; preparing agendas, reports and minutes for committee meetings; soliciting and incorporating Committee input; and all email and phone communications with the committee.
4. Report to City Council and City staff. This task includes:
  - a. Monthly reports to City of Fort Bragg Special Projects Manager regarding the status of all consultant work product and to receive input and direction on management of consultants
  - b. Preparation of RFPs using the City's format and consultant procurement and solicitation process and submittal of all consultant invoices for City processing.

All contracts will be between the City and consultants, but the Visit Fort Bragg Project Manager will manage the consultants and review and recommend payment of invoices. The City will process all invoices and pay all consultants directly.

- c. Bi-annual (twice per fiscal year) report to City Council regarding status of Action Plan task implementation
  - d. Other project management duties as assigned
5. Update the Promotions & Marketing Action Plan on a bi-annual basis with stakeholder input.

**10. Retreats & Business Meetings – No budget is allocated, so this item does not require response for this RFP.**

**11. Tourism Industry Communication** – engage in ongoing communication with local stakeholders to keep them informed and involved in promotional efforts and activities.

- 1. Monthly email to stakeholders. Annual report and in-person visits with lodging.
- 2. Annual tourism luncheon (summit) to inform and educate the tourism serving industry & community about the performance of tourism in the local economy. This luncheon could include a review of past years' tourism activities, a guest speaker from within the industry, networking opportunities for attendees, brainstorming on activities for upcoming year, etc.
- 3. Gather story ideas from local businesses for promotional activities.

**12. Leisure Sales & Trade Shows**

- 1. Develop a trade show booth.
- 2. Attend consumer trade shows that focus *on rural and coastal tourism*. Attend the Bay Area Travel and Adventure show and the Sacramento International Sportsman's Expo Show.
- 3. Develop and distribute trade show giveaway items that promote the Fort Bragg brand. Develop an email database that can be used for future marketing efforts.

**13. Strategic Alliances** - Alliances and partnerships can leverage Fort Bragg's resources. Work with tourism agencies to make sure that Fort Bragg is well represented through their marketing efforts.

- 1. Work with tourism agencies to make sure that Fort Bragg is well represented through their marketing efforts.
  - a. North Coast Tourism Council includes tourism organizations from around the North Coast region. It is designed to attract visitors to the entire region with a focus on international visitation.
  - b. Mendocino County Tourism Commission (MCTC) is responsible for promotion of the county including Fort Bragg. Fort Bragg can work with the MCTC to leverage public relations, leisure sales, and advertising efforts.
  - c. Leverage resources by cooperating with regional organizations like Visit Ukiah.

2. Work with arts and culture organizations to connect visitors with the local community and provide an authentic experience.

#### **14. Research Evaluation & Measurement** – Evaluate performance to track and improve effectiveness.

Evaluation should focus on: 1) program outcomes (such as website analytics); 2) the Return on Investment of the funds spent for marketing/promotion; and 3) destination performance (occupancy rates and TOT revenues).

Develop and distribute a Fort Bragg measurement dashboard and annual report. This dashboard and annual report should be comprehensive and include all measurements available for the destination including:

1. Website and social media analytics.
2. Number of brochures/collateral material distributed in and out of market.
3. Number of articles and media placements.
4. Fort Bragg-wide lodging performance data: total room revenue, occupancy, and total T.O.T. collected.
3. Continue to implement periodic visitor profile studies as well as market and advertising awareness studies designed to provide fresh, new information that reflects a changing marketplace.

#### **RFP Schedule**

RFP Release	July 12, 2017
Deadline for Written Questions	July 28, 2017
Proposals Due	August 4, 2017
Interviews	August 16, 2017
Selection	August 25, 2017

#### **PROPOSAL SUBMITTAL REQUIREMENTS**

1. Proposers should send a complete digital proposal, collated into one PDF document and three printed copies of the proposal so that it is received by the City no later than 5:00 p.m. on August 4, 2017 to:  
City of Fort Bragg  
Attention: June Lemos, CMC, City Clerk  
416 North Franklin Street  
Fort Bragg, CA 95437  
[jlemos@fortbragg.com](mailto:jlemos@fortbragg.com)
2. Format: Printed proposal should be 8 ½ x 11 inches, printed two-sided on recycled and recyclable paper with removable bindings, bound in a single document and organized in sections following the order specified under contents.
3. Limit Proposal length – Please limit proposal length to 15 pages total.
4. Contents: Proposal shall contain the following information:

- A. Firm Description  
Provide a description of your business and list relevant information about capabilities and length of time in existence. The firm or individual chosen for this work must embrace a collaborative approach to the management of complex consultant-driven projects, and include experience with the following:
- a. Marketing & promotions;
  - b. Effective and results-driven management and coordination of consultants and consultant work product;
  - c. The ability to receive and evaluate input as well as provide support and guidance to a committee;
  - d. Comfort working in a highly visible position;
  - e. Ability to work with multiple stake holders including owners and managers of area attractions and hotels, retail and restaurants.
- B. Relevant Experience  
Describe relevant project management, marketing and promotions experience, especially experience with management of tourism promotions and marketing efforts and/or consultants.
- C. Key Personnel Qualifications  
Identify the project manager and key personnel who would work on the project, as assigned their respective roles and a synopsis of relevant experience.
- D. References  
List of agencies and clients for whom similar work has been performed, with the name, title and phone number of a contact person.
- E. Project Understanding & Philosophy  
Project Management Philosophy – please describe the philosophy you would use to manage this project. Provide an outline of your understanding of the destination’s situation and issues.
- F. Scope of Work  
Provide an explanation of tasks associated with the project, including how you propose to complete each task, as outlined in the draft scope of work above and as illustrated in the attached Visit Fort Bragg Marketing & Promotions Action Plan.
- G. Supporting Materials  
Please attach supporting materials or concepts depicting how you are distinctive from other agencies or experts in this field.
- H. Budget and Schedule of Charges  
Provide a task related budget for implementation of Tasks 9 through 14 of the Action Plan on a fiscal year basis for two years: September 2017-June 30, 2018 and July 1, 2018 - June 30, 2019.  
Provide a “Not to Exceed” amount and a list of Personnel Rates, Equipment Charges, Travel Reimbursement Costs, and Job Descriptions for Personnel.
- I. Work Schedule  
Please review the City proposed timelines and provide any modifications or refinements.

J. Insurance

The individual or firm receiving the contract shall procure and maintain for the duration of the contract, insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, employees or subcontracts as set forth in Section 12 of Exhibit "A" which is attached hereto and incorporated by reference herein. The cost of such insurance shall be included in the consultant's proposal.

K. Consultant Agreement

The City's standard consultant services agreement is attached as Exhibit "A". Please identify if your firm would have any issues with the provisions of the City's standard consulting services agreement.

**EVALUATION CRITERIA**

Proposals will be evaluated on the basis of the following criteria:

- Capabilities and resources of the firm (10%)
- Qualifications and experience of key individuals (40%)
- Schedule and cost for completion of work (30%)
- Local knowledge and local presence (20%)

The above selection criteria are provided to assist proposals and are not meant to limit other considerations that may become apparent during the course of the selection process.

Proposals will be reviewed and evaluated by City of Fort Bragg Staff and Visit Fort Bragg Committee and a recommendation for award of contract will be presented to the Fort Bragg City Council.

**OTHER CONSIDERATIONS**

The City of Fort Bragg reserves the right to reject any and all proposals. This Request for Proposals does not commit the City to award contract, pay any costs incurred in the preparation of proposals, or to procure or contract for supplies or services.

The City of Fort Bragg reserves the right to negotiate with any qualified source or to cancel, in part or in its entirety, this Request for Proposals, if it is in the best interest of the City to do so. The City may require the selected consultant to participate in negotiations, and submit such price, technical or other revisions of the proposal that may result from negotiations.

**QUESTIONS**

Questions should be directed to:

Marie Jones  
Director of Community Development  
City of Fort Bragg  
(707) 961-1807  
E-mail: [mjones@fortbragg.com](mailto:mjones@fortbragg.com)

or

Jennifer Owen  
Special Projects Manager  
City of Fort Bragg  
(707) 961-2827  
[jowen@fortbragg.com](mailto:jowen@fortbragg.com)

**ATTACHMENTS**

Exhibit "A" – City's standard Professional Services Agreement

Exhibit "B" – Visit Fort Bragg Marketing & Promotions Action Plan

## PROFESSIONAL SERVICES AGREEMENT

### AGREEMENT

This Agreement is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2017 by and between the City of Fort Bragg, a California Municipal Corporation, 416 N. Franklin Street, Fort Bragg, California, 95437 ("City"), and \_\_\_\_\_ name, /address \_\_\_\_\_, a \_\_\_\_\_ ("Consultant").

### RECITALS

**WHEREAS**, City has determined that it requires the following professional services from a consultant: to provide local project manage services for the Visit Fort Bragg Marketing and Promotions Action Plan; and

**WHEREAS**, Consultant represents and warrants that it is fully qualified to perform such professional services by virtue of specialized experience and training, education and expertise of its principals and employees. Consultant further represents that it is willing to accept responsibility for performing such services in accordance with the terms and conditions set forth in this Agreement; and

**WHEREAS**, the legislative body of the City on \_\_\_\_\_, 2017, by Resolution No. \_\_\_\_-2017 authorized execution of this Agreement on behalf of the City in accordance with Chapter 3.20 of the City Municipal Code and/or other applicable law;

**NOW, THEREFORE**, City and Consultant, for the consideration hereinafter described, mutually agree as follows:

#### 1. DESCRIPTION OF SERVICES OR SCOPE OF WORK

The services to be performed under this Agreement ("Services") are as follows: Local project management of the Visit Fort Bragg Marketing and Promotions Action Plan. The Services are further described in Consultant's proposal (the "Proposal"), which is attached to and made a part of this Agreement as Exhibit A. Changes in the scope, character, or complexity of the Services, if such changes become desirable or necessary as the work progresses, shall be agreed upon by both parties in a written change order. For special cases where it is essential that the extra work be performed immediately, execution of a change order or amendment to the Agreement covering the changes shall be completed as soon as possible.

#### 2. TERM

The Agreement term will commence on \_\_\_\_\_, and expire on \_\_\_\_\_, unless the Agreement term is amended or the Agreement is terminated in accordance with its terms.

## Exhibit A

### 3. PAYMENT TERMS

a. City agrees to pay Consultant for Services that are actually performed in accordance with this Agreement. To be eligible for payment, Consultant invoices must be submitted not more often than monthly to the City and list the Services performed and the amounts to be paid according to the cost categories and prices in the Proposal.

b. NOT TO EXCEED CONTRACT: In no event will the City's obligation to pay the Consultant under this Agreement exceed \$\_\_\_\_\_ (the "Not to Exceed Amount"), unless this Agreement is first modified in accordance with its terms. The Not to Exceed Amount includes salary, fringe benefits, overhead, profit, and all other expenses incurred by the Consultant in completing its Services under this Agreement.

c. [SECTION REMOVED.]

d. In accordance with California Government Code § 8546.7, if this Agreement exceeds TEN THOUSAND DOLLARS (\$10,000.00), this Agreement and the Consultant's books and records related to this Agreement shall be subject to the examination and audit of the State Auditor, at the request of City or as part of any audit of the City, for a period of four (4) years after final payment under the Agreement.

e. COST PRINCIPLES. The Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et seq., are the governing factors regarding allowable elements of cost. Also the administrative requirements set forth in 49 CFR, Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments are also included in this Agreement. This also applies to all subcontracts in excess of \$25,000.

### 4. TIME OF COMPLETION

Consultant must commence performance of the Services upon receipt of written direction to proceed from City. Consultant shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary to meet the standard of performance provided in Section 8 below and to satisfy Consultant's obligations hereunder. Consultant will complete the Services in accordance with this Agreement by \_\_\_\_\_, 2017 (the "Time of Completion"). The Time of Completion may only be modified by a written amendment of the Agreement signed by both the City and the Consultant and in accordance with its terms.

### 5. INDEPENDENT CONTRACTOR

Consultant and City agree that the Consultant will perform the Services as an independent contractor and not as an employee or agent of the City. Persons employed or utilized by Consultant in the performance of the Services will not be employees or agents of the City. Consultant is solely responsible for the payment of employment taxes incurred under this Agreement and any similar federal or state taxes.



## 6. SUBCONTRACTING

a. The Consultant shall perform the work contemplated with resources available within its own organization; and no portion of the work pertinent to this Agreement shall be subcontracted out without written authorization by the City's Contract Manager, except that, which is expressly identified in the approved Cost Proposal.

b. Any subcontract in excess of \$25,000 entered into by the Consultant relating to this Agreement shall incorporate by reference all of the provisions of this Agreement and make them applicable to said subcontractor.

c. Consultant will be solely responsible for payment of such subcontracted Services.

d. Any substitution of subcontractors must be approved in writing by the City's Contract Manager.

e. Subcontractors are bound to Consultant and City in the same manner and to the same extent as Consultant is bound to City under the Agreement. Subcontractor further must agree to include the same requirements and provisions of this Agreement, including the indemnity and insurance requirements, with any sub-subcontractor to the extent they apply to the scope of the sub-subcontractor's work. A copy of the City indemnity and insurance provisions will be furnished to the subcontractor upon request.

f. If the Consultant uses subcontractors, it must comply with Civil Code § 8814 and all other California law relating to the prompt payment of subcontractors.

## 7. RECORD RETENTION

For the purpose of determining compliance with Public Contracts Code §§ 10115, *et seq.* and Title 21, California Code of Regulations, Chapter 21, §§ 2500 *et seq.*, when applicable, and other matters connected with the performance of the Agreement pursuant to Government Code § 8546.7, the Consultant, subcontractors, and the City shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the performance of this Agreement, including but not limited to, the costs of administering the Agreement. All parties shall make such materials available at their respective offices at all reasonable times during the Agreement period and for three (3) years from the date of final payment under the Agreement. The State, the State Auditor, City, Federal Highway Administration ("FHWA"), or any duly authorized representative of the federal government shall have access to any books, records, and documents of the Consultant and its subcontractors that are pertinent to the Agreement for audit, examination, excerpts, and transactions, and copies thereof shall be furnished if requested.

## 8. STANDARD OF PERFORMANCE

a. Consultant will perform the Services in the manner and according to the standards observed by a competent practitioner of the profession in which Consultant is engaged in the geographical area in which Consultant practices its profession and will prepare all work products required by this Agreement in accordance with such standards. Consultant will comply with federal, state, and local laws and regulations applicable to performance of the Services, including, but not limited to, the California Building Standards Code as in effect in the City, the Americans with Disabilities Act, any air pollution control laws and regulations applicable to Consultant, and any laws and regulations related to any copyright, patent, trademark, or other intellectual property right involved in performance of the services. Consultant's failure to comply with any law(s) or regulation(s) applicable to the performance of the services hereunder shall constitute a material breach of this agreement.

b. The Consultant should not substitute key personnel (Project Manager and others listed by name in the cost proposal) or subcontractors without prior written approval from the City. The Consultant must request and justify the need for the substitution and obtain approval from the City prior to use of a different subcontractor on the Agreement. The proposed substituted person or subcontractor must be as qualified as the original, and at the same or lower cost.

c. If this Agreement includes engineering services, the Consultant's Project Manager must be a registered Engineer in the State of California.

d. Consultant shall assign only competent personnel to perform services pursuant to this Agreement. In the event that City, in its sole discretion, at any time during the term of this Agreement, desires the reassignment of any such persons, Consultant shall, immediately upon receiving notice from City of such desire of City, reassign such person or persons.

## 9. OTHER GOVERNMENTAL REGULATIONS

To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.

## 10. USE OF RECYCLED PRODUCTS

Consultant shall endeavor to prepare and submit all reports, written studies, and other printed material on recycled paper to the extent it is available at equal or less cost than virgin paper.

## 11. INDEMNITY

## Exhibit A

To the maximum extent permitted by law, Consultant shall, at its own expense, indemnify, defend with counsel acceptable to the City (which acceptance will not be unreasonably withheld), and hold harmless City and its officers, officials, employees, agents, and volunteers ("Indemnitees") from and against any and all liability, loss, damage, claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, civil penalties and fines, expenses and costs (including, without limitation, claims expenses, attorneys' fees and costs and litigation costs) (collectively, "Liability") of every nature, whether actual, alleged or threatened, arising out of or in connection with the Services, or Consultant's failure to comply with any of the terms of this Agreement, regardless of any fault or alleged fault of the Indemnitees but excepting the sole negligence or willful misconduct of the Indemnitees.

The Consultant's obligation to indemnify, defend, and hold harmless under this provision shall not be excused because of the Consultant's inability to evaluate Liability, or because the Consultant evaluates Liability and determines that the Consultant is not or may not be liable. The Consultant must respond within 30 calendar days to any tender for defense and indemnity by the City, unless the time for responding is extended by an authorized representative of the City in writing. If the Consultant fails to accept tender of defense and indemnity within 30 calendar days, in addition to any other remedies authorized by law, so much of the money due or that may become due the Consultant under this Agreement as shall reasonably be considered necessary by the City, may be retained by the City until disposition has been made of the matter subject to tender, or until the Consultant accepts the tender, whichever occurs first.

The Consultant waives any and all rights to express or implied indemnity against the Indemnitees concerning any Liability of the Consultant arising out of or in connection with the Services or Consultant's failure to comply with any of the terms of this Agreement.

Notwithstanding the foregoing, to the extent this Agreement is a "construction contract" as defined by California Civil Code § 2783, as may be amended from time to time, Consultant's duty to indemnify under this provision shall not apply when to do so would be prohibited by California Civil Code § 2782, as may be amended from time to time.

Notwithstanding the foregoing, to the extent that the Services include design professional services subject to Cal. Civil Code § 2782.8, as amended from time to time, Consultant's duty to indemnify shall only be to the maximum extent permitted by Civil Code § 2782.8.

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

## Exhibit A

well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

The defense and indemnification obligations of this agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this agreement.

Consultant/subcontractor's responsibility for such defense and indemnity obligations shall survive the termination or completion of this Agreement for the full period of time allowed by law.

### 12. INSURANCE

a. Before commencing performance of the Services, Consultant, at its own cost and expense, must: (1) procure "occurrence coverage" insurance of the kinds and in the amounts specified below against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the Services hereunder by the Consultant or its agents, representatives, employees, or subcontractors; and (2) submit to the City certificates of insurance and endorsements evidencing insurance coverage that meets the requirements of this section. Consultant must maintain the insurance policies required by this section throughout the Agreement term. The cost of such insurance must be included in the Consultant's proposal.

Consultant agrees to include with all subcontractors in their subcontract the same requirements and provisions of this Agreement including the indemnity and insurance requirements to the extent they apply to the scope of the subcontractor's work. The Consultant shall require all subcontractors to provide a valid certificate of insurance and the required endorsements included in this Agreement prior to commencement of any work and Consultant will provide proof of compliance to the City.

Consultant may not allow any subcontractor to commence work on the Services until Consultant and/or the subcontractor have obtained all insurance required by this Agreement for the subcontractor(s) and submitted certificates of insurance and endorsements evidencing such coverage to City.

b. Workers Compensation Insurance. Consultant must, at its sole cost and expense, maintain Workers' Compensation Insurance and Employer's Liability Insurance for any and all persons employed directly or indirectly by Consultant. Workers' Compensation Insurance as required by the State of California, with coverage providing Statutory Limits, and Employer's Liability Insurance with limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) per occurrence must be provided. The insurance must be endorsed to waive all rights of subrogation against City and its officials, officers, employees, and volunteers for loss arising from or related to the Services.

## Exhibit A

c. Consultant, at its own cost and expense, must maintain commercial general liability insurance and automobile liability insurance for the term of this Agreement each in an amount not less than ONE MILLION DOLLARS (\$1,000,000.00) per occurrence, TWO MILLION DOLLARS (\$2,000,000.00) aggregate, combined single limit coverage for risks associated with Services. If a Commercial General Liability Insurance or an Automobile Liability form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the Services or the general aggregate limit shall be at least twice the required occurrence limit. Such coverage shall include, but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles.

d. Except for Workers' Compensation insurance and Professional Liability insurance, all other insurance coverages required pursuant to this Agreement must include or be endorsed to include the following:

(1) City and its officials, officers, employees, agents, and volunteers ("Additional Insured") shall be covered as insureds with respect to each of the following: liability arising out of activities performed by or on behalf of Consultant; products and completed operations of Consultant; premises owned, occupied, or used by Consultant; and automobiles owned, leased, or used by Consultant. The coverage may contain no special limitations on the scope of protection afforded to City or its officials, officers, employees, agents, or volunteers.

(2) The Additional Insured coverage under the Consultant's policy shall be "primary and non-contributory" and Consultant's coverage will not seek contribution from the City's insurance or self-insurance and shall be at least as broad as CG 20 01 04 13.

e. It shall be a requirement under this Agreement that any available insurance proceeds broader than or in excess of the specified minimum insurance coverage requirements and/or limits shall be available to the Additional Insured. Furthermore, the requirements for coverage and limits shall be (1) the minimum coverage and limits specified in this Agreement; or (2) the broader coverage and maximum limits of coverage of any insurance policy or proceeds available to the named Insured; whichever is greater.

f. The limits of insurance required in this Agreement may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of City (if agreed to in a written contract or agreement) before the City's own insurance or self-insurance shall be called upon to protect it as a named insured.

## Exhibit A

g. Insurance coverage required pursuant to this Agreement must include or be endorsed to include the following:

(1) Any failure of Consultant to comply with reporting provisions of the policy shall not affect coverage provided to City and its officers, employees, agents, and volunteers.

(2) Required insurance coverage may not be suspended, voided, canceled, reduced in coverage or in limits, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to City.

h. [SECTION REMOVED.]

i. All insurance required under this Agreement must be placed with insurers with a Best's rating of no less than A:VII unless otherwise approved by the City.

j. The City may approve a variation in the foregoing insurance requirements, upon a determination that the coverages, scope, limits, and forms of such insurance are either not commercially available, or that the City's interests are otherwise fully protected.

k. All self-insured retentions (SIR) must be disclosed to City for approval and shall not reduce the limits of liability. Policies containing any self-insured retention (SIR) provision shall provide or be endorsed to provide that the SIR may be satisfied by either the named Insured or by the City. City reserves the right to obtain a full certified copy of any Insurance policy and endorsements. Failure to exercise this right shall not constitute a waiver of right to exercise later.

l. To the extent this Agreement is a "construction contract" as defined by California Civil Code § 2783, as may be amended from time to time, Consultant shall maintain insurance as required by this contract to the fullest amount allowed by law and shall maintain insurance for a minimum of five years following completion of the Services. In the event Consultant fails to obtain or maintain completed operations coverage as required by this Agreement, the City at its sole discretion may purchase the coverage required and the cost will be paid by Consultant.

### 13. NON DISCRIMINATION

During the performance of this Agreement, Consultant will not discriminate against any employee of the Consultant or applicant for employment because of race, religion, creed, color, national origin, sex, or age. Consultant will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, religion, creed, color, national origin, sex or age.

### 14. FAIR EMPLOYMENT PRACTICES ADDENDUM AND NON-DISCRIMINATION ASSURANCES

## **Exhibit A**

The Consultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Consultant shall carry out applicable requirements of 49 CFR, Part 26 in the award and administration of DOT-assisted contracts. Failure by the Consultant to carry out these requirements is a material breach of this Agreement, which may result in the termination of this Agreement, or such other remedy as recipient deems appropriate.

### **15. DISADVANTAGED BUSINESS ENTERPRISE CONSIDERATION**

Consultants must give consideration to DBE firms as specified in 23 CFR §172.5(b), 49 CFR, Part 26, and in Exhibit 10-I "Notice to Proposers Disadvantaged Business Enterprise Information." If the contract has a DBE goal, the consultant must meet the DBE goal by using DBEs as subconsultants or document a good faith effort to have met the goal. If a DBE subconsultant is unable to perform, the consultant must make a good faith effort to replace him/her with another DBE subconsultant if the goal is not otherwise met. LAPM Exhibits 10-I, 10-J, 10-O1, 10-O2, 15-H and 17-F are to be included in the consultant contract.

### **16. LICENSES & PERMITS**

#### **a. BUSINESS LICENSE**

Before the City will issue a notice to proceed with the Services, Consultant and any subcontractors must acquire, at their expense, a business license from City in accordance with Chapter 5.04 of the Fort Bragg Municipal Code. Such licenses must be kept valid throughout the Agreement term.

#### **b. OTHER LICENSES AND PERMITS**

Consultant represents and warrants to City that Consultant and its employees, agents, and any subcontractors have all licenses, permits, qualifications, and approvals of whatsoever nature that are legally required to practice their respective professions.

### **17. CONSULTANT REPORTS AND/OR MEETINGS**

a. The Consultant shall submit progress reports at least once a month. The report should be sufficiently detailed for the Contract Manager to determine, if the Consultant is performing to expectations, or is on schedule; to provide communication of interim findings, and to sufficiently address any difficulties or special problems encountered, so remedies can be developed.

b. The Consultant's Project Manager shall meet with the City's Contract Manager, as needed, to discuss progress on the contract.

## **Exhibit A**

### **18. DOCUMENTATION, OWNERSHIP OF WORK PRODUCTS, AND TREATMENT OF DOCUMENTS**

a. Consultant shall document the results of the work to the satisfaction of the City, and if applicable, the State and FHWA. This may include preparation of progress and final reports, plans, specifications and estimates, or similar evidence of attainment of the agreement objectives.

b. The Consultant shall sign all plans, specifications, estimates, and engineering data furnished by him/her, and where appropriate, indicate his/her California registration number.

c. All plans, specifications, reports, designs and other documents prepared by Consultant pursuant to this Agreement shall be and remain the property of the City. Any modification or reuse of such documents by the City without Consultant's prior consultation will be at the City's sole risk. Except as may be otherwise required by law, Consultant will disclose no data, plans, specifications, reports or other documents pertaining to the Services without the prior written consent of City.

### **19. DISPUTES**

a. Any dispute, other than an audit, concerning a question of fact arising under this Agreement that is not disposed of by agreement shall be decided by a committee consisting of the City's Contract Manager and the City Manager, who may consider written or verbal information submitted by the Consultant.

b. Not later than thirty (30) days after completion of all work under the Agreement, the Consultant may request review by the City Council of unresolved claims or disputes, other than audit. The request for review will be submitted in writing.

c. Neither the pendency of a dispute, nor its consideration by the committee will excuse the Consultant from full and timely performance in accordance with the terms of this Agreement.

d. Should a dispute not be resolved by the procedures set forth above, then the parties must mediate the dispute before a mutually agreed upon neutral within ninety (90) days if the completion of all Services under the Agreement. If mediation is not successful, the Consultant and City may pursue all rights and remedies available under California law.

### **20. TERMINATION AND REMEDIES**

a. City may terminate this Agreement for convenience by giving at least 10 days written notice to Consultant specifying the termination effective date. Upon receipt of such notice, Consultant may continue performance of the Services through the date



## Exhibit A

of termination. City shall pay Consultant for all Services actually performed in accordance with this Agreement through the termination effective date.

b. If Consultant materially breaches any term of this Agreement, in addition to any other remedies the City may have at law or equity, the City may:

(1) Terminate the Agreement by notice to the Consultant specifying the termination effective date;

(2) Retain, and/or recover from the Consultant at no additional cost to the City, the plans, specification, drawings, reports, and other design documents and work products prepared by Consultant, whether or not completed;

(3) Complete the unfinished Services itself or have the unfinished Services completed, and/or;

(4) Charge Consultant, or deduct from monies that may be due or become due the Consultant under this Agreement, the difference between the cost of completing the unfinished Services pursuant to this Agreement and the amount that would otherwise be due Consultant had Consultant completed the Services in accordance with this Agreement.

## 21. BINDING EFFECT AND ASSIGNMENT PROHIBITION

This Agreement is binding upon City, Consultant, and their successors. Except as otherwise provided herein, neither City nor Consultant may assign, sublet, or transfer their interest in this Agreement or any part thereof without the prior written consent of the other, and any purported assignment without such consent will be void.

## 22. REPRESENTATIVES

a. City representative for purposes of this Agreement will be \_\_\_\_\_. Consultant's representative for purposes of this Agreement will be \_\_\_\_\_. The parties' designated representatives will be the primary contact persons regarding the performance of the Services. The parties intend that their designated representatives will cooperate in all matters regarding this Agreement and in such manner so as to achieve performance of the Services in a timely and expeditious fashion.

b. Notices:

Any written notice to Consultant shall be sent to:

[CONSULTANT'S NAME, ADDRESS]

Any written notice to City shall be sent to:

## Exhibit A

[NAME]  
City of Fort Bragg  
416 N. Franklin Street  
Fort Bragg, California 95437

### 23. INTEGRATION AND AMENDMENT

This Agreement represents the entire and integrated agreement between City and Consultant and supersedes all prior negotiations, representations, or agreements between the parties, whether written or oral. If a discrepancy, disagreement, ambiguity, inconsistency, or difference in interpretation of terms arises as to terms or provisions of this Agreement and any Exhibit(s) attached to this Agreement, this Agreement shall control and shall be deemed to reflect the intent of the parties with respect to the subject matter hereof, except for Exhibit 2, the terms of which shall remain. This Agreement may only be amended by a writing signed by a representative authorized to bind the Consultant and a representative authorized to bind the City.

### 24. COVENANT AGAINST CONTINGENT FEES, REBATES, KICKBACKS, OR OTHER UNLAWFUL CONSIDERATION

a. The Consultant warrants, by execution of Exhibit B "Certification of Consultant, Commission & Fees," that it has not employed or retained any company or person, other than a bona fide employee working for the consultant, to solicit or secure this agreement; and that it has not paid or agreed to pay any company or person other than a bona fide employee any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award, or formation of this agreement. For breach or violation of this covenant, the City shall have the right to annul this agreement without liability, or at its discretion, to deduct from the Agreement price or consideration, or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

b. The Consultant warrants that this Agreement was not obtained or secured through rebates, kickbacks, or other unlawful consideration, either promised or paid to any City employee. For breach or violation of this warranty, City shall have the right in its discretion, to terminate the Agreement without liability, to pay only for the value of the work actually performed, or to deduct from the Agreement price, or otherwise recover the full amount of such rebate, kickback, or other unlawful consideration.

c. The Consultant warrants and represents that it has not participated in any lobbying activities prohibited by Exhibit F and that any lobbying activities of Consultant are properly disclosed in Exhibit G.

### 25. CONFLICT OF INTEREST PROHIBITION

City and Consultant will comply with the requirements of the City's Conflict of Interest Code adopted pursuant to California Government Code § 87300 *et seq.*, the Political

## Exhibit A

Reform Act (California Government Code § 81000 *et seq.*), the regulations promulgated by the Fair Political Practices Commission (Title 2, § 18110 *et seq.* of the California Code of Regulations), California Government Code § 1090 *et seq.*, and any other ethics laws applicable to the performance of the Services and/or this Agreement. Consultant may be required to file with the City Clerk a completed Form 700 before commencing performance of the Services unless the City Clerk determines that completion of a Form 700 is not required, pursuant to City's Conflict of Interest Code. Form 700 forms are available from the City Clerk.

Consultant may not perform Services for any other person or entity that, pursuant to any applicable law or regulation, would result in a conflict of interest or would otherwise be prohibited with respect to Consultant's obligations pursuant to this Agreement. Consultant agrees to cooperate fully with City and to provide any necessary and appropriate information requested by City or any authorized representative concerning potential conflicts of interest or prohibitions concerning Consultant's obligations pursuant to this Agreement.

Consultant may not employ any City official, officer, or employee in the performance of the Services, nor may any official, officer, or employee of City have any financial interest in this Agreement that would violate California Government Code § 1090 *et seq.* Consultant hereby warrants that it is not now, nor has it been in the previous twelve (12) months, an employee, agent, appointee, or official of City. If Consultant was an employee, agent, appointee, or official of City in the previous twelve months, Consultant warrants that it did not participate in any manner in the forming of this Agreement. Consultant understands that, if this Agreement is made in violation of Government Code § 1090 *et seq.*, the entire Agreement is void and Consultant will not be entitled to any compensation for Consultant's performance of the Services, including reimbursement of expenses, and Consultant will be required to reimburse City for any sums paid to Consultant under this Agreement. Consultant understands that, in addition to the foregoing, penalties for violating Government Code § 1090 *et seq.* may include criminal prosecution and disqualification from holding public office in the State of California.

Any violation by Consultant of the requirements of this provision will constitute a material breach of this Agreement, and the City reserves all its rights and remedies at law and equity concerning any such violations.

## 26. APPLICABLE LAW AND VENUE

The laws of the State of California shall govern the rights, obligations, duties and liabilities of the parties to this Agreement and the interpretation of this Agreement. Any action or proceeding that is initiated or undertaken to enforce or interpret any provision, performance, obligation or covenant set forth in this Agreement shall be brought in a state court in Mendocino County.

## 27. SEVERABILITY

**Exhibit A**

If a court of competent jurisdiction finds or rules that any provision of this Agreement is invalid, void, or unenforceable, the provisions of this Agreement not so adjudged will remain in full force and effect. The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.

**28. COUNTERPARTS**

This Agreement may be executed in multiple counterparts, each of which shall be an original and all of which together shall constitute one agreement.

IN WITNESS WHEREOF, the parties have caused their authorized representative to execute this Agreement on the date first written above.

CITY

CONSULTANT

By: \_\_\_\_\_

By: \_\_\_\_\_

Linda Ruffing  
City Manager

Its: \_\_\_\_\_

[Attach Notary Acknowledgment Page]

ATTEST:

By: \_\_\_\_\_

June Lemos, CMC  
City Clerk

APPROVED AS TO FORM:

By: \_\_\_\_\_

Samantha W. Zutler, City Attorney

Exhibit A: Consultant's Proposal

# Visit Fort Bragg

## Marketing & Promotions Action Plan

June 12, 2017

Promote Fort Bragg's vibrant tourism economy, strengthen the Fort Bragg tourism experience, and increase hotel revenues.

Proposed Action	2017/ 18	2018/ 19	2019/ 20	Comments
<b>1. Branding</b> – <i>Defines the vision, story and look and feel of all marketing materials</i>				City will release a Branding RFP in June to hire a branding consultant to complete this activity in 2017.
1. Create the vision and define the Fort Bragg brand (the story and experience);	\$35,000	\$8,000	\$8,000	
2. Create a logo, tag line, style guide and story that define Fort Bragg's brand;	(+/-20%)	(+/-20%)	(+/-20%)	
3. Provide art/creative direction as part of the management of all promotional activities (website, advertisements, PR, collateral, etc.) so that all efforts follow the brand on a year-to year going forward basis; and				
4. Work with tourism-related businesses to integrate the brand into their websites and printed materials.				
<b>2. New Website</b> - The website is the central marketing tool to inspire and influence visitors to stay in Fort Bragg				\$12,302 contract with Chamber for first 6 months. City will release an RFP in July to hire a consultant to complete this
The website should <i>be redesigned and rebuilt</i> to:	\$12,302	\$15,000	\$15,000	
1. Incorporate the new brand;	(Contract)	(+/-20%)	(+/-20%)	
2. Effectively market the Fort Bragg experience through story, photography and video;	\$65,000			
3. Optimize interest in Glass Beach and the Skunk Train to leverage visitation as these are unique to our community;	(+/-20%)			
4. Include a fully populated calendar of special events & activities;				

5. Include visitor information to maximize visitor experience once they arrive; 6. Include a partners' page that highlights all Fort Bragg lodging; 7. Include a shopping and dining directory; 8. Include model itineraries, newsletter, etc. 9. Maximize on new interactive features for "visit" websites.  Model websites include: <a href="http://www.santacruz.org">www.santacruz.org</a> ; <a href="http://www.visitmaine.com">www.visitmaine.com</a> <a href="http://www.seemonterey.com">www.seemonterey.com</a>				activity in 2017/2018.
<b>3. Interactive &amp; Social Media Marketing</b> - Social media can be used to reach a vast array of potential visitors and drive visitors to FortBragg.com and the area				Contract with Chamber of Commerce through 6/2018
1. Continue to optimize social media through brand building, paid search, social media, e-blasts, and video. 2. Continue to develop Facebook, Twitter, Instagram, blog and YouTube content/followers. <i>Collaborate with partners on postings and links.</i> 3. <i>Word of mouth is the most important promotional activity. Help word of mouth flow with Social Media.</i>	\$48,148 (contract)	\$50,000 (+/-20%)	\$50,000 (+/-20%)	
<b>4. Content (word/Photo/Video)</b> - Content development is a critically important component within the marketing mix for building awareness of Fort Bragg and its position as a comprehensive and enticing North Coast destination.				Part of Website development effort in 2017/18
Content development should focus on the wider Fort Bragg area and represent all area attractions and activities. A series of video, photography and written content will tell the story of Fort Bragg to the traveling public. Content is used for website, collateral materials, press kits, ads, etc.  1. Potential story ideas include: unique things to do; area history and things to see; food, wine and beer; and recreation (land and water based). 2. Develop <i>and acquire from partners and</i> through local competitions - photography and videos that depict the Fort Bragg area visitor experience 3. Develop 2 and 3 day model itineraries for the Fort Bragg area 4. Develop content regarding: Glass Beach, the redwoods, downtown, <i>recreation (land and water), cycle touring, beer tasting, the range of dining, farm to table dining, interesting people, arts and culture, area history, etc.</i>	\$10,000 (+/-20%)	\$10,000 (+/-20%)	\$10,000 (+/-20%)	
<b>5. Advertising</b> - Advertising messages should increase awareness and drive consumers to the website to be influenced to plan a trip to Fort Bragg.				This activity will ramp up in 2018, once the website and branding are
1. <i>Design &amp; Install Fort Bragg Sign on Highway 101 north-bound – Willits exit.</i>	\$15,000	\$50,000	\$50,000	

<p><i>Consider installation of south-bound travel as well.</i></p> <p>2. Develop and implement a media plan of advertising for specific target markets, demographic and niche segments. <i>Media plan should include placement in a variety of media, including adds in search, Instagram/Facebook, magazines, Hulu, radio, cinema.</i></p> <p>3. <i>Target markets could include: Sacramento Valley, Bay Area and beyond (perhaps desert areas in Texas, Arizona, Nevada), international travelers. Demographic targets include: families, retirees, millennials, travelers with pets, outdoor lovers.</i></p> <p>4. Drive potential visitors to the new website by making it the primary call to action in every ad and communication piece.</p> <p>5. Create advertisements with messages and photos that effectively promote all Fort Bragg area attractions, <i>such as Glass Beach, Coastal Trail, Harbor &amp; water sports, Downtown shopping, dining, Skunk Train, Botanical Gardens, redwoods, hiking trails, surfing, art, music, special events, beach events, camping, etc.</i></p> <p>6. <i>Market Fort Bragg's central location for easy access to Mendocino, Redwoods, Wine tasting in Anderson Valley, etc.</i></p> <p>7. Work on cooperative marketing opportunities with the Mendocino County Tourism Commission to leverage funds.</p> <p>8. Advertise all year round, as people plan their vacations well in advance of the vacation season. Advertise based on desired results: increase occupancy in shoulder season, increase Average Daily Room rate in high season.</p>	(+/-20%)	(+/-20%)	(+/-20%)	complete.
<p><b>6. Public Relations &amp; Media Outreach</b> - Placement of stories, images and video in web and print media build the brand to a larger audience and geographical area. Goal is to drive traffic to Visit Fort Bragg website through media coverage, generate press of Fort Bragg in targeted regional markets (Bay Area &amp; Sacramento Area) and generate destination-specific stories in travel, lifestyle and niche media.</p>				This activity will ramp up in 2018/19, once the website and branding are complete.
<p>1. Develop a great press kit with interesting stories, pitch, great video, etc. Develop new story ideas that differentiate Fort Bragg and story angles that expressly support mid-week and off-season travel. <i>Press kit could include 1-pagers about key attractions/activities.</i></p> <p>2. Development media familiarization (FAM) tours to inform travel and activity writers, <i>blog writers and social media influencers</i> to develop media about Fort Bragg. (Trips can be individualized or group.) Tours would include recreational</p>	<p>\$5,000 (+/-20%)</p>	<p>\$30,000 (+/-20%)</p>	<p>\$30,000 (+/-20%)</p>	

<p>activities, special events, arts &amp; culture activities over a 2-3-day itinerary. The City would arrange hotel rooms, meals and media passes to key activities focused on the writer's interests and arrange meetings with key tourism contacts.</p> <p>3. Provide ongoing fulfillment of information requests, story ideas, photos and video to media writers. Send press releases and images to Visit California to include in their content development efforts.</p> <p>4. Attend at least one Visit California media event annually.</p> <p>5. Leverage ad buys and increase exposure for Fort Bragg by sending press releases or specific stories that fit editorial calendar to publications that feature Fort Bragg ads.</p> <p>6. Increase Fort Bragg's voice in travel pieces among its direct competitive destinations.</p>				
<b>7. Collateral materials</b> - are used to attract potential visitors to Fort Bragg and to assist visitors once they arrive to maximize their experience.				This activity will ramp up in 2018/19, once the website and branding are complete.
<p>1. Design collateral pieces and distribute through local hotels &amp; California Welcome Centers in Northern California.</p> <p>2. Develop visitor maps (downtown and regional)</p> <p>3. <i>Develop model itineraries for pet vacations, bike vacations (Pacific bikeway), families, romantic get-away, sports fishing, etc.</i></p> <p>4. <i>Design, manufacture and install downtown and Main Street banners</i></p>		\$9,000 (+/-20%)	\$15,000 (+/-20%)	
<b>8. Special Events, Tours and Attractions</b> – Special events, tours and attractions broaden the appeal of Fort Bragg, attract new visitors to the area, and strengthen the visitor experience and thereby extend stays.				To be completed by local non-profits & Visit Fort Bragg Committee
<p>1. <i>Develop downtown events and expand events into the downtown (block parties, First Friday, a weekend farmers market)</i></p> <p>2. <i>Develop downtown walking tours (mural/art tour, history tour, garden tour, QR code historic photo tour).</i></p>		\$15,000 (+/-20%)	\$20,000 (+/-20%)	
<p>3. <i>Develop more things for people to do, especially evening activities: need a venue for music, dancing, events, weddings.</i></p> <p>4. Develop shoulder season special events for the Noyo Headlands Park and Coastal Trail: for example a <i>marathon</i>, a chalk art festival, <i>sand castle competition</i>, etc.</p> <p>5. Develop local compliments to county-wide events to increase overnight visitation (Mushroom and Wine Festival, Mendocino Music Festival and Mendocino Film</p>			\$5,000 (+/-20%)	



<p>Festival). Capitalize on local area events such as Willits' Kinetic Carnival and Frontier Days, Ukiah's Pumpkin Fest and Summer concert series, Visit California's Restaurant Month, etc.</p> <p>6. Co-promote current events (Paul Bunyan Days, Whale Festival, Salmon BBQ, Abalone Festival, 4th of July Fireworks and Crab and Wine Festival) to broaden the appeal of Fort Bragg and to increase return visits. Mine existing events for cross marketing contacts.</p> <p>7. Promote all local (Whale Run, Noyo Run, Beer Festival, Carnival, Flynn Creek Circus, Kite Festival, Car Show, First Friday, Holiday Lights Parade, Festival of Lights, Art in the Gardens, Rhododendron Show, Cinco de Mayo, April Fools dance festival) and regional events through Fort Bragg's media platforms.</p>				
<b>Subtotal – Marketing &amp; Promotions Consultant Costs</b>	<b>\$190,450</b>	<b>\$187,000</b>	<b>\$198,000</b>	
<b>9. Project &amp; Contract Management – Manage promotions and marketing efforts</b>				Cost will depend on implementation strategy. \$12,000 contract with Chamber for first 6 months. Cost estimate assumes a local contracted Project Manager.
<p>1. Solicit, select and manage all consultants to complete tasks 2 through 9, including: develop all RFPs, negotiate contracts, manage consultants and work product, process invoices, evaluate performance, etc.</p> <p>2. Administer the Visit Fort Bragg Committee;</p> <p>3. Report to City Council; and</p> <p>4. Update the <u>Promotions &amp; Marketing Action Plan</u> on a bi-annual basis with stakeholder input.</p>	<p>\$ 12,000 (Contract)</p> <p>\$18,000 (+/-20%)</p>	<p>\$30,000 (+/-20%)</p>	<p>\$30,000 (+/-20%)</p>	
<b>10. Retreats &amp; Business Meetings – Business retreats and meetings could provide needed week day demand.</b>				To be completed by local consultant
<p>1. Work with corporate meeting planners and hotels to attract a variety of off-site business and corporate meetings to Fort Bragg. Focus on team-building, board of director, and project meetings. Meeting packages could include facilitation of cycling tours, kayak tours and beer tasting. Partner with area distilleries for tour packages.</p> <p>2. Market to Sonoma, Marin Sacramento, San Francisco County high tech companies for off-site meetings.</p>				
<b>11. Tourism Industry Communication – engage in ongoing communication with local stakeholders to keep them informed and involved in promotional efforts and activities.</b>				To be completed by local Project Manager
<p>1. Monthly email to all stakeholders. Annual report and in-person visits with lodging.</p> <p>2. Annual tourism luncheon (summit) to inform and educate the tourism serving</p>	<p>\$1,000 (+/-20%)</p>	<p>\$2,000 (+/-20%)</p>	<p>\$3,000 (+/-20%)</p>	

<p>industry &amp; community about the performance of tourism in the local economy. This luncheon could include a review of past years' tourism activities, a guest speaker from within the industry, networking opportunities for attendees, brainstorming on activities for upcoming year, etc.</p> <p>3. Gather story ideas from local businesses for promotional activities.</p>				
<b>12. Leisure Sales &amp; Trade Shows</b>				To be completed by Visit Fort Bragg Committee and local Project Manager
<p>1. Develop a trade show booth.</p> <p>2. Attend consumer trade shows that focus <i>on rural and costal tourism</i>. Attend the Bay Area Travel and Adventure show and the Sacramento International Sportsmen's Expo Show. Develop and distribute trade show giveaway items that promote the Fort Bragg brand. Develop an email database that can be used for future marketing efforts. Support the North Coast Tourism council's efforts to increase international visitors to Fort Bragg.</p>	\$2,500 (+/-20%)	\$15,000 for booth (+/-20%)	\$3,000	
<b>13. Strategic Alliances</b> - Alliances and partnerships can leverage Fort Bragg's resources. Utilize the entire 95437 potential.				To be completed by Visit Fort Bragg Committee and local Project Manager
<p>1. North Coast Tourism Council includes tourism organizations from around the North Coast region. It is designed to attract visitors to the entire region with a focus on international visitation.</p> <p>2. Mendocino County Tourism Commission (MCTC) is responsible for promotion of the county including Fort Bragg. Fort Bragg can work with the MCTC to leverage public relations, leisure sales, and advertising efforts.</p> <p>3. Leverage resources by cooperating with regional organizations, like Visit Ukiah.</p> <p>4. Arts and Culture Organizations to connect visitors with the local community and provide an authentic experience.</p>		\$2,000 (+/-20%)	\$2,000 (+/-20%)	
<b>14. Research Evaluation &amp; Measurement</b> – Evaluate performance to track and improve effectiveness.				To be completed by Visit Fort Bragg Committee and local Project Manager
<p>Evaluation should focus on: 1) program outcomes (such as website analytics); 2) the Return on Investment of the funds spent for marketing/promotion; and 3) destination performance (occupancy rates and TOT revenues).</p> <p>Develop and distribute a Fort Bragg measurement dashboard and annual report. This dashboard and annual report should be comprehensive and include all measurements available for the destination including:</p> <p>1. Website and social media analytics.</p>		\$12,000 (+/-20%)	\$12,000 (+/-20%)	

2. Number of brochures/collateral material distributed in and out of market.				
3. Number of articles and media placements.				
4. Fort Bragg-wide lodging performance data: total room revenue, occupancy, and total T.O.T. collected.				
5. Continue to implement periodic visitor profile studies as well as market and advertising awareness studies designed to provide fresh, new information that reflects a changing marketplace.				
<b>Subtotal - Project Management and Local Promotions Activities</b>		\$33,500	\$61,000	\$50,000
	<b>Contingency</b>	\$20,050	\$32,000	\$32,000
	<b>Total Cost</b>	<b>\$242,000</b>	<b>\$280,000</b>	<b>\$290,000</b>

Recommendations for improving Fort Bragg as a tourism Destination that are not part of a marketing effort but that could be addressed, include:

1. Strengthen and make Glass Beach more sustainable. Explore glass replenishment, visitor education and enforcement options.
2. Investigate a Main Street America Program in Fort Bragg to revitalize downtown and make it more of a destination.
3. Develop a retreat meeting facility to support retreats and corporate meetings.
4. Work with Mendocino College and other training organizations to host hospitality and customer service training for hospitality industry (hotels, restaurants, retail) in Fort Bragg to improve the Fort Bragg visitor experience.
5. Help hotel industry understand and apply demand based pricing, which is the #1 trend in the industry. This allows a property to increase ADR and occupancy and it's the best way to compete with Airbnb.
6. Work with cell phone and telecom companies to improve broad band, free Wi-Fi and cell service in Fort Bragg.
7. Develop affordable housing for hospitality sector employees.