

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

Monday, September 9, 2024

6:00 PM

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

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: Sep 9, 2024 06:00 PM Pacific Time (US and Canada)

Topic: City Council Meeting

Please click the link below to join the webinar: https://us06web.zoom.us/j/86595801499

Or Telephone: 1 669 444 9171 US (*6 mute/unmute, *9 raise hand)

Webinar ID: 865 9580 1499

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. 24-939 Proclamation Latino Heritage Month

Attachments: LATINO HERITAGE

1B. 24-912 Nature Conservancy Presentation

<u>Attachments:</u> 09092024 TNC Presentation

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 Street, Fort Bragg, during normal business hours. All comments 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 application. Public comments may be submitted to City Clerk Diana Sanchez, dsanchez@fortbragg.com

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. 24-909 Adopt by Title Only, and Waive Further Reading of Ordinance 996-2024 an

Ordinance of the City of Fort Bragg Amending Chapter 3.20 (Purchasing,

Procurement, and Leasing) of the Fort Bragg Municipal Code

<u>Attachments:</u> Ordinance 996-2024 Credit Card Use Policy

Muni Code Chapter 3.20.50 update

Ordinance 996-2024 Credit Card Use Policy

5B. 24-895 Resolution of the Fort Bragg City Council Accepting the Results of the

Ordinance 672 Salary Survey and Approving Changes to the City of Fort

Bragg Salary Rate Compensation Plan

Attachments: Staff Report.docx

Reso Accptg Ord672 Salary Survey.docx

Exhibit A
Exhibit B
Exhibit C
Exhibit D

Public Comment

5C. 24-911 Adopt City Council Resolution Approving Budget Amendment 2024/25-1 for

the Facilities Solar Project and Amending Fiscal Year 2024-25 Budget

(Amount Not To Exceed \$7,955,000)

Attachments: RESO Facilities Solar Budget Amendment

EX A - Budget Amendment 2024/25-01

5D. 24-921 Adopt City Council Resolution Confirming the City of Fort Bragg Conflict of

Interest Code

Attachments: Reso Confirming Conflict of Interest Code 2024

Conflict of Interest-Local Agency Biennial Notice

5E. 24-922 Adopt City Council Resolution Approving Professional Services Agreement

with Creative Thinking, Inc., DBA The Idea Cooperative for Strategic and

Creative Marketing Services for Visit Fort Bragg and

Authorizing the City Manager to Execute Contract (Amount Not to Exceed

\$180,000.00; Account No. 110-4321-0319)

Attachments: The Idea Coop Contract

Scope of Work-Creative Thinking, Inc. DBA The Idea Coop

RESO Idea Coop Contract

Fort Bragg - WeUsThem

Fort Bragg Proposal by Verdin

Fort Bragg RFP - Strategic and Creative Marketing Services GCMG

GOOD KIDS FOR FORT BRAGG

IDC proposal FB24

Proposal Response for City of Fort Bragg RFP-2 Round Agencies

TheNewBusiness RFP

5F. 24-928 Adopt City Council Resolution Authorizing the City Manager to Execute the

Acceptance of Offers of Public Water Line Easements for the Raw Water Line

Replacement Project (WTR-00016)

<u>Attachments:</u> Reso Public Water Line Easements

Exhibit A Parcels with Easements
Sample Certificate of Acceptance

5G. 24-934 Resolution of the Fort Bragg City Council Approving and Authorizing the City

Manager to Execute a Contract with the City of Ukiah, for Public Safety

Dispatch Services.

Attachments: RESO XXX PD Dispatch Contract

Staff Report Public Safety Dispatch Contract

2024 FB Dispatch Contract

5H. 24-935 Resolution of the Fort Bragg City Council in Support of Proposition 36: The

Homelessness, Drug Addiction, and Theft Reduction Act

Attachments: RESO XXX Prop 36 Support

5I. 24-932 Resolution of the Fort Bragg City Council Approving a Professional Services

Agreement with Mendocino Coast Humane Society for Provision of Animal Care and Shelter Services and Dog Licensing Program and Authorizing City Manager to Execute Same (Amount Not to Exceed \$63,000 in FY 2024-2025)

Attachments: RESO Humane Society

Exhibit A Humane Society Contract

Scope of Work

5J. 24-938 Approve Purchase from GovConnections, Inc. of Servers for Network Security

Monitoring and Read-Only Domain Controllers (amount not to exceed

\$33,488.46)

Attachments: GovConnection, Inc.

5K. 24-941 Approve First Amendment with NHA Advisors, LLC. for Consulting, Disclosure

Reporting, and Annual Debt Reporting Services

Attachments: NHA Advisors LLC- First Amendment

5L. 24-937 Approval of Final Strategic Planning Report 2024-2028

Attachments: Strategic Planning Report 2024-2028

5M. 24-910 Approve Minutes of City Council - Special Closed Session of August 15, 2024

Attachments: CC2024-08-15 Special Closed Session

6. DISCLOSURE OF EX PARTE COMMUNICATIONS ON AGENDA ITEMS

7. PUBLIC HEARING

When a Public Hearing has been underway for a period of 60 minutes, the Council must vote on whether to continue with the hearing or to continue the hearing to another meeting.

7A. 24-908

Conduct a Public Hearing and (1) Adopt Resolution xxx-2024 Submitting a Local Coastal Plan Amendment Application (LCP 1-24) to the Coastal Commission to a) Amend Map LU-4 of the Coastal General Plan to add a Third Plan Area; and b) Amend Table 2-10 of the CLUDC to Allow a Science Center with a Use Permit in the Public Facilities Zoning District; and c) Amend the General Plan Land Use Map and the Zoning Map to: i) Rezone the Noyo Center Parcel to Public Facilities Zoning District, and ii) Rezone the Coastal Trail Parcels to Parks & Recreation Zoning District and iii) Rezone the Sherwood Valley Band of Pomo (SVBP) Parcels as Low or Medium Density Residential Zoning; and (2) Adopt Resolution XXX-2024 Approving Design Review 3-24 (DR 3-24), Use Permit 7-24 (UP 7-24), Coastal Development Permit 4-24 (CDP 4-24), and Sign Permit 12-24 (SP 12-24) to Construct a 2.400-Square-Foot Warehouse/Workshop, and Associated Access Road. Sewer and Water Lines, and Parking at 331 Jere Melo Road; Categorically Exempt 15303 and 15265.

Attachments: Laboneatory Staff Report Final 9-2024

Attachment 1 - Resolution Adopting LCP Amendement 1-24

Attachment 2 - LCP Coastal Act Consistency Analysis

Attachment 3 - LCP Land Use and Transportation Analysis

Attachment 4 - LCP Amendment General Plan and CLUDC Consistency Analys

Attachment 5 - Summary of Community-Based Planning Process

Attachment 6 - Prior Land Use Plans

Attachment 7 - PC Resolution Adopting LCP Amendement 1-24

Attachment 8 - CC 4848 Resolution La-bone-atory

Attachment 9 - Site Plan

Attachment 10 - Elevations and Floor Plan

Attachment 11 - Landscaping Plan

Attachment 12 - La-bone-atory Sign

Attachment 13 - Paint and Roofing Color Swatches

Attachment 14 - Lighting Plan and Fixtures

Attachment 15 - Noyo Marine Center Bio Report Final

Attachment 16 - PC Resolution La-bone-atory

9-9-24 Presentation to City Council

Public Comment

8. CONDUCT OF BUSINESS

8A. 24-923 Receive Report and Provide Direction Regarding Preferred Method for

Collecting Business License Gross Receipts Tax from Contractors.

<u>Attachments:</u> Business License Staff Report 9-9-2024

Attachment 1 - Business License Code Alternatives

8B. 24-931 Receive, Approve, and File the 2024 Local Road Safety/Action Plan (LRSAP)

Report from TJKM

Attachments: Fort Bragg LRSAP Report

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, September 23, 2024

BERNIE NORVELL, MAYOR	
Diana Sanchez, City Clerk	
IMAGED (

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: 24-939

Agenda Date: 9/9/2024 Version: 1 Status: Mayor's Office

In Control: City Council File Type: Proclamation

Agenda Number: 1A.

Proclamation Latino Heritage Month

PROCLAMATION

LATINO HERITAGE MONTH

WHEREAS, California embraces and celebrates its diversity, and that includes the largest ethnic group in the State – 15.7 million Latinos call California home; and

WHEREAS, 35% of Fort Bragg's population identifies as Latino; and

WHEREAS, 43% of our school district student population is of Latino descent; and

WHEREAS, Latino Californians are a diverse group with roots stretching throughout North, Central, and South America, and many trace their heritage to the original Indigenous communities of Latin America and Africa; and

WHEREAS, the Latino community is a dynamic, valued part of our City and a vital contributor to our economy, with an entrepreneurial spirit, a strong work ethic, and an unwavering belief in the American dream; and

WHEREAS, we recognize and are grateful to our Latino citizens who helped keep our neighborhoods, communities, and State vibrant and prosperous. They are our teachers, business owners, scientists, soldiers, farmworkers, first responders, artists, activists, colleagues, friends; and

WHEREAS, this month, we honor the heritage of all Latinos in the State and celebrate the Independence Days of our neighbors Mexico, El Salvador, Guatemala, Costa Rica, Honduras, Chile, Nicaragua, and Belize; and

WHEREAS, this year the Hispanic Heritage theme is "Latinos: Driving Prosperity, Power, and Progress in America," reminding us that prosperity and progress in our communities make us better; and

WHEREAS, celebrating Latino Heritage Month from September 15 to October 15 allows us to appreciate and validate the diversity and character of our community;

NOW, THEREFORE, I, Bernie Norvell, Mayor of the City of Fort Bragg, on behalf of the entire City Council, do hereby proclaim September 15 - October 15, 2024, as Latino Heritage Month.

SIGNED this 9th day of September, 2024

BERNIE NORVELL, Mayor

ATTEST:

DIANA SANCHEZ, City Clerk



No. 17-2024



City of Fort Bragg

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

Text File

File Number: 24-912

Agenda Date: 9/9/2024 Version: 1 Status: Mayor's Office

In Control: City Council File Type:

Recognition/Announcements

Agenda Number: 1B.

Nature Conservancy Presentation

It is now estimated that 96% of bull kelp forests have been lost in northern California impacting the ecological, economic, and cultural viability in the region and leading to the devastating loss of biodiversity and abundance, federal fisheries disasters (e.g. red sea urchin, salmon), legacy dive shop closures, and the loss of an ecosystem highly valued by a coastal community deeply rooted in kelp. In response, The Nature Conservancy (TNC) and a suite of local partners have been leading a variety of experimental approaches to kelp recovery. One component of this work is reducing the threat to kelp forests through the harvest of an overabundant population of native purple urchins at two targeted locations with commercial sea urchin harvesters. Our goal is to reduce the purple urchin population and facilitate the recovery of vegetation to ultimately create a refugia for the hundreds of species that rely on kelp ecosystems. With this proposal, we are respectfully requesting a letter of support from the City of Fort Bragg to pursue Environmental Enrichment Funds from the California Department of Fish and Wildlife to continue this work that supports our local community and is connects to kelp recovery initiatives being pursued throughout the state, region and globally. In addition, we hope to increase visibility by our local community as we experimentally approach kelp recovery. Presentation by: Tristin Anoush McHugh, Kelp Project Director, tristin.mchugh@tnc.org.



City of Fort Bragg

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Text File

File Number: 24-909

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Ordinance

Agenda Number: 5A.

Adopt by Title Only, and Waive Further Reading of Ordinance 996-2024 an Ordinance of the City of Fort Bragg Amending Chapter 3.20 (Purchasing, Procurement, and Leasing) of

the Fort Bragg Municipal Code

BEFORE THE CITY COUNCIL OF THE CITY OF FORT BRAGG

AN ORDINANCE AMENDING CHAPTER 3.20 (PURCHASING, PROCUREMENT, AND LEASING) OF THE FORT BRAGG MUNICIPAL CODE

ORDINANCE NO. 996-2024

WHEREAS, the express purpose of the purchasing policies and procedures is to establish efficient and effective processes for the purchase or lease of services, supplies, materials, and equipment at the lowest feasible cost commensure with the level of quality required, to exercise financial control and accountability over purchases, and to clearly define authority for the purchasing function;

WHEREAS, Director of Finance has reviewed the current policy and has determined that the current limit imposed on the use of credit cards in Subsection (A)(3) of Section 3.20.050 (Procedures for Purchases of Less than or Equal to \$45,000) of Chapter 3.20 (Purchasing, Procurement, and Leasing) of the Fort Bragg Municipal Code ("Code")is too stringent to satisfy the state purpose of the purchasing policy and is recommending the City Council adopt this ordinance to update said limits.

NOW, THEREFORE, the City Council determines, finds, and ordains as follows: Section 1. Legislative Findings. The City Council hereby finds as follows:

- 1. The City of Fort Bragg Municipal Code Chapter 3.20 has been reviewed by staff, the Finance & Administration Committee and the City Attorney to identify inconsistencies and inaccuracies.
- 2. Chapter 3.20 is used extensively by City staff in determining what actions are required for purchasing of goods and services.
- The Code needs to reflect current legislative actions of the City Council and the means by which the City is being operated and must support the stated purposes of the purchasing procedures and policies.
- 4. Certain provisions of the Code do not accurately reflect its current legislative intent nor are they consistent with the City Council's intent as expressed elsewhere in the Code for the efficient operation of the City.
- 5. Amending Municipal Code Section 3.20.050(A)(3) of the Fort Bragg Municipal Code to increase the authority for use of the City credit card in the manner described in this ordinance is in the public interest for the aforementioned reasons.
- 6. There is no possibility that the adoption of this ordinance will have a significant impact on the environment, and therefore, the adoption of this ordinance is exempt from the California Environmental Quality Act ("CEQA"), pursuant to Section 15061(b)(3) of the CEQA Guidelines (Title 14, Chapter 3 of the California Code of Regulations).

Section 2.

Subsection (A)(3) of Section 3.20.050 entitled **Procedures for Purchases of Less than or Equal to \$45,000** of Chapter 3.20 entitled **PURCHASING**, **PROCUREMENT**, **AND LEASING** of Title 3 entitled **Revenue and Finance** is hereby repealed in its entirety and replaced with the following:

3. Purchases made by credit card are limited to \$5,000.

<u>Section 3.</u> Severability. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held by a court of competent jurisdiction to be invalid or unconstitutional, such decision shall not affect the validity of the remaining portions of the Ordinance. The City Council of the City of Fort Bragg hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause and phrase thereof irrespective of the fact that one or more sections, subsections, sentences, clauses or phrases may be held invalid or unconstitutional.

<u>Section 4.</u> Effective Date and Publication. This ordinance shall be and the same is hereby declared to be in full force and effect from and after thirty (30) days after the date of its passage. Within fifteen (15) days after the passage of this Ordinance, the City Clerk shall cause a summary of said Ordinance to be published as provided in Government Code §36933, in a newspaper of general circulation published and circulated in the City of Fort Bragg, along with the names of the City Council voting for and against its passage.

The foregoing Ordinance was introduced by City Attorney Baron J Bettenhausen at a regular meeting of the City Council of the City of Fort Bragg held on August 12, 2024, and adopted at a regular meeting of the City of Fort Bragg held on September 9, 2024, by the following vote:

AYES: NOES: ABSENT: ABSTAIN: RECUSE:	
	Bernie Norvell Mayor
ATTEST:	
Diana Sanchez City Clerk	
PUBLISH:	August 29, 2024 and September 19, 2024 (by summary)

October 9, 2024

EFFECTIVE DATE:

CHAPTER 3.20

PURCHASING POLICIES AND PROCEDURES

section	
3.20.010	Purpose of purchasing policies and procedures
3.20.020	Definitions
3.20.030	Exceptions to this chapter
3.20.040	Purchasing Officer duties and authority
3.20.050	Procedures for purchases of less than or equal to \$45,000
3.20.060	Procedures for purchases of more than \$45,000
3.20.070	Prevailing wages
3.20.080	Recycled products
3.20.090	Inspection and testing of purchases
3.20.100	Local preference for discretionary purchases

Statutory references:

C - -4: - --

Provisions regarding the purchase of supplies and equipment by local agencies, see Cal. Government Code § 54201 et seq.

Provisions regarding contracting for specially trained and experienced persons, firm, or corporation for special services and advice in financial, economic, accounting, engineering, legal, or administrative matters, see Cal. Government Code §§ 37103 and 53060.

Provision regarding the City's authority to make and enforce within its limits all local, police, sanitary, and other ordinances and regulations not in conflict with general laws, see Cal. Const. Art. XI, § 7.

3.20.010 PURPOSE OF PURCHASING POLICIES AND PROCEDURES.

The purpose of this chapter is to:

- A. Comply with the requirements of state law;
- B. Establish efficient and effective processes for the purchase or lease of services, supplies, materials, and equipment at the lowest feasible cost commensurate with the level of quality required;
- C. Exercise financial control and accountability over purchases; and
- D. Clearly define authority for the purchasing function.

In adopting the ordinance codified in this chapter, it is the intent of the City Council to responsibly manage public funds and provide responsibility for, and consistency in, implementing purchasing policies and procedures.

(Ord. 917, § 3, passed 08-10-2015)

3.20.020 DEFINITIONS.

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning:

GOODS OR SERVICES. Goods, services, supplies, materials and equipment that are the subject of this chapter.

LOCAL VENDOR. A bidder, vendor, or supplier of goods or services having an established place of business within the City and having had a current City business license continuously for at least 12 months prior to the date of the purchase or contract.

PURCHASING OFFICER. The City Manager or designee as provided for in § 3.20.040(B).

(Ord. 917, § 3, passed 08-10-2015)

3.20.030 EXCEPTIONS TO THIS CHAPTER.

The procedures described in this chapter shall govern the purchase of all goods and services except as follows:

- A. Any public project described in Chapter 3.22, unless the public project is under \$45,000 and informal bidding procedures are not used.
- B. Contracts for professional services of private architectural, landscape architectural, engineering, environmental, land surveying, or construction project management firms which shall be on the basis of demonstrated competence and on the professional qualifications necessary for the satisfactory performance of the services required.
- C. Contracts for furnishing special services and advice in financial, economic, accounting, engineering, legal, or administrative matters if such persons are specially trained and experienced and competent to perform the special services.
- D. In case of an emergency, when public interest and necessity demand the immediate expenditure of public money to safeguard life, health, or property.
- E. Situations where no quotes or bids have been received following requests for quotes or all quotes received exceed budget appropriations or cost estimates.
- F. Contracts for which other public agencies have gone through a competitive bidding process and are able to have the bid prices they received extended to the City. These "cooperative purchasing" or "piggyback purchasing" agreements (including, but not limited to, CCOP State Department of General Services, U.S. General Services Administration, any county, and state cooperative purchasing pools) in which the City is eligible to participate may be used in lieu of any bidding requirement under this chapter.
- G. When, by a four-fifths vote, the City Council specifically waives the procedures described in this chapter and authorizes staff to negotiate the purchase.
- H. When the goods or services are unique and only available from one source.

(Ord. 917, § 3, passed 08-10-2015)

3.20.040 PURCHASING OFFICER DUTIES AND AUTHORITY.

- A. The City Manager is designated as Purchasing Officer for the City.
- B. The City Manager may delegate all or a portion of the duties of Purchasing Officer to the Administrative Services Director and/or the Finance Director.
- C. All purchases, leases and contracts are to be made or executed on behalf of the City.
- D. Except in cases of emergency or in cases where specific authority has been first obtained from the City Manager, the Purchasing Officer shall not issue any purchase order or payment for goods or services unless there exists an unencumbered appropriation in the account against which said purchase is to be charged.
- E. Purchases of goods and services in excess of \$5,000 shall be made only by purchase order. Except as otherwise provided herein, no purchase shall be issued unless the prior approval of the Purchasing Officer has been obtained. Departments shall submit requests to the Purchasing Officer for goods and services by standard requisition form, or by other means as may be established by administrative regulation. The Purchasing Officer shall prepare a purchase order once an approved requisition has been submitted.
- F. The Purchasing Officer shall have the authority to:
 - 1. Recommend a contract for execution for the purchase or lease of goods or services required by the City in an amount equal to or less than \$25,000;

- 2. Execute contracts, leases or agreements for the purchase or lease of goods or services by the City in an amount equal to or less than \$25,000 if the adopted budget has appropriated funds for the goods or services;
- 3. Execute all purchase orders in accordance with this chapter;
- 4. Act to procure for the City the necessary quality in goods or services;
- 5. Prepare and recommend to the City Council amendments to this chapter;
- 6. Establish and maintain such forms as reasonably necessary to the purchasing function and maintain other records necessary for the efficient acquisition of goods or services;
- 7. Supervise the inspection of all goods or services purchased or leased by the City to ensure conformance with specifications; and
- 8. Authorize for payment invoices for goods or services purchased or leased.
- G. Contracts or agreements for the purchase or lease of goods or services in excess of \$25,000 require City Council approval prior to execution by the City Manager. Contracts of less than \$25,000 which are approved by the City Manager shall be reported to the Finance and Administration Committee on a quarterly basis.

(Ord. 917, § 3, passed 08-10-2015)

3.20.050 PROCEDURES FOR PURCHASES OF LESS THAN OR EQUAL TO \$45,000.

- A. For purchases of goods or services less than or equal to \$45,000, the Purchasing Officer shall use the following procedures:
 - 1. For purchases of goods or services having an estimated value of \$5,000 or less in a 12-month period, informal quotes may be obtained from vendors/suppliers but are not required. No purchase order is required.
 - 2. For purchases of goods or services having an estimated value of more than \$5,000, but less than or equal to \$45,000, firm quotes from at least 3 vendors/suppliers, either received in writing or taken verbally but confirmed in writing, shall be obtained. At the discretion of the Purchasing Officer, the process described in § 3.20.060 may be used for the acquisition of goods or services having an estimated value of more than \$5,000 but less than or equal to \$45,000. A purchase order is required.
 - 3. Purchases made by credit card are limited to \$5,000
- B. Quotes should be solicited and obtained from responsible local vendors whenever feasible.
- C. Contracts shall be awarded to the vendor that meets the City's requirements and is otherwise in the best interests of the City.
- D. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any 1 purchase. Such change orders shall be made by standard requisition form, or by other means as may be established by administrative regulation, and shall be reported to the Finance and Administration Committee on a quarterly basis.

(Ord. 917, § 3, passed 08-10-2015)

3.20.060 PROCEDURES FOR PURCHASES OF MORE THAN \$45,000.

When the estimated amount of value involved in a purchase transaction exceeds \$45,000, the authorization to award a purchase contract shall be made by City Council resolution following a process as outlined below:

- A. A request for quotes shall be prepared and shall include a general description of the goods or services to be purchased and the time and place for submittal of quotes.
- B. The Purchasing Officer shall solicit quotes from known responsible local vendors whenever feasible.

- C. The Purchasing Officer may advertise the request for quotes in applicable publications and websites accessible to the public. At least 3 quotes from vendors shall be obtained.
- D. Quotes shall be submitted to the Purchasing Officer and shall be identified on the envelope.
- E. Where the goods or services are standardized or of uniform quality, the award shall be given to the vendor with the lowest quote. If the goods or services are not standardized or of uniform quality, the City Council shall award the contract to the vendor that meets the City's requirements and is otherwise in the best interests of the City.
- F. In its sole discretion, the City Council may reject all quotes presented.
- G. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any 1 project. Such change orders shall be reported to the Finance and Administration Committee on a quarterly basis.

(Ord. 917, § 3, passed 08-10-2015)

3.20.070 PREVAILING WAGES.

Potential bidders for goods and services that are subject to the requirements of the California Prevailing Wage Law (Cal. Labor Code § 1720 et seq.) shall comply therewith.

(Ord. 917, § 3, passed 08-10-2015)

3.20.080 RECYCLED PRODUCTS.

Product purchases, whenever feasible, shall contain the highest amount of post-consumer and recovered materials practicable. In all cases, goods or services must meet reasonable performance standards, and be readily available at a competitive price.

(Ord. 917, § 3, passed 08-10-2015)

3.20.090 INSPECTION AND TESTING OF PURCHASES.

The Purchasing Officer is authorized to order the inspection of supplies and equipment delivered and services performed to determine their conformance with the specifications set forth in the order or contract. The Purchasing Officer shall have authority to require chemical and physical tests of samples submitted with bids and samples of deliveries which are necessary to determine their quality and conformance with specifications.

(Ord. 917, § 3, passed 08-10-2015)

3.20.100 LOCAL PREFERENCE FOR DISCRETIONARY PURCHASES.

To the extent permitted by applicable law, and subject to the provisions of this chapter, purchases that are exempt from competitive bidding law shall be made from local vendors, so long as the Purchasing Officer determines that the local vendor meets the City's requirements and that the purchase from a local vendor is otherwise in the best interests of the City.

(Ord. 917, § 3, passed 08-10-2015)

BEFORE THE CITY COUNCIL OF THE CITY OF FORT BRAGG

AN ORDINANCE AMENDING CHAPTER 3.20 (PURCHASING, PROCUREMENT, AND LEASING) OF THE FORT BRAGG MUNICIPAL CODE

ORDINANCE NO. 996-2024

WHEREAS, the express purpose of the purchasing policies and procedures is to establish efficient and effective processes for the purchase or lease of services, supplies, materials, and equipment at the lowest feasible cost commensure with the level of quality required, to exercise financial control and accountability over purchases, and to clearly define authority for the purchasing function;

WHEREAS, Director of Finance has reviewed the current policy and has determined that the current limit imposed on the use of credit cards in Subsection (A)(3) of Section 3.20.050 (Procedures for Purchases of Less than or Equal to \$45,000) of Chapter 3.20 (Purchasing, Procurement, and Leasing) of the Fort Bragg Municipal Code ("Code")is too stringent to satisfy the state purpose of the purchasing policy and is recommending the City Council adopt this ordinance to update said limits.

NOW, THEREFORE, the City Council determines, finds, and ordains as follows:

Section 1. Legislative Findings. The City Council hereby finds as follows:

- 1. The City of Fort Bragg Municipal Code Chapter 3.20 has been reviewed by staff, the Finance & Administration Committee and the City Attorney to identify inconsistencies and inaccuracies.
- 2. Chapter 3.20 is used extensively by City staff in determining what actions are required for purchasing of goods and services.
- The Code needs to reflect current legislative actions of the City Council and the means by which the City is being operated and must support the stated purposes of the purchasing procedures and policies.
- 4. Certain provisions of the Code do not accurately reflect its current legislative intent nor are they consistent with the City Council's intent as expressed elsewhere in the Code for the efficient operation of the City.
- 5. Amending Municipal Code Section 3.20.050(A)(3) of the Fort Bragg Municipal Code to increase the authority for use of the City credit card in the manner described in this ordinance is in the public interest for the aforementioned reasons.
- 6. There is no possibility that the adoption of this ordinance will have a significant impact on the environment, and therefore, the adoption of this ordinance is exempt from the California Environmental Quality Act ("CEQA"), pursuant to Section 15061(b)(3) of the CEQA Guidelines (Title 14, Chapter 3 of the California Code of Regulations).

Section 2.

Subsection (A)(3) of Section 3.20.050 entitled **Procedures for Purchases of Less than or Equal to \$45,000** of Chapter 3.20 entitled **PURCHASING**, **PROCUREMENT**, **AND LEASING** of Title 3 entitled **Revenue and Finance** is hereby repealed in its entirety and replaced with the following:

3. Purchases made by credit card are limited to \$5,000.

<u>Section 3.</u> Severability. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held by a court of competent jurisdiction to be invalid or unconstitutional, such decision shall not affect the validity of the remaining portions of the Ordinance. The City Council of the City of Fort Bragg hereby declares that it would have passed this Ordinance and each section, subsection, sentence, clause and phrase thereof irrespective of the fact that one or more sections, subsections, sentences, clauses or phrases may be held invalid or unconstitutional.

<u>Section 4.</u> Effective Date and Publication. This ordinance shall be and the same is hereby declared to be in full force and effect from and after thirty (30) days after the date of its passage. Within fifteen (15) days after the passage of this Ordinance, the City Clerk shall cause a summary of said Ordinance to be published as provided in Government Code §36933, in a newspaper of general circulation published and circulated in the City of Fort Bragg, along with the names of the City Council voting for and against its passage.

The foregoing Ordinance was introduced by City Attorney, Baron Bettenhausen at a regular meeting of the City Council of the City of Fort Bragg held on August 12, 2024, and adopted at a regular meeting of the City of Fort Bragg held on September 9, 2024, by the following vote:

	-	_	
	AYES:	Councilme Norvell.	mbers Albin-Smith, Godeke, Peters, Rafanan and Mayor
	NOES:	None.	
	ABSENT:	None.	
	ABSTAIN:	None.	
	RECUSE:	None.	
			Bernie Norvell
			Mayor
ATTE	ST:		
Diana	Sanchez		
City (Clerk		

PUBLISH: August 29, 2024 and September 19, 2024 (by summary)

EFFECTIVE DATE: October 9, 2024



City of Fort Bragg

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

Text File

File Number: 24-895

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5B.

Resolution of the Fort Bragg City Council Accepting the Results of the Ordinance 672 Salary Survey and Approving Changes to the City of Fort Bragg Salary Rate Compensation Plan Adoption of this Resolution approves the results of the salary survey 672 and the associated pay adjustments and establishes the pay rates/ranges for all City of Fort Bragg classifications.





AGENCY: City Council

MEETING DATE: September 9, 2024

DEPARTMENT: Administrative Services

PRESENTED BY: Juli Mortensen

EMAIL ADDRESS: <u>imortensen@fortbragg.com</u>

AGENDA ITEM SUMMARY

TITLE:

Resolution 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

ISSUE:

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 to maintain compensation, salaries, and benefits that are competitive with other law enforcement agencies in the County of Mendocino of the State of California by requiring an annual salary survey to be conducted.

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 1st.

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

ANALYSIS:

In the fall of 2023, Human Resources contracted with SilverBranch Consulting (SilverBranch) to conduct the Ordinance 672 salary survey that was to be effective on January 1, 2024. On October 6, 2023, SilverBranch sent the survey results to City Manager Peggy Ducey. After review and approval of the draft survey by Ms. Ducey, the results of the survey were sent to the Fort Bragg Police Association (FBPA) on November 2, 2023, for their review and consideration. The FBPA President, Colin McHugh, confirmed receipt of the salary survey results on November 6, 2023. In January 2024, Isaac Whippy was appointed City Manager to succeed Ms. Ducey. The FBPA President, Colin McHugh, left

the City's employee in early February 2024. To allow for the City Manager Isaac Whippy to settle in and provide time to determine FBPA Board restructuring resulting from McHugh's departure, the salary survey was put on hold with the understanding the Ordinance 672 salary survey would be incorporated into the Fort Bragg Police Association Memorandum of Understanding (FBPA MOU) negotiations that were held in the late spring/early summer 2024.

During the FBPA MOU 2024-2028 negotiations, the annual survey results were reviewed with the Fort Bragg Police Association. The salary study results are listed below.

	TOTAL COMPENSATION CSO											
Agency	Top Step Salary	Education	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total	Compensation
Ukiah Willits	\$ 5,548.00 \$ 5,327.82			\$ 250.00							\$	5,548.00 5,577.82
Mendocino County	\$ 5,010.41			\$ 400.83							\$	5,411.24
Fort Bragg	\$ 4,787.47			\$ 143.62							\$	4,931.09
Mean	\$ 5,295.41										\$	5,512.35
Difference	-10.61%											-11.79%
Fort Bragg	\$ 5,351.91			\$ 160.56							\$	5,512.47
Salary Increase	11.79%											0.00%

TOTAL COMPENSATION OFFICER											
	Top Step Salary	Education	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total Compensation
Ukiah	\$ 8,339.00		\$ 836.40								\$ 9,175.40
Willits	\$ 6,367.04		\$ 668.73	\$ 250.00	`						\$ 7,285.77
Mendocino County	\$ 8,538.05	\$ 426.90	\$ 853.81	\$ 683.04	`						\$ 10,501.81
Fort Bragg	\$ 7,039.07		\$ 715.87	\$ 232.65							\$ 7,987.59
Mean	\$ 7,748.03		y /13.87	\$ 232.03							\$ 8,987.66
Difference	-10.07%										-12.52%
Fort Bragg	\$ 7,920.36		\$ 805.50	\$ 261.78		0.00%	\$ -	\$ -	\$ -	\$ -	\$ 8,987.64
Salary Increase	12.52%										0.00%

	TOTAL COMPENSATION SERGEANT											
Agency	Top Step Salary	Education	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total	Compensation
Ukiah	\$ 10,684.83	\$ 213.70	\$ 509.42								\$	11,407.95
Willits	\$ 8,234.34		\$ 421.60	\$ 250.00							\$	8,905.94
Mendocino County	\$ 10,419.93	\$ 521.00	\$ 1,041.99	\$ 833.59							\$	12,816.52
Fort Bragg	\$ 9,046.27		\$ 516.54	\$ 286.88							\$	9,849.70
Mean	\$ 9,779.70										\$	11,043.47
Difference	-8.11%											-12.12%
Fort Bragg	\$ 10,142.68		\$ 579.15	\$ 321.65							\$	11,043.48
Salary Increase	12.12%											0.00%

As shown above, the City of Fort Bragg's compensation for the Community Services Officer, Police Officer (Basic, Intermediate, and Advanced), and Police Sergeant (Basic, Intermediate, and Advanced) classifications are significantly below the City of Ukiah, City of Willits, and the Mendocino County Sheriff law enforcement agencies. The FBPA MOU 2024-2028 approval, Resolution 4835-2024, resulted in a four percent (4%) cost of living adjustment effective July 1, 2024. The cost to the City is significant, and implementing the salary results is mandated by Ordinance 672. Concessions are needed to ensure the City can absorb the costs if the above increases are required by Ordinance 672.

The following concessions were agreed to during the FBPA MOU 2024-2028 negotiations. These concessions include freezing two Community Service Officer positions, delaying the effective date of the pay adjustments resulting from the Ordinance 672 salary survey to July 1, 2024, when it would have been January 1, 2024, and splitting the above adjustments between the FBPA MOU 2024-2028 that were approved at the August 12, 2024, City Council meeting by Resolution 4835-2024. As mentioned, the FBPA MOU 2024-2028 has a 4% cost of living adjustment for the FY 2024/25. To make up the difference, the FBPA and the City agreed to implement the following pay increases, as noted below, effective July 1, 2024.

- Community Services Officer classification receives a 7.79 percent increase in their base pay rate.
- Police Officer classifications receive an 8.52% increase in their base pay rate.
- Police Sergeant classifications receive an 8.12% increase in their base pay rate.

The above pay increases to employees' base pay would result in a combined salary increase that matches the pay adjustments noted in the salary survey results shown above and would allow the City to comply with Ordinance 672. The total increases shown in the salary survey are noted for convenience below with an effective date of July 1, 2024.

- Community Service Officers' total pay increase of 11.79 percent.
- Police Officers' total pay increase of 12.52 percent.

Police Sergeants' total pay increase of 12.12 percent.

Ordinance 672 – Police Captain Classification

The Police Captain is part of the Ordinance 672 salary study but is not part of the Fort Bragg Police Association. The November 2023 Finance and Admin Committee review showed that City Manager Ducey acknowledged that the Police Captain classification has been below the average of the comparable agencies mentioned in Ordinance 672. At the committee meeting, it was stated that the City intended to have a meeting and would complete a budget amendment per Ordinance 672. The meeting never occurred, nor did the City complete a budget amendment.

To correct the above and to comply with Ordinance 672, a salary study was conducted for the Police Captain classification. The result of the study is shown below.

<u>Table 1</u>							
Captain Salary Survey (Updated on 07/30/2024)**Other Pays Not Included							
Step Top Step							
Fort Bragg	\$143,228.80						
Willits	N/A						
Ukiah	\$175,457.88						
County	\$165,609.60						
Average	\$170,533.74						
% Difference	19.06%						

Table 2								
Captain Salary Survey (Updated on 07/30/2024) Other Pays Included								
Step Top Step								
Fort Bragg	\$143,228.80							
Willits	N/A							
Ukiah	\$193,003.67							
County	\$192,703.13							
Average	\$192,853.40							
% Difference	34.65%							

5% for Bachelors/5% for Management

7% for Bachelors/7% for Management Cert/3% for Supervisor Cert

<u>Table 3</u>								
Forfeited Salary								
Year	Estimated Amount	Notes						
2021	\$17,648.10	Initial Salary set between LT and CPT						
2022	\$14,848.68	12+% Forfeited						
2023	\$14,848.68	12+% Forfeited						
2024	\$15,118.33	19+% Not paid for seven months						
2024 (with 12% and backpay)	\$10,025.96							
Estimated Total	\$72,489.75							

Compaction Rates							
Table 4				Table 5			
Difference Between Positions	Before		Differe	nce Between Positions After	12% (No SS Adjust	tment)	
	<u>Lower</u>	<u>Higher</u>	<u>Difference</u>		<u>Lower</u>	<u>Higher</u>	<u>Difference</u>
Officer-Sergeant	\$7,039.70	\$9,046.27	28.50%	fficer-Sergeant	\$7,884.46	\$10,131.82	28.50%
Sergeant-Captain	\$9,046.27	\$11,935.73	31.94%	rgeant-Captain	\$10,131.82	\$11,935.73	17.80%
Captain-Chief	\$11,935.73	\$15,735.20	31.83%	Captain-Chief	\$11,935.73	\$15,735.20	31.83%
<u>Table 6</u>				Table 7			
Difference Between Positions	% (With 19% SS Adju	ustment)	Differe	nce Between Positions After 12%	6 (With 12% SS Ad	justment)	
	Lower	<u>Higher</u>	<u>Difference</u>		<u>Lower</u>	<u>Higher</u>	<u>Difference</u>
Officer-Sergeant	\$7,884.46	\$10,131.82	28.50%	fficer-Sergeant	\$7,884.46	\$10,131.82	28.50%
Sergeant-Captain	\$10,131.82	\$14,203.51	40.19%	rgeant-Captain	\$10,131.82	\$13,368.01	31.94%
Captain-Chief	\$14,203.51	\$15,735.20	10.78%	Captain-Chief	\$13,368.01	\$15,735.20	17.71%

Table One shows that the Police Captain classification is below the average of the comparables by 19.06%. Ordinance 672 is silent regarding the inclusion of premium/special pay. Therefore, special pay, such as Education Incentive pay, is not being considered.

The City Manager and the Police Captain discussed the salary study results and agreed to a twelve (12%) adjustment to preserve the budget and comply with Ordinance 672.

RECOMMENDED ACTION:

Adopt City Council Resolution approving the Ordinance 672 Salary Survey results and authorize the City Manager to execute the same and adopt changes to the City of Fort Bragg Salary Rate Compensation Plan. Approval of the Resolution would result in pay increases listed below with an effective date of July 1, 2024.

- Community Services Officer classification receives a 7.79 percent increase in their base pay rate.
- Police Officer classifications receive an 8.52% increase in their base pay rate.
- Police Sergeant classifications receive an 8.12% increase in their base pay rate.
- Police Captain classification receives a 12% increase in their base pay rate.

FISCAL IMPACT:

As noted, the salary changes were factored into the City's FY 2024/25 budget. Two Community Services Officer positions were frozen to find cost savings.

CONSISTENCY:

Approval of the Resolution would be consistent with the intent and purpose of Ordinance 672 and comply with the California Public Employees' Retirement System code requirement to have a publicly adopted and posted salary schedule. Approval of the Resolution is consistent with the adopted FY 2024/25 that included Cost of Living Adjustments (COLA) as mandated by Fort Bragg City Code Chapter 2.68, which provides an annual survey of Mendocino County law enforcement positions (Ordinance 672). Approval of the Resolution helps with the goal of the City attracting and retaining dedicated law enforcement staff committed to the safety and well-being of the City of Fort Bragg.

IMPLEMENTATION/TIMEFRAMES:

The implementation would be immediately upon approval of the Resolution with an effective date retro to July 1, 2024.

ATTACHMENTS:

- 1. Ordinance 672
- 2. Exhibit B (FBPA Compensation Schedule Ord 672 excerpt)
- 3. Ordinance 672 Salary Survey
- 4. Ordinance 672 Police Captain Salary Survey
- 5. Resolution

NOTIFICATION:

- 1. Shaun A. Du Fosee, Mastagni Holstedt, sdufosee@mastagni.com
- 2. Jarod Frank, Fort Bragg Police Association President, jfrank@fortbragg.com
- 3. City of Fort Bragg Payroll, payroll@fortbragg.com
- 4. Adriana Hernandez Moreno, Finance Technician III, amoreno@fortbragg.com
- 5. Lesley Bryant, Administrative Analyst-Police, lbryant@fortbragg.com

RESOLUTION NO. 4840-2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL ACCEPTING THE FORT BRAGG POLICE DEPARTMENT SALARY SURVEY RESULTS AS REQUIRED BY ORDINANCE 672, ADOPTING CHANGES TO THE CITY OF FORT BRAGG SALARY RATE COMPENSATION PLAN

WHEREAS, the Fort Bragg City Council approves all salary schedules which include classification titles and compensation rates; and

WHEREAS, the establishment of this Resolution meets the requirements of California Regulations Section 570.5 as confirmed by the California Public Employees' Retirement System (CalPERS); and

WHEREAS, California Public Employees' Retirement System code requires the City to have a publicly adopted and posted salary schedule; and

WHEREAS, the full salary schedule is allocated in the FY 2024/2025 budget; and

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 and attached hereto as Exhibit B; and

WHEREAS, the FBPA, by an affirmative vote of the majority of its members, has approved the salary results and the proposed salary adjustments incorporated and outlined in the attached City of Fort Bragg Salary Rate Compensation Plan attached hereto as Exhibit C; and

WHEREAS, the City Council has reviewed the 2024 City of Fort Bragg Salary Rate Police Compensation Plan, which includes compensation adjustments; and

WHEREAS, the Police Captain classification salary study was done separately from the FBPA Ordinance 672 salary study because the classification is part of the Mid-Management employee group and is attached hereto as Exhibit D; and

WHEREAS, based on all of the evidence presented, the City Council finds, determines, and resolves as follows;

- 1. The foregoing recitals are true and correct and are made part of this Resolution.
- 2. Ordinance 672 has been implemented, and the requisite salary study has been prepared as required.
- 3. The data analysis is presented as prescribed by Ordinance 672.
- 4. The Fort Bragg Police Association (FBPA) has reviewed and accepted the results of the annual salary survey by an affirmative vote of a majority of the membership, and it has accepted the proposed salary increase as set forth below.

5. The compensation shall be increased for the following position by the amounts set forth below.

Community Services Officer	7.79%
Police Captain	12.0%
Police Sergeant – Basis POST Certification	8.12%
Police Sergeant – Intermediate POST Certification	8.12%
Police Sergeant – Intermediate POST Certification - Acting	8.12%
Police Sergeant – Advance POST Certification	8.12%
Police Officer – Basic POST Certification	8.52%
Police Officer – Intermediate POST Certification	8.52%
Police Officer – Advance POST Certification	8.52%
Special Investigator – Basic POST Certification	8.52%
Special Investigator – Intermediate POST Certification	8.52%
Special Investigator – Advanced POST Certification	8.52%

NOW, THEREFORE, BE IT RESOLVED that the City Council of Fort Bragg does hereby accept the Salary Survey results as required by Ordinance 672 and approves the changes in the City of Fort Bragg Salary Rate Compensation Plan as outlined in Exhibit C effective July 1, 2024.

The above and foregoing Resolution was introduced by Councilmember Peters, seconded by Councilmember Rafanan, and passed and adopted at a regular meeting of

the C	•	the City of Fort Bragg held on the <u>9th</u> day of <u>September</u> 2024 by the
	AYES:	Councilmembers Albin-Smith, Peters, Rafanan, Vice Mayor Godeke, Mayor Norvell.
	NOES:	None.
	ABSENT:	None.
	ABSTAIN:	None.
	RECUSED:	None.
		BERNIE NORVELL
		Mayor
ATTE	ST:	
	a Sanchez	
City (Clerk	

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.

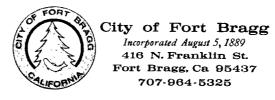
Beginning the first day of the month following the effective date of this ordinance, and the first day of January of each succeeding January thereafter, the City council of said City of Fort Bragg shall determine the then existing monthly salaries of each classification of like or comparable grades or 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 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."



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 suceeding 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: Exhi

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.

TOTAL COMPENSATION OFFICER

	Top Step Salaı	y Educatio	n	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total Compensatio
Ukiah	\$ 8,339.0	0	\$	836.40								\$ 9,175.4
Willits	\$ 6,367.0	4	\$	668.73	\$ 250.00							\$ 7,285.
Mendocino County	\$ 8,538.0	5 \$ 42	6.90 \$	853.81	\$ 683.04							\$ 10,501.8
		1										
Fort Progg	¢ 7,020.6	7 [ŀ	715 07	ć 222.CF			<u> </u>	1	-	1	É 7,007.1
Fort Bragg	\$ 7,039.0		\$	715.87	\$ 232.65							\$ 7,987.5
Mean	\$ 7,748.0	3										\$ 8,987.6
Difference	-10.07%	_										-12.52%
Fort Bragg	\$ 7,920.3	6	\$	805.50	\$ 261.78		0.00%	\$ -	\$ -	\$ -	\$ -	\$ 8,987.0
Salary Increase	12.52%											0.00%

TOTAL COMPENSATION SERGEANT

Agency	Top Step Salary	Education	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total	Compensation
Ukiah	\$ 10,684.83	\$ 213.70	\$ 509.42								\$	11,407.95
Willits	\$ 8,234.34		\$ 421.60	\$ 250.00							\$	8,905.94
Mendocino County	\$ 10,419.93	\$ 521.00	\$ 1,041.99	\$ 833.59							\$	12,816.52
											-	
Fort Bragg	\$ 9,046.27		\$ 516.54	\$ 286.88				1			\$	9,849.70
Mean	\$ 9,779.70		•			- I		· ·		•	\$	11,043.47
Difference	-8.11%											-12.12%
Fort Bragg	\$ 10,142.68		\$ 579.15	\$ 321.65							\$	11,043.48
Salary Increase	12.12%			•								0.00%

TOTAL COMPENSATION CSO

Agency	Top Step Salary	Education	POST	Longevity	Uniform	Retirement Contribution	Retirement Amounts	Medical	Dental	Vision	Total (Compensation
Ukiah	\$ 5,548.00										\$	5,548.00
Willits	\$ 5,327.82			\$ 250.00							\$	5,577.82
Mendocino County	\$ 5,010.41			\$ 400.83							\$	5,411.24
Fort Bragg	\$ 4,787.47			\$ 143.62							\$	4,931.09
Mean	\$ 5,295.41										\$	5,512.35
Difference	-10.61%											-11.79%
Fort Bragg	\$ 5,351.91			\$ 160.56				1			\$	5,512.47
Salary Increase	11.79%											0.00%

CITY OF FORT BRAGG SALARY RATE COMPENSATION PLAN

Effective July 1, 2024

FBPA Ord 672 for 2024 (included previously approved 4% FBPA MOU COLA eff. 7/1/2024 approved at 8/12/2024 City Council Meeting)

				Step 1	Step 2	Step 3	Step 4	Step 5
Communit	y Services	Officer (FE	BPA)					
Hourly Bi-Weekly Monthly Annual		·	·	25.40 2,031.90 4,402.44 52,829.27	26.67 2,133.60 4,622.80 55,473.60	4,853.33	29.40 2,352.00 5,096.00 61,152.00	30.87 2,469.60 5,350.80 64,209.60
Police Cap Hourly Bi-Weekly Monthly Annual	otain (Mid-N	Managemer	nt)	63.46 5,076.74 10,999.60 131,995.14	66.63 5,330.40 11,549.20 138,590.40	5,596.80 12,126.40	73.46 5,876.80 12,733.07 152,796.80	77.13 6,170.40 13,369.20 160,430.40
Dallas Car	as and Intern	madiata DC	OCT /EDDA	•				
Hourly Bi-Weekly Monthly Annual	geant Inter	mediate PC	OST (FBPA	48.13 3,850.65 8,343.07 100,116.88	50.54 4,043.20 8,760.27 105,123.20	4,245.60 9,198.80	55.72 4,457.60 9,658.13 115,897.60	58.51 4,680.80 10,141.73 121,700.80
Police Ser	geant Inter	mediate PC	OST - Actin	ig (FBPA, Temp	orary)			
Hourly Bi-Weekly Monthly Annual				48.13 3,850.65 8,343.07 100,116.88	50.54 4,043.20 8,760.27 105,123.20	4,245.60 9,198.80	55.72 4,457.60 9,658.13 115,897.60	58.51 4,680.80 10,141.73 121,700.80
Police Ser	racent Adve	noo BOST	/EDDA\					
Hourly Bi-Weekly Monthly Annual	geant Adva	ance POST	(FBPA)	50.89 4,071.30 8,821.15 105,853.84	53.44 4,275.20 9,262.93 111,155.20	4,488.80 9,725.73	58.92 4,713.60 10,212.80 122,553.60	61.87 4,949.60 10,724.13 128,689.60
Police Offi Hourly Bi-Weekly Monthly Annual	icer Basic I	POST (FBP.	A)	37.60 3,008.33 6,518.06 78,216.70	39.48 3,158.40 6,843.20 82,118.40	7,184.67	43.52 3,481.60 7,543.47 90,521.60	45.70 3,656.00 7,921.33 95,056.00
Police Offi	icer Interm	ediate POS	T (FBPA)					
Hourly Bi-Weekly Monthly Annual			, ,	39.48 3,158.66 6,843.77 82,125.20	41.46 3,316.80 7,186.40 86,236.80	3,482.40 7,545.20	45.71 3,656.80 7,923.07 95,076.80	48.00 3,840.00 8,320.00 99,840.00
Police Offi	icer Advand	ce POST (F	BPA)					
Hourly Bi-Weekly Monthly Annual	Sor Auvani	1) 100 100	J. A)	41.42 3,313.49 7,179.23 86,150.71	43.49 3,479.20 7,538.27 90,459.20	3,652.80 7,914.40	47.94 3,835.20 8,309.60 99,715.20	50.34 4,027.20 8,725.60 104,707.20
Police Rec	ruit (FBPA	.)						
Hourly	,			29.87	ue 1 of 13			

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CITY OF FORT BRAGG SALARY RATE COMPENSATION PLAN

Effective July 1, 2024

FBPA Ord 672 for 2024 (included previously approved 4% FBPA MOU COLA eff. 7/1/2024 approved at 8/12/2024 City Council Meeting)

				Step 1	Step 2	Step 3	Step 4	Step 5
Special Inv	vestigator	Basic POS	T (FBPA)					
Hourly				39.48	41.46	43.53	45.71	48.00
Bi-Weekly				3,158.66	3,316.80	3,482.40	3,656.80	3,840.00
Monthly				6,843.77	7,186.40	7,545.20	7,923.07	8,320.00
Annual				82,125.20	86,236.80	90,542.40	95,076.80	99,840.00
Special Inv	vestigator	Intermediat	te POST (F	BPA)				
Hourly				41.45	43.52	45.70	47.99	50.39
Bi-Weekly				3,316.19	3,481.60	3,656.00	3,839.20	4,031.20
Monthly				7,185.08	7,543.47	7,921.33	8,318.27	8,734.27
Annual				86,220.93	90,521.60	95,056.00	99,819.20	104,811.20
Special Inv	vestigator	Advanced I	POST (FBP	'A)				
Hourly				43.50	45.68	47.96	50.36	52.88
Bi-Weekly				3,480.02	3,654.40	3,836.80	4,028.80	4,230.40
Monthly				7,540.04	7,917.87	8,313.07	8,729.07	9,165.87
Annual				90,480.48	95,014.40	99,756.80	104,748.80	109,990.40

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City Clerk	Step 1	Step 2	Step 3	Step 4	Step 5
CURRENT SALARY SCHEDULE					
Monthly	\$6,316.27	\$6,631.73	\$6,962.80	\$7,311.20	\$7,676.93
Annual	\$75,795.20	\$79,580.80	\$83,553.60	\$87,734.40	\$92,123.20
PROPOSED SALARY SCHEDULE					
Monthly	\$6,962.80	\$7,311.20	\$7,676.93	\$8,060.78	\$8,463.82
Annual	\$83,553.60	\$87,734.40	\$92,123.20	\$96,729.36	\$101,565.83
Annual w/ 2% COLA effective July 2, 202	\$85,224.67	\$89,481.60	\$93,953.60	\$98,654.40	\$103,584.00
Public Works Operations Manager					
CURRENT SALARY SCHEDULE					
Monthly	\$6,962.80	\$7,311.20	\$7,676.93	\$7,311.20	\$7,676.93
Annual	\$75,795.20	\$79,580.80	\$83,553.60	\$87,734.40	\$92,123.20
PROPOSED SALARY SCHEDULE					
Monthly	\$7,310.94	\$7,676.76	\$8,060.78	\$8,463.82	\$8,887.01
Annual	\$83,553.60	\$87,734.40	\$92,123.20	\$96,729.36	\$101,565.83
Annual w/ 2% COLA effective July 2, 202	\$85,224.67	\$89,481.60	\$93,953.60	\$98,654.40	\$103,584.00

CITY OF FORT BRAGG SALARY RATE COMPENSATION PLAN

Effective 2/11/2024 CV STARR classifications salary range

				Step 1	Step 2	Step 3	Step 4	Step 5
Administra	tive Analy	st (C	onfidential; Nor	n-Bargaining)	-	-	-	-
Hourly				27.24	28.61	30.04	31.54	33.12
Bi-Weekly				2,179.54	2,288.80	2,403.20	2,523.20	2,649.60
Monthly				4,722.33	4,959.07	5,206.93	5,466.93	5,740.80
Annual				56,667.94	59,508.80	62,483.20	65,603.20	68,889.60
Administra	<u> </u>	st - F	<u> </u>	<u> </u>	l aining)			
Hourly			1	27.24	28.61	30.04	31.54	33.12
Bi-Weekly				2,136.80	2,288.80	2,403.20	2,523.20	2,649.60
Monthly				4,722.32	4,959.07	5,206.93	5,466.93	5,740.80
Annual				56,667.94	59,508.80	62,483.20	65,603.20	68,889.60
Administra	l l tive Assis	tant ·	<u> </u>	l al (FBEO)				
Hourly				25.11	26.37	27.69	29.07	30.52
Bi-Weekly				2,008.96	2,109.60		2,325.60	2,441.60
Monthly				4,352.82	4,570.80		5,038.80	5,290.13
Annual				52,233.79	54,849.60	57,595.20	60,465.60	63,481.60
Administra	l l tive Assis	tant	Non-Bargaining)				
Hourly				16.50	17.33	18.19	19.10	20.06
Bi-Weekly				1,320.00	1,386.00	1,455.30	1,528.07	1,604.47
Monthly				2,860.00	3,003.00	3,153.15	3,310.81	3,476.35
Annual				34,320.00	36,036.00	37,837.80	39,729.69	41,716.17
Administra	ive Assis	tant-	<u> </u>	<u> </u> //ax Annual He	l ours, Non-Ba	rgaining)		
Hourly				18.00				
Assistant D	 Director - E	ngin	eering Division	<u> </u> (Mid-Manager	nent; Non-Ba	argaining)		
Hourly			<u> </u>	37.17	39.03		43.03	45.18
Bi-Weekly				2,973.50			3,442.40	3,614.40
Monthly				6,442.59	6,765.20		7,458.53	7,831.20
Annual				77,311.10	81,182.40		89,502.40	93,974.40
Assistant C	itv Engin	eer (F	BEO)					
Hourly	T		T'	33.90	35.60	37.38	39.25	41.21
Bi-Weekly				2,712.38				
Monthly				5,876.83		6,479.20	6,803.33	
Annual				70,521.98			81,640.00	85,716.80
Assistant C	ity Manad	jer (E	 Executive; At-Wil	<u> </u>)				
Hourly	T T	•		50.28	52.79	55.43	58.20	61.11
Bi-Weekly				4,022.06				
Monthly				8,714.47	9,150.27	9,607.87	10,088.00	
Annual				104,573.66			121,056.00	127,108.80

Administrat	tivo C	oordinator (N	on-Bargainin	ia)				
Hourly	1		on-Darganini	20.50	21.53	22.60	23.73	24.92
Bi-Weekly				1,640.00	1,722.00	1,808.10	1,898.51	1,993.43
Monthly				3,553.33	3,731.00	3,917.55	4,113.43	4,319.10
Annual	+			42,640.00	44,772.00	47,010.60	49,361.13	51,829.19
7 tillidai				42,040.00	44,772.00	47,010.00	40,001.10	01,020.10
Assistant F	inanc	e Director (Mi	d-Manageme	ent: Non-Bar	gaining)			
Hourly	1		a manageme	40.21	42.22	44.33	46.55	48.88
Bi-Weekly				3,216.67	3,377.60	3,546.40	3,724.00	3,910.40
Monthly				6,969.46	7,318.13	7,683.87	8,068.67	8,472.53
Annual				83,633.47	87,817.60	92,206.40	96,824.00	101,670.40
Assistant P	Planne	r (FRFO)						
Hourly	1	l (i blo)		32.30	33.92	35.62	37.40	39.27
Bi-Weekly				2,584.27	2,713.60	2,849.60	2,992.00	3,141.60
Monthly				5,599.26	•	6,174.13	6,482.67	6,806.80
Annual				67,191.07	70,553.60	74,089.60	77,792.00	81,681.60
7 tillidai				07,101.07	7 0,000.00	7 4,000.00	11,102.00	01,001.00
Associate F	Planne	r (FBEO)						
Hourly		,		33.45	35.12	36.88	38.72	40.66
Bi-Weekly				2,675.66	2,809.60	2,950.40	3,097.60	3,252.80
Monthly				5,797.27	6,087.47	6,392.53	6,711.47	7,047.73
Annual				69,567.26	73,049.60	76,710.40	80,537.60	84,572.80
City Clerk (Mid-M	anagement;	Non-Bargaini	ing)				
Hourly				37.17	39.03	40.98	43.03	45.18
Bi-Weekly				2,973.50	3,122.40	3,278.40	3,442.40	3,614.40
Monthly				6,442.59	6,765.20	7,103.20	7,458.53	7,831.20
Annual				77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
City Counc	ilmem	ll ber (Elected)						
Hourly								
Bi-Weekly				235.38				
Monthly				510.00				
Annual				6,120.00	Plus \$100/mo	for Special D	istrict Meeting	g
City Manag	er (Ex	ecutive; At W	/ill: Contract))				
Hourly	1		,	85.58				
Bi-Weekly				6,846.40				
Monthly				14,833.87				
Annual				178,006.40				
Code Enfor	.ceme	l nt Officer (FB	EO)					
Hourly	T		<i>,</i>	32.30	33.92	35.62	37.40	39.27
Bi-Weekly	+			2,584.27	2,713.60	2,849.60	2,992.00	3,141.60
Monthly				5,599.26		6,174.13	6,482.67	6,806.80
Annual				67,191.07	70,553.60	74,089.60	77,792.00	81,681.60
Community	, Som	 ices Officer (F	RDA\					
Hourly	Jeiv		DFA)	22.72	23.86	25.05	26.30	27.62
Bi-Weekly				1,817.74		2,004.00	2,104.00	2,209.60
Monthly				3,938.45	•	4,342.00	4,558.67	4,787.47
Annual	+			47,261.34		52,104.00	54,704.00	57,449.60
Taniuai				71,201.04	70,020.00	52,104.00	J-, 1 J-1.00	J1,443.00
L								

Constructio	n Pro	ject Manager	(Mid-Manac	ement: Non-	Bargaining)			
Hourly	Ī	,g	(**************************************	43.24	45.40	47.67	50.05	52.55
Bi-Weekly				3,459.02	3,632.00	3,813.60	4,004.00	4,204.00
Monthly				7,494.55	7,869.33	8,262.80	8,675.33	9,108.67
Annual				89,934.62	94,432.00	99,153.60	104,104.00	109,304.00
7 11.11.15.51.				20,00	0 1, 102100	30,100.00	,	100,001.00
Constructio	n Pro	ject Manager	(Temporary	. Part-time. A	t-Will)			
	Ī	, <u>g</u> .	(43.24	45.40	47.67	50.05	52.55
Custodian -	cv s	tarr (Part-tim	e,1000 Max A	nnual Hours	, Non-Bargai	ning)		
Hourly			,	24.00	, <u>J</u> .	J,		
,								
CV Starr Ma	nage	r (Mid-Manag	ement, Non-	Bargaining)				
Hourly		l ·	Í	37.17	39.03	40.98	43.03	45.18
Bi-Weekly				2,973.50	3,122.40	3,278.40	3,442.40	3,614.40
Monthly				6,442.59	6,765.20	7,103.20	7,458.53	7,831.20
Annual				77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
				-			•	·
Director - Co	ommı	inity Develop	ment Depart	ment (Execu	tive; At Will)			
Hourly			-	50.28	52.79	55.43	58.20	61.11
Bi-Weekly				4,022.06	4,223.20	4,434.40	4,656.00	4,888.80
Monthly				8,714.47	9,150.27	9,607.87	10,088.00	10,592.40
Annual				104,573.66	109,803.20	115,294.40	121,056.00	127,108.80
				-				·
Director - Fi	nance	e/City Treasu	rer (Executiv	e; At-Will)				
Hourly		_	Ì	50.28	52.79	55.43	58.20	61.11
Bi-Weekly				4,022.06	4,223.20	4,434.40	4,656.00	4,888.80
Monthly				8,714.47	9,150.27	9,607.87	10,088.00	10,592.40
Annual				104,573.66	109,803.20	115,294.40	121,056.00	127,108.80
Director of F	ublic	Works (Exe	cutive; At Wi	II)				
Hourly				50.28	52.79	55.43	58.20	61.11
Bi-Weekly				4,022.06	4,223.20	4,434.40	4,656.00	4,888.80
Monthly				8,714.47	9,150.27	9,607.87	10,088.00	10,592.40
Annual				104,573.66	109,803.20	115,294.40	121,056.00	127,108.80
Engineering	Tech	nnician (FBE	0)					
Hourly				30.75	32.29	33.90	35.60	37.38
Bi-Weekly				2,460.24	2,583.20	2,712.00	2,848.00	2,990.40
Monthly				5,330.52	5,596.93	5,876.00	6,170.67	6,479.20
Annual				63,966.24	67,163.20	70,512.00	74,048.00	77,750.40
	tal C	ompliance Co	ordinator (F					
Hourly				35.57	37.35	39.22	41.18	43.24
Bi-Weekly				2,845.39	2,988.00	3,137.60	3,294.40	3,459.20
Monthly				6,165.02	6,474.00	6,798.13	7,137.87	7,494.93
Annual				73,980.19	77,688.00	81,577.60	85,654.40	89,939.20
Finance Tec	hnici	an I (FBEO)						
Hourly				22.63	23.77	24.96	26.21	27.52
Bi-Weekly				1,810.70	1,901.60	1,996.80	2,096.80	2,201.60
Monthly				3,923.19	4,120.13	4,326.40	4,543.07	4,770.13
Annual				47,078.30	49,441.60	51,916.80	54,516.80	57,241.60

Einanaa Ta	obnio	an II (FBEO)						
Hourly	T	ali II (FBEO)		24.96	26.21	27.52	28.90	30.35
Bi-Weekly				1,996.75	2,096.80	2,201.60	2,312.00	2,428.00
Monthly				4,326.30	4,543.07	4,770.13	5,009.33	5,260.67
Annual				51,915.55	54,516.80		60,112.00	63,128.00
Alliuai				31,913.33	34,310.00	37,241.00	00,112.00	03,120.00
Finance Te	chnici	an III (FBEO)						
Hourly			<u> </u>	27.51	28.88	30.32	31.84	33.43
Bi-Weekly				2,200.75	2,310.40	2,425.60	2,547.20	2,674.40
Monthly				4,768.30	5,005.87	5,255.47	5,518.93	5,794.53
Annual				57,219.55	60,070.40	63,065.60	66,227.20	69,534.40
Aimaai				07,210.00	00,070.40	00,000.00	00,227.20	00,004.40
Fitness Equ	uipme	nt Technician	(Part-time.	1000 Max Anı	nual Hours. N	lon-Bargaini	na)	
Hourly			(1 0.11 0.1110)	23.00			-9/	
Fitness Inst	tructo	rs (Part-time	.1000 Max Ai	nnual Hours,	Non-Bargain	ina)		
Hourly			,	32.00		J/		
,								
Governmen	nt Acc	ountant I (FB	EO)					
Hourly		,		30.32	31.84	33.43	35.10	36.86
Bi-Weekly				2,425.97	2,547.20		2,808.00	2,948.80
Monthly				5,256.26	5,518.93		6,084.00	6,389.07
Annual				63,075.17	66,227.20	·	73,008.00	76,668.80
				,	,	,	-,	-,
Governmen	nt Acc	ountant (Part	Time, Regu	ar less than 2	20 hours wee	klv)		
Hourly		,	, <u> </u>	30.32	31.84		35.10	36.86
Bi-Weekly				1,212.98	1,273.60		1,404.00	1,474.40
Monthly				2,628.13	2,759.47	2,897.27	3,042.00	3,194.53
Annual				31,537.58	33,113.60	34,767.20	36,504.00	38,334.40
					·	·		·
Grants Coo	rdina	or (FBEO, Gr	ant Funded)					
Hourly				30.32	31.84	33.43	35.10	36.86
Bi-Weekly				2,425.97	2,547.20	2,674.40	2,808.00	2,948.80
Monthly				5,256.26	5,518.93	5,794.53	6,084.00	6,389.07
Annual				63,075.17	66,227.20	69,534.40	73,008.00	76,668.80
	uard (Non-Bargaini	ng)					
Hourly				18.50	19.43		21.42	22.49
Bi-Weekly				1,480.00	1,554.00		1,713.29	1,798.95
Monthly				3,206.67	3,367.00		3,712.12	3,897.72
Annual				38,480.00	40,404.00	42,424.20	44,545.41	46,772.68
	d Eco	nomic Devel	opment Cool	rdinator (Con				
Hourly				33.92	35.61	37.39	39.26	41.22
Bi-Weekly				2,713.20	2,848.80		3,140.80	3,297.60
Monthly				5,878.60	6,172.40	·	6,805.07	7,144.80
Annual				70,543.20	74,068.80	77,771.20	81,660.80	85,737.60
								
	ource	s Analyst (Co	onfidential; N	lon-Bargainir	<u> </u>			
Hourly				27.24	28.61	30.04	31.54	33.12
Bi-Weekly				2,179.54	2,288.80	2,403.20	2,523.20	2,649.60
Monthly				4,722.33	4,959.07	5,206.93	5,466.93	5,740.80
Annual				56,667.94	59,508.80	62,483.20	65,603.20	68,889.60

Human Res	source	s Manager (N	/lid-Managen	nent; Non-Ba	rgaining)			
Hourly	1		iia managon	37.17	39.03	40.98	43.03	45.18
Bi-Weekly				2,973.50	3,122.40	3,278.40	3,442.40	3,614.40
Monthly	+			6,442.59	6,765.20	7,103.20	7,458.53	7,831.20
Annual				77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
7 tillidal				77,011.10	01,102.40	00,200.40	00,002.40	00,014.40
Intern (Part	-time.	Less than 20	hours week	; Non-Bargaiı	nina)			
Hourly	1			18.00	9/			
				.0.00				
Laborer-Pu	blic W	orks (Part-tir	ne. Less thai	n 20 hours we	eek: Non-Bar	gaining)		
Hourly			,	21.00	,	J. J.		
,								
Laborer-Wa	ater/W	astewater (Pa	art-time, Less	than 20 hou	rs week; No	n-Bargaining)		
Hourly		,		21.00				
Lifeguard -	CV St	arr (Non-Bar	gaining)					
Hourly			<i>.</i>	18.00	18.90	19.85	20.84	21.88
Bi-Weekly				1,440.00	1,512.00	1,587.60	1,666.98	1,750.33
Monthly				3,033.33	3,276.00	3,439.80	3,611.79	3,792.38
Annual				36,400.00	39,312.00	41,277.60	43,341.48	45,508.55
				·	·	ŕ	·	,
Lifeguard -	Part-t	ime (1000 Ma	x Annual Ho	urs, Non-Bar	gaining)			
Hourly		<u> </u>		18.00	<u> </u>			
Maintenand	e Sup	ervisor (Non	-Bargaining,	Confidential)				
Hourly				30.00	31.50	33.08	34.73	36.47
Bi-Weekly				2,400.00	2,520.00	2,646.00	2,778.30	2,917.22
Monthly				5,200.00	5,460.00	5,733.00	6,019.65	6,320.63
Annual				62,400.00	65,520.00	68,796.00	72,235.80	75,847.59
Maintenand	e Wo	rker I - Janito	r (FBEO)					
Hourly				21.22	22.28	23.39	24.56	25.79
Bi-Weekly				1,697.28	1,782.40	1,871.20	1,964.80	2,063.20
Monthly				3,677.44	3,861.87	4,054.27	4,257.07	4,470.27
Annual				44,129.28	46,342.40	48,651.20	51,084.80	53,643.20
	e Wo	ker II (FBEO						
Hourly				24.11	25.32	26.59	27.92	29.32
Bi-Weekly				1,929.02	2,025.60	2,127.20	2,233.60	2,345.60
Monthly				4,179.55	4,388.80	4,608.93	4,839.47	5,082.13
Annual				50,154.62	52,665.60	55,307.20	58,073.60	60,985.60
	e Woı	rker III (FBEO)	-	- ·			
Hourly				25.32	26.58	27.91	29.31	30.78
Bi-Weekly				2,025.31	2,126.40	2,232.80	2,344.80	2,462.40
Monthly				4,388.18	4,607.20	4,837.73	5,080.40	5,335.20
Annual				52,658.11	55,286.40	58,052.80	60,964.80	64,022.40
	<u> </u>		,					
	e Wo	rker IV (FBEC))	20.5=	07.55	20.00	22 ==	
Hourly	-			26.57	27.90	29.30	30.77	32.31
Bi-Weekly	-			2,125.68	2,232.00	2,344.00	2,461.60	2,584.80
Monthly				4,605.64	4,836.00	5,078.67	5,333.47	5,600.40
Annual				55,267.68	58,032.00	60,944.00	64,001.60	67,204.80

Maintenand	ce Wor	ker Lead (FBE	O)				
Hourly		,	29.22	30.68	32.21	33.82	35.51
Bi-Weekly			2,337.84	2,454.40	2,576.80	2,705.60	2,840.80
Monthly			5,065.32	5,317.87	5,583.07	5,862.13	6,155.07
Annual			60,783.84	63,814.40	66,996.80	70,345.60	73,860.80
			,		,	,	·
Maintonana	1 14/2 1	 0\/ 0\	(Non Bonnainina)				
	ce wor	Ker I - CV Starr	(Non-Bargaining)	40.40	20.40	04.40	00.40
Hourly			18.50	19.43	20.40	21.42	22.49
Bi-Weekly			1,480.00	1,554.00	1,631.70	1,713.29	1,798.95
Monthly			3,206.67	3,367.00	3,535.35	3,712.12	3,897.72
Annual		-	38,480.00	40,404.00	42,424.20	44,545.41	46,772.68
Maintenand	ce Wor	ker II - CV Star	r (Non-Bargaining)				
Hourly			20.50	21.53	22.60	23.73	24.92
Bi-Weekly			1,640.00	1,722.00	1,808.10	1,898.51	1,993.43
Monthly			3,553.33	3,731.00	3,917.55	4,113.43	4,319.10
Annual			42,640.00	44,772.00	47,010.60	49,361.13	51,829.19
	pecial	Projects (Mid-N	lanagement; Non-Barg				
Hourly			37.17	39.03	40.98	43.03	45.18
Bi-Weekly			2,973.50	3,122.40	3,278.40	3,442.40	3,614.40
Monthly			6,442.59	6,765.20	7,103.20	7,458.53	7,831.20
Annual			77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
Mechanic (EREO				<u> </u>		
Hourly	I BLO)		27.24	28.61	30.04	31.54	33.12
Bi-Weekly			2,179.54	2,288.80	2,403.20	2,523.20	2,649.60
Monthly			4,722.33	4,959.07	5,206.93	5,466.93	5,740.80
Annual			56,667.94	59,508.80	62,483.20	65,603.20	68,889.60
Tilliaai			00,007.04	00,000.00	02,400.20	00,000.20	00,000.00
Office Assis	stant (Temporary Pos	sition)				
Hourly			20.00	21.00	22.05	23.15	24.31
	<u> </u>						
	Mana	ger (Mid-Manaç	gement; Non-Bargaining		45.47	47.40	40.00
Hourly			40.97	43.02	45.17	47.43	49.80
Bi-Weekly			3,277.87	3,441.60	3,613.60	3,794.40	3,984.00
Monthly			7,102.06	7,456.80	7,829.47	8,221.20	8,632.00
Annual		-	85,224.67	89,481.60	93,953.60	98,654.40	103,584.00
Operations	Super	visor (FBEO)					
Hourly			35.57	37.35	39.22	41.18	43.24
Bi-Weekly		1	2,845.39	2,988.00	3,137.60	3,294.40	3,459.20
Monthly			6,165.02	6,474.00	6,798.13	7,137.87	7,494.93
Annual			73,980.19	77,688.00	81,577.60	85,654.40	89,939.20
Planning To	echnic	ian (FBEO)		22.2=	2- 2-	22.2=	
Hourly			25.11	26.37	27.69	29.07	30.52
Bi-Weekly			2,008.99	2,109.60	2,215.20	2,325.60	2,441.60
Monthly			4,352.82	4,570.80	4,799.60	5,038.80	5,290.13
Annual			52,233.79	54,849.60	57,595.20	60,465.60	63,481.60

33-Weekly		1	1			1	<u> </u>		
Si-Weekly	Police Capt	ain (l	<u>l</u> Mid-Managem	ent: Non-Ba	rgaining)				
33-Weekly	Hourly					59.49	62.46	65.58	68.86
Monthly	,								
Police Chief (Executive; At Will)									
Police Chief (Executive; At Will)							·		
Hourly					,	.,	.,	,	-,
Hourly	Police Chie	f (Exe	cutive: At Wi	D)					
Si-Weekly		1			74.68	78.42	82.34	86.46	90.78
Monthly									
						·			
Police Chief/Assistant City Manager (Executive; At Will) Hourly 78.41 82.33 86.45 90.77 95.31 Bi-Weekly 6,272.80 6,586.40 6,916.00 7,261.60 7,624.80 Monthly 13,591.07 14,270.53 14,984.67 15,733.47 16,520.40 Hourly 163,092.80 171,246.40 179,816.00 188,801.60 198,244.80 Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 3.434.3 3,606.40 3,786.40 3,976.00 4,175.20 Monthly 7,441.27 7,813.87 8,203.87 8,614.67 9,046.27 Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Intermediate POST (FBPA) Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 42.93 45.08 47.33 49.70 108,555.20 Police Sergeant Intermediate POST - Acting (FBPA, Temporary) Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 42.93 45.08 47.33 49.70 52.16 Hourly 45.39 47.66 50.04 52.54 55.17 Hourly 45.79 99,132.80 104,033.20 109,283.20 114,753.60 Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 Hourly 34.415.57 99,132.80 104,083.20 109,283.20 114,753.60 Police Officer Basic POST (FBPA) Hourly 35.793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.993.45 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 36,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Police Officer Monthly 6,380.78 6,699.33 7,033.87 7,038.87 3,758.53 7,754.93 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Annual								
Tell					·	·	·	·	,
Si-Weekly	Police Chie	f/Assi	stant City Ma	nager (Exec	utive; At Will)				
Monthly	Hourly			,		82.33	86.45	90.77	95.31
Police Sergeant Intermediate POST (FBPA)	Bi-Weekly				6,272.80	6,586.40	6,916.00	7,261.60	7,624.80
Police Sergeant Intermediate POST (FBPA)	Monthly				13,591.07	14,270.53	14,984.67	15,733.47	16,520.40
Police Sergeant Intermediate POST (FBPA) Hourly	Annual				163,092.80				198,244.80
Hourly									
Hourly	Police Serg	eant l	ntermediate l	POST (FBPA)					
Monthly	Hourly			•		45.08	47.33	49.70	52.19
Ranual Record R	Bi-Weekly				3,434.43	3,606.40	3,786.40	3,976.00	4,175.20
Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Intermediate POST - Acting (FBPA, Temporary) Hourly 42,93 45.08 47.33 49.70 52.19 3,434.43 3,606.40 3,786.40 3,976.00 4,175.20 Monthly 7,441.27 7,813.87 8,203.87 8,614.67 9,046.27 Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Advance POST (FBPA) Hourly 45.39 47.66 50.04 52.54 55.71 51.49 51.	Monthly				7,441.27	7,813.87	8,203.87	8,614.67	9,046.27
Hourly 42.93 45.08 47.33 49.70 52.19 Bi-Weekly 3,434.43 3,606.40 3,786.40 3,976.00 4,175.20 Monthly 7,441.27 7,813.87 8,203.87 8,614.67 9,046.27 Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Advance POST (FBPA) Hourly 45.39 47.66 50.04 52.54 55.17 Bi-Weekly 3,631.37 3,812.80 4,003.20 4,203.20 4,413.60 Monthly 7,867.96 8,261.07 8,673.60 9,106.93 9,562.80 Annual 94,415.57 99,132.80 104,083.20 109,283.20 114,753.60 Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.881 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Annual				89,295.23	93,766.40	98,446.40	103,376.00	108,555.20
Hourly 42.93 45.08 47.33 49.70 52.19 Bi-Weekly 3,434.43 3,606.40 3,786.40 3,976.00 4,175.20 Monthly 7,441.27 7,813.87 8,203.87 8,614.67 9,046.27 Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Advance POST (FBPA) Hourly 45.39 47.66 50.04 52.54 55.17 Bi-Weekly 3,631.37 3,812.80 4,003.20 4,203.20 4,413.60 Monthly 7,867.96 8,261.07 8,673.60 9,106.93 9,562.80 Annual 94,415.57 99,132.80 104,083.20 109,283.20 114,753.60 Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.881 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93									
Bi-Weekly 3,434.43 3,606.40 3,786.40 3,976.00 4,175.20	Police Serg	eant	ntermediate l	POST - Actin	g (FBPA, Ten	nporary)			
Monthly 7,441.27 7,813.87 8,203.87 8,614.67 9,046.27 Annual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20 Police Sergeant Advance POST (FBPA) Hourly 45.39 47.66 50.04 52.54 55.17 Bi-Weekly 3,631.37 3,812.80 4,003.20 4,203.20 4,413.60 Monthly 7,867.96 8,261.07 8,673.60 9,106.93 9,562.80 Annual 94,415.57 99,132.80 104,083.20 109,283.20 114,753.60 Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Hourly				42.93	45.08	47.33	49.70	52.19
Ranual 89,295.23 93,766.40 98,446.40 103,376.00 108,555.20	Bi-Weekly				3,434.43	3,606.40	3,786.40	3,976.00	4,175.20
Police Sergeant Advance POST (FBPA) Hourly	Monthly				7,441.27	7,813.87	8,203.87	8,614.67	9,046.27
Hourly H	Annual				89,295.23	93,766.40	98,446.40	103,376.00	108,555.20
Hourly H									
3,631.37 3,812.80 4,003.20 4,203.20 4,413.60	Police Serg	eant A	Advance POS	T (FBPA)					
Monthly	Hourly				45.39	47.66	50.04	52.54	55.17
Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 3,248.80 4,361 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 42.65 40.51 4,362 40.61 44.74 51.00 4,362 42.65 40.51 4,362 42.65 40.51 44.74 51.00 4,362 42.65 40.51	Bi-Weekly				3,631.37	3,812.80	4,003.20	4,203.20	4,413.60
Police Officer Basic POST (FBPA) Hourly 33.42 35.09 36.84 38.68 40.61 Si-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Si-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Si-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Monthly				7,867.96	8,261.07			9,562.80
Hourly 33.42 35.09 36.84 38.68 40.61 3.248.65 Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Annual				94,415.57	99,132.80	104,083.20	109,283.20	114,753.60
Hourly 33.42 35.09 36.84 38.68 40.61 3.248.65 Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80 Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93									
Bi-Weekly 2,673.88 2,807.20 2,947.20 3,094.40 3,248.80		er Ba	sic POST (FB	PA)					
Monthly 5,793.41 6,082.27 6,385.60 6,704.53 7,039.07 Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA)	Hourly								40.61
Annual 69,520.88 72,987.20 76,627.20 80,454.40 84,468.80 Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00 Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93									
Police Officer Intermediate POST (FBPA) Hourly 35.09 36.85 38.69 40.62 42.65 36.40 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 3,412.00 3,095.20 3,249.60 88,712.00 3,095.20 3,249.60 88,712.00 3,095.20 3,249.60 88,712.00 3,095.20 3,249.60 3,408.80 3,579.20 3,095.20 3,246.40 3,408.80 3,579.20 3,095.	Monthly								7,039.07
Hourly 35.09 36.85 38.69 40.62 42.65 36.40 3.095.20 3.249.60 3.412.00 3.000 3.	Annual				69,520.88	72,987.20	76,627.20	80,454.40	84,468.80
Hourly 35.09 36.85 38.69 40.62 42.65 36.40 3.095.20 3.249.60 3.412.00 3.000 3.									
Bi-Weekly 2,807.37 2,948.00 3,095.20 3,249.60 3,412.00		er Int	ermediate PO	ST (FBPA)					
Monthly 6,082.63 6,387.33 6,706.27 7,040.80 7,392.67 7,040.80 7,392.67 7,040.80 7,392.67 7,040.80 7,392.67 7,040.80 7,392.67 7,040.80 80,475.20 84,489.60 88,712.00 7,000 80,475.20 84,489.60 88,712.00 80,475.20 84,489.60 84,489	Hourly								42.65
Annual 72,991.57 76,648.00 80,475.20 84,489.60 88,712.00 70,000 7	•	1							3,412.00
Police Officer Advance POST (FBPA) Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Monthly				·	·	·		
Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Annual				72,991.57	76,648.00	80,475.20	84,489.60	88,712.00
Hourly 36.81 38.65 40.58 42.61 44.74 Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93									
Bi-Weekly 2,944.98 3,092.00 3,246.40 3,408.80 3,579.20 Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93		er Ad	vance POST	(FBPA)					
Monthly 6,380.78 6,699.33 7,033.87 7,385.73 7,754.93	Hourly								44.74
·	Bi-Weekly						·		
Annual 76,569.38 80,392.00 84,406.40 88,628.80 93,059.20	Monthly								7,754.93
	Annual				76,569.38	80,392.00	84,406.40	88,628.80	93,059.20
			<u> </u>						

Police Recr	uit (1	040 hours; F	RDA)					
Hourly	T (1	040 Hours, r	I	28.72				
riourly				20.72				
Police Serv	ices T	ransporter: (<u> </u> Part-Time/Or	ı า-Call, 1000 N	lax Annual H	lours: Non-Ba	rgaining)	
Hourly	T .	ranoportor: (1	18.00	iax / iiiiaai ii	louis, itom Be	a gaming,	
ricarry				10.00				
Recreation	Coord	linator (Non-	L Bargaining)					
Hourly	1	(11011	<u>gg,</u> 	22.00	23.10	24.26	25.47	26.74
Bi-Weekly				1,760.00	1,848.00	1,940.40	2,037.42	2,139.29
Monthly				3,813.33	4,004.00	4,204.20	4,414.41	4,635.13
Annual				45,760.00	48,048.00	50,450.40	52,972.92	55,621.57
				,	-,-	,	, , , , , ,	,
Recreation	Instru	ctor I (Part-ti	me,1000 Max	Annual Hou	rs, Non-Barg	aining)		
Hourly		,		22.00	·	<u> </u>		
j								
Recreation	Instru	ctor II (Part-t	ime,1000 Ma	x Annual Hou	ırs, Non-Barç	gaining)		
Hourly		-		25.00				
•								
Recreation	Leade	r (Part-time,	1000 Max Anı	nual Hours, N	lon-Bargainiı	ng)		
Hourly				20.00				
-								
Recreation	Super	visor (Non-B	argaining, C	onfidential)				
Hourly				30.00	31.50	33.08	34.73	36.47
Bi-Weekly				2,400.00	2,520.00	2,646.00	2,778.30	2,917.22
Monthly				5,200.00	5,460.00	5,733.00	6,019.65	6,320.63
Annual				62,400.00	65,520.00	68,796.00	72,235.80	75,847.59
Seasonal: L	_abore	r (1000 Maxi	mum Annual	Hours; Non-	Bargaining)			
Hourly				18.00				
Seasonal: F	Parkin	g Enforceme	nt Attendant	(Part-Time, 1	000 Max Anr	nual Hours; N	on-Bargainin	ıg)
Hourly				18.00				
Senior Adm	ninistr	ative Assista	nt (Non-Barg	aining)				
Hourly				17.50	18.38		20.26	21.27
Bi-Weekly				1,400.00	1,470.00		1,620.68	1,701.71
Monthly				3,033.33	3,185.00	·	3,511.46	3,687.04
Annual				36,400.00	38,220.00	40,131.00	42,137.55	44,244.43
	ernme	nt Accounta	nt (Mid-Mana	igement; Non				
Hourly				37.17	39.03		43.03	45.18
Bi-Weekly				2,973.50	3,122.40		3,442.40	3,614.40
Monthly				6,442.59	6,765.20		7,458.53	7,831.20
Annual				77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
Senior Life	guard	(Non-Bargai	<u>l</u> ning)					
Hourly		<u>, </u>	<u> </u>	19.50	20.48	21.50	22.57	23.70
Bi-Weekly				1,560.00	1,638.00		1,805.90	1,896.19
Monthly				3,380.00	3,549.00		3,912.77	4,108.41
	+			40,560.00	42,588.00		46,953.27	49,300.93

								1
Social Servi	ces L	l .iaison-Crisis	Worker (Nor	n-Bargaining,	Grant-Fund	ed Position)		
Hourly				31.95	33.55		36.99	38.84
Bi-Weekly				2,556.00	2,684.00		2,959.20	3,107.20
Monthly				5,538.00	5,815.33		6,411.60	6,732.27
Annual				66,456.00	69,784.00		76,939.20	80,787.20
				,	,	-,	.,	, -
Special Inve	stiga	tor Basic PO	ST (FBPA)					
Hourly			,	35.09	36.85	38.69	40.62	42.65
Bi-Weekly				2,807.37	2,948.00	3,095.20	3,249.60	3,412.00
Monthly				6,082.63	6,387.33	6,706.27	7,040.80	7,392.67
Annual				72,991.57	76,648.00	80,475.20	84,489.60	88,712.00
					·	·		
Special Inve	stiga	tor Intermedi	ate POST (FI	BPA)				
Hourly				36.84	38.69	40.62	42.65	44.78
Bi-Weekly				2,947.45	3,095.20	3,249.60	3,412.00	3,582.40
Monthly				6,386.14	6,706.27	7,040.80	7,392.67	7,761.87
Annual				76,633.65	80,475.20	84,489.60	88,712.00	93,142.40
Special Inve	stiga	tor Advanced	POST (FBP.	A)				
Hourly				38.66	40.59	42.62	44.75	46.99
Bi-Weekly				3,092.47	3,247.20	3,409.60	3,580.00	3,759.20
Monthly				6,700.36	7,035.60	7,387.47	7,756.67	8,144.93
Annual				80,404.27	84,427.20	88,649.60	93,080.00	97,739.20
	alyst	- Lead (Mid-	Management	; Non-Bargai				
Hourly				37.17	39.03		43.03	45.18
Bi-Weekly				2,973.50	3,122.40	3,278.40	3,442.40	3,614.40
Monthly				6,442.59	6,765.20	7,103.20	7,458.53	7,831.20
Annual				77,311.10	81,182.40	85,238.40	89,502.40	93,974.40
	L							
	alyst	(Confidentia	; Non-Barga					
Hourly				30.32	31.84		35.10	36.86
Bi-Weekly				2,425.97	2,547.20	·	2,808.00	2,948.80
Monthly				5,256.26	5,518.93	5,794.53	6,084.00	6,389.07
Annual				63,075.17	66,227.20	69,534.40	73,008.00	76,668.80
<u> </u>	<u>. </u>	· (EDEO)						
Systems Tee	cnnic	ian (FBEO)		00.07	04.40	05.05	00.00	20.00
Hourly				23.27	24.43		26.93	28.28
Bi-Weekly				1,861.30	1,954.40		2,154.40	2,262.40
Monthly				4,032.81	4,234.53		4,667.87	4,901.87
Annual				48,393.70	50,814.40	53,352.00	56,014.40	58,822.40
Trootmont D	lont (l Dografor in T	L raining (FBE	0)				
Hourly	Tant C	perator-iii-i	railling (FBE	20.68	21.71	22.80	23.94	25.14
Bi-Weekly				1,654.03	1,736.80	1,824.00	1,915.20	2,011.20
				3,583.74	3,763.07	3,952.00	4,149.60	·
Monthly Appual				43,004.83		·		4,357.60
Annual				43,004.83	45,156.80	47,424.00	49,795.20	52,291.20
Treatment D	lant (l Operator I (Fi	L REO)					
Hourly	iaiil (perator i (Fi	JEO)	25.66	26.95	28.30	29.72	31.21
Bi-Weekly				2,053.06		2,264.00	29.72	
				4,448.29	2,156.00 4,671.33		5,151.47	2,496.80 5,409.73
Monthly Annual				53,379.46	56,056.00		61,817.60	64,916.80
Allitual				55,579.40	50,056.00	50,004.00	01,017.00	04,910.00

Treatment	Plant (Operator II (FBEO)					
Hourly			26.96	28.31	29.73	31.22	32.78
Biweekly			2,156.69	2,264.80	2,378.40	2,497.60	2,622.40
Monthly			4,672.82	4,907.07	5,153.20	5,411.47	5,681.87
Annual			56,073.89	58,884.80	61,838.40	64,937.60	68,182.40
Treatment	 Plant (<u> </u>	ead (FBEO)				
Hourly			31.00	32.55	34.18	35.89	37.68
Biweekly			2,479.82	2,604.00	2,734.40	2,871.20	3,014.40
Monthly			5,372.95	5,642.00	5,924.53	6,220.93	6,531.20
Annual			64,475.42	67,704.00	71,094.40	74,651.20	78,374.40
Treatment	Plant (Operator - Water, Collect	 ion and Distril	oution, Lead	(FBEO)		
Hourly			32.55	34.18	35.89	37.68	39.56
Biweekly			2,603.86	2,734.40	2,871.20	3,014.40	3,164.80
Monthly			5,641.69	5,924.53	6,220.93	6,531.20	6,857.07
Annual			67,700.26	71,094.40	74,651.20	78,374.40	82,284.80

Table 1							
Captain Salary Survey (Updated on 07/30/2024)**Other Pays Not Included							
Step	Top Step						
Fort Bragg	\$143,228.80						
Willits	N/A						
Ukiah	\$175,457.88						
County	\$165,609.60						
Average	\$170,533.74						
% Difference	19.06%						

<u>Table 2</u>		
Captain Salary Survey (Up 07/30/2024) Other Pays		
Step	Top Step	
Fort Bragg	\$143,228.80	
Willits	N/A	
Ukiah	\$193,003.67	5% for Bachelors/5% for Management
County	\$192,703.13	7% for Bachelors/7% for Management Cert/3% for Supervisor C
Average	\$192,853.40	
% Difference	34.65%	

Table 3									
Forfeited Salary									
Year	Estimated Amount	Notes							
2021	\$17,648.10	Initial Salary set between LT and CPT							
2022	\$14,848.68	12+% Forfeited							
2023	\$14,848.68	12+% Forfeited							
2024	\$15,118.33	19+% Not paid for seven months							
2024 (with 12% and backpay)	\$10,025.96								
Estimated Total	\$72,489.75								

Compaction Rates										
	<u>Table 4</u>		Table 5							
Difference Between Positions		Before	e	Difference Between Positions	After 12% (No SS Adjustment)					
	<u>Lower</u>	<u>Higher</u>	<u>Difference</u>		Lower	<u>Higher</u>	<u>Difference</u>			
Officer-Sergeant	\$7,039.70	\$9,046.27	28.50%	Officer-Sergeant	\$7,884.46	\$10,131.82	28.50%			
Sergeant-Captain	\$9,046.27	\$11,935.73	31.94%	Sergeant-Captain	\$10,131.82	\$11,935.73	17.80%			
Captain-Chief	\$11,935.73	\$15,735.20	31.83%	Captain-Chief	\$11,935.73	\$15,735.20	31.83%			

	<u>Table 6</u>		Table 7					
Difference Between Positions	After 129	% (With 19%	SS Adjustment)	Difference Between Positions	After 12% (With 12% SS Adjustment)			
	<u>Lower</u>	<u>Higher</u>	<u>Difference</u>		Lower	<u>Higher</u>	<u>Difference</u>	
Officer-Sergeant	\$7,884.46	\$10,131.82	28.50%	Officer-Sergeant	\$7,884.46	\$10,131.82	28.50%	
Sergeant-Captain	\$10,131.82	\$14,203.51	40.19%	Sergeant-Captain	\$10,131.82	\$13,368.01	31.94%	
Captain-Chief	\$14,203.51	\$15,735.20	10.78%	Captain-Chief	\$13,368.01	\$15,735.20	17.71%	

From: <u>Jacob Patterson</u>
To: <u>City Clerk</u>

Cc: Whippy, Isaac; Cervenka, Neil

Subject: Public Comment -- 9/9/24 CC Mtg., Item No. 5B (The agenda is missing Item Nos.) Ordinance 672 Adjustments

Date: Saturday, September 7, 2024 12:25:46 PM

City Council, Manager, and Chief,

I am concerned that the City does not appear to comply with the full scope of requirements of Ordinance 672 through this action and past similar actions. The Police Captain was added even though it appears to have been left off during prior years. However, by the express terms of Ordinance 672, the annual salary survey and adjustment applies to "police officers AND EMPLOYEES" of the Police Department. IMO, that means it applies to everyone except the Chief of Police (because Department Head executive-level positions are not included within the legal definition of employee) but we have consistently failed to include the rest of the Police Department employees besides the police officers and CSOs.

Such covered employees would include the Administrative Analyst-Police (Leslie), the Administrative Assistant / Property & Evidence (Laura), and the Care Response Unit team members. The City may owe these employees pay increases and they might even be legally entitled to back pay for prior years when they were also not included. This oversight is very concerning and patently unfair to these City employees who are explicitly-covered by the voter-adopted Ordinance 672 (i.e., since they are employees of the FBPD).

IMO, this should be remedied at the City's earliest convenience. I know that if I were one of them, I would soon be speaking with an employment attorney if the City does not preemptively address this apparent oversight.

Regards,

--Jacob



City of Fort Bragg

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

Text File

File Number: 24-911

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5C.

Adopt City Council Resolution Approving Budget Amendment 2024/25-1 for the Facilities Solar Project and Amending Fiscal Year 2024-25 Budget (Amount Not To Exceed \$7,955,000)

RESOLUTION NO.	2024
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RESOLUTION OF THE FORT BRAGG CITY COUNCIL APPROVING BUDGET AMENDMENT 2024/25-1 FOR THE FACILITIES SOLAR PROJECT AND AMENDING FISCAL YEAR 2024-25 BUDGET (AMOUNT NOT TO EXCEED \$7,955,000)

WHEREAS, on June 10, 2024, by City Council resolution no. 4803-2024 authorized the City Manager to execute an energy services agreement with Syserco Energy Solutions for the completion of the design and installation of solar PV for \$7,501,224; and

WHEREAS, on July 22, 2024, by City Council resolution no. 4831-2024 authorized the execution and delivery of an equipment lease/purchase agreement and escrow agreement with Bank of America in the amount of \$7,955,000, and sufficient funds are available for this project; and

WHEREAS, project funding was unidentified in the capital improvement program when the fiscal year 2024-25 budget was adopted; and

WHEREAS, Budget Amendment 2024/25-1 is needed to move funds to the current fiscal year to process the purchase orders for executed contracts; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg does hereby amend the previously adopted FY 2024-25 Budget to incorporate the changes enumerated in Exhibit A and does hereby authorize the City Manager to execute the Amendment.

The above and foregoing Resolution was introduced by Councilmember _____,

	and passed and adopted at a regular meeting of
the City Council of the City of Fort Brag following vote:	gg held on the 9 th day of September 2024, by the
AYES: NOES: ABSENT: ABSTAIN: RECUSED:	
	BERNIE NORVELL Mayor
ATTEST:	
Diana Sanchez City Clerk	

			BUD	OGET FY 24/25				
					Budget	Adjustment #:	2024/25-1	
						Budget FY:	FY 2024/25	
Account Description	Accou	unt#		FY 24/25	Increase (+)	Decrease (-)	Revised Total	Description
				Current Budget	Budget Amt	Budget Amt	Budget Amt	
Solar City Excilition	410	5082	0731	\$ -	¢ 7.501.244		¢ 7.501.224	Contract executed with Sysero Energy Solutions
Solar-City Facilities Solar- Professional Services	410	5082	0731	\$ -	\$ 7,501,244 \$ 453,776		\$ 7,501,224 \$ 453,776	Solar project soft costs
					Ψ,		7,	,
					\$ 7,955,020	\$ -	\$ 7,955,000	
eason for Amendment:	RESO	LUTIO	N#:	XXXX-	2024	ĺ		
						<u> </u>		
	la alcal	la Francia	f F	in and the second constraints			with Dank of America	
	inciua	ie Funas	trom Equ	ipment Lease/Purchas to	e Agreement and E	scrow Agreement	With Bank of America	
uthorization:					Signature:		Date:	
equested By:	Emily	Reno			•			
pproval:		Whippy				-		1
			andez M	4		-		
nance Use:	/\ drics							

								D d.	et Adjustment #:		2022/23-04	
								Виад	-			
			4.11			E)/ 00/00		(-)	Budget FY:		FY 2022/23	D 1.0
,	account Description	Accou	unt#			FY 22/23		crease (+)	Decrease (-)		evised Total	Description
v n	enditures				Curi	rent Budget	Вι	idget Amt	Budget Amt	В	Budget Amt	
T	enuitures											
1 8	alaries & Wages - IT Lead	521	4394	0101	\$	123,693	\$	15,915		\$	139,608	
	ledical Premium - CE Officer	521	4394	0211	\$	26,112		-		\$	26,112	
	ental Premium - CE Officer	521	4394	0213	\$	1,928		-		\$	1,928	
	SP Premium - CE Officer	521	4394	0214	\$	459		-		\$	459	
	ERS - CE Officer	521	4394	0220	\$	10,150	_	2,829		\$	12,979	
	Vorker's Comp - CE Officer ICA/Medicare - IT Lead	521 521	4394 4394	0231 0252	\$	2,037 9,258	\$	749 3,434		\$	2,786 12,692	
ť	TOANNEUICATE - 11 Leau	321	4334	0232	Ψ	9,230	Ψ	3,434		Ψ	12,092	
,	'vanafar Cada Enforcement Budget	fua ma 4	ha Car				Dani	autmant to t	ha Baliaa Danawa			
	Transfer Code Enforcement Budget alaries & Wages -Code Enforcement			0101	у <i>Б</i> е \$	299,956	∍ера	arunent to t	ne Police Departn \$ 76,609		223,347	Transfer of CE Officer Budget to PD
	Medical Premium - CE Officer	110	4320	0211	\$	51,350			\$ 17,674	\$	33,677	Transfer of CE Officer Budget to PD
_	Pental Premium - CE Officer	110	4320	0213		3,733			\$ 1,212			Transfer of CE Officer Budget to PD
١	SP Premium - CE Officer	110	4320	0214	\$	917			\$ 229	\$	688	Transfer of CE Officer Budget to PD
	ERS - CE Officer	110	4320	0220	\$	24,518			\$ 5,946	\$	18,572	Transfer of CE Officer Budget to PD
	Vorker's Comp - CE Officer	110	4320	0231					\$ 1,276	\$		Transfer of CE Officer Budget to PD
F	ICA/Medicare - CE Officer	110	4320	0252	\$	22,761			\$ 5,861	\$	16,901	Transfer of CE Officer Budget to PD
-	alaries & Wages -Code Enforcement	110	4200	0101	\$	1,865,705	\$	76,609		\$	1,942,314	Transfer of CE Officer Budget to PD
	Medical Premium - CE Officer	110	4200	0211	\$	337,999		17,674		\$	355,673	
	Pental Premium - CE Officer	110	4200	0213		24,765		1,212		\$	25,977	
	SP Premium - CE Officer	110	4200	0214	\$	4,816		229		\$	5,045	
F	ERS - CE Officer	110	4200	0220	\$	374,904		5,946		\$	380,850	Transfer of CE Officer Budget to PD
	Vorker's Comp - CE Officer	110	4200	0231	\$	123,024	\$	1,276		\$	124,301	Transfer of CE Officer Budget to PD
F	ICA/Medicare - CE Officer	110	4200	0252	\$	157,175	\$	5,861		\$	163,036	Transfer of CE Officer Budget to PD
3 /	Budget for a 2nd Code Enforcement	Office	er (Nov	ember	2021	1- lune 2022)					
	alaries & Wages - 2nd CE Officer	110	4200	0101	\$	1,865,705		47,144		\$	1.912.849	Budget- 2nd CE Officer
	Medical Premium - 2nd CE Officer	110	4200	0211		337,999		10,876		\$		Budget- 2nd CE Officer
[ental Premium - 2nd CE Officer	110	4200	0213	\$	24,765	\$	746		\$		Budget- 2nd CE Officer
	SP Premium - 2nd CE Officer	110	4200	0214	\$	4,816	_	141		\$		Budget- 2nd CE Officer
	ERS - 2nd CE Officer	110	4200	0220	\$	374,904	\$	3,659		\$		Budget- 2nd CE Officer
	Vorker's Comp - 2nd CE Officer	110	4200	0231	\$		\$	786		\$		Budget- 2nd CE Officer
+	ICA/Medicare - 2nd CE Officer	110	4200	0252	\$	157,175	\$	3,607		\$	160,782	Budget- 2nd CE Officer
İ												
	Revenues CDD- Grant Staff Time Reimb	110	4320	3318	\$	98,000			\$ 98,000	\$		Transfer of CDD Grant Revenue-CE
	D- Grant Staff Time Reimb	110	4200	3318		268,420	\$	98,000	ψ 30,000	\$	366 420	Transfer of CDD Grant Revenue-CE
	D- Grant Staff time Reimb		4200			268,420		66,958		\$		Budget 2nd CE Grant Reimb
+												
							\$	340,724	\$ 206,807	\$	6,948,770	
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City of Fort Bragg

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

Text File

File Number: 24-921

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5D.

Adopt City Council Resolution Confirming the City of Fort Bragg Conflict of Interest Code

RESOLUTION NO. ____-2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL CONFIRMING THE CITY OF FORT BRAGG CONFLICT OF INTEREST CODE

WHEREAS, the City Council of the City of Fort Bragg adopted a Conflict of Interest Code on August 23, 1976 (Resolution 663-76) in accordance with the requirements of State Law, Title 2, Division 6, California Code of Regulations, Regulations of the Fair Political Practices Commission (FPPC); and

WHEREAS, the City Council is charged with reviewing the Conflict of Interest Code, adopting amendments and verifying the List of Designated Positions to which the Code applies; and

WHEREAS, the City Council has amended said Conflict of Interest Code from time to time since that date, most recently by Resolution 4601-2022 on September 26, 2022; and

WHEREAS, consistent with FPPC regulations, it is the desire of the City Council to incorporate by reference the terms of Title 2, Section 18730 of the California Code of Regulations (Exhibit "A"), in substitution for the terms of the Conflict of Interest Code already in effect; and

WHEREAS, further consistent with FPPC regulations, it is the desire of the City Council to confirm the City's existing Conflict of Interest Code Exhibit "B" (Designated Employees and Disclosure Obligations for the City of Fort Bragg).

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg does hereby incorporate by this reference the terms of Title 2, Section 18730 of the California Code of Regulations as set forth in Exhibit "A" and hereby confirms the existing Exhibit "B" (Designated Employees and Disclosure Obligations for the City of Fort Bragg).

The above and foregoing Resolution was i, seconded by Councilmember	introduced by Councilmember , and passed and adopted at a regular
meeting of the City Council of the City of Fort Br 2024, by the following vote:	agg held on the 9th day of September
AYES: NOES: ABSENT: ABSTAIN:	
RECUSED:	BERNIE NORVELL Mayor

ATTEST:	
 Diana Sanchez	
City Clerk	

EXHIBIT "A"

(Regulations of the Fair Political Practices Commission, Title 2, Division 6, California Code of Regulations.)

§ 18730. Provisions of Conflict of Interest Codes.

- (a) Incorporation by reference of the terms of this regulation along with the designation of employees and the formulation of disclosure categories in the Appendix referred to below constitute the adoption and promulgation of a conflict of interest code within the meaning of Section 87300 or the amendment of a conflict of interest code within the meaning of Section 87306 if the terms of this regulation are substituted for terms of a conflict of interest code already in effect. A code so amended or adopted and promulgated requires the reporting of reportable items in a manner substantially equivalent to the requirements of article 2 of chapter 7 of the Political Reform Act, Sections 81000, et seq. The requirements of a conflict of interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Section 87100, and to other state or local laws pertaining to conflicts of interest.
- (b) The terms of a conflict of interest code amended or adopted and promulgated pursuant to this regulation are as follows:

(1) Section 1. Definitions.

The definitions contained in the Political Reform Act of 1974, regulations of the Fair Political Practices Commission (Regulations 18110, et seq.), and any amendments to the Act or regulations, are incorporated by reference into this conflict of interest code.

(2) Section 2. Designated Employees.

The persons holding positions listed in the Appendix (Exhibit "B") are designated employees. It has been determined that these persons make or participate in the making of decisions which may foreseeably have a material effect on economic interests.

(3) Section 3. Disclosure Categories.

This code does not establish any disclosure obligation for those designated employees who are also specified in Section 87200 if they are designated in this code in that same capacity or if the geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction in which those persons must report their economic interests pursuant to article 2 of chapter 7 of the Political Reform Act, Sections 87200, et seq.

In addition, this code does not establish any disclosure obligation for any designated employees who are designated in a conflict of interest code for another agency, if all of the following apply:

- (A) The geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction of the other agency;
- (B) The disclosure assigned in the code of the other agency is the same as that required under article 2 of chapter 7 of the Political Reform Act, Section 87200; and

(C) The filing officer is the same for both agencies.1

Such persons are covered by this code for disqualification purposes only. With respect to all other designated employees, the disclosure categories set forth in the Appendix specify which kinds of economic interests are reportable. Such a designated employee shall disclose in his or her statement of economic interests those economic interests he or she has which are of the kind described in the disclosure categories to which he or she is assigned in the Appendix. It has been determined that the economic interests set forth in a designated employee's disclosure categories are the kinds of economic interests which he or she foreseeably can affect materially through the conduct of his or her office.

(4) Section 4. Statements of Economic Interests: Place of Filing.

The code reviewing body shall instruct all designated employees within its code to file statements of economic interests with the agency or with the code reviewing body, as provided by the code reviewing body in the agency's conflict of interest code.²

- (5) <u>Section 5. Statements of Economic Interests: Time of Filing.</u>
 - (A) Initial Statements. All designated employees employed by the agency on the effective date of this code, as originally adopted, promulgated and approved by the code reviewing body, shall file statements within 30 days after the effective date of this code. Thereafter, each person already in a position when it is designated by an amendment to this code shall file an initial statement within 30 days after the effective date of the amendment.
 - (B) Assuming Office Statements. All persons assuming designated positions after the effective date of this code shall file statements within 30 days after assuming the designated positions, or if subject to State Senate confirmation, 30 days after being nominated or appointed.
 - (C) Annual Statements. All designated employees shall file statements no later than April 1. If a person reports for military service as defined in the Servicemember's Civil Relief Act, the deadline for the annual statement of economic interests is 30 days following his or her return to office, provided the person, or someone authorized to represent the person's interests, notifies the filing officer in writing prior to the applicable filing deadline that he or she is subject to that federal statute and is unable to meet the applicable deadline, and provides the filing officer verification of his or her military status.
 - (D) Leaving Office Statements. All persons who leave designated positions shall file statements within 30 days after leaving office.

¹ Designated employees who are required to file statements of economic interests under any other agency's conflict of interest code, or under article 2 for a different jurisdiction, may expand their statement of economic interests to cover reportable interests in both jurisdictions, and file copies of this expanded statement with both entities in lieu of filing separate and distinct statements, provided that each copy of such expanded statement filed in place of an original is signed and verified by the designated employee as if it were an original. See Section 81004.

² See Section 81010 and Regulation 18115 for the duties of filing officers and persons in agencies who make and retain copies of statements and forward the originals to the filing officer.

(5.5) <u>Section 5.5. Statements for Persons Who Resign Prior to Assuming Office.</u>

Any person who resigns within 12 months of initial appointment, or within 30 days of the date of notice provided by the filing officer to file an assuming office statement, is not deemed to have assumed office or left office, provided he or she did not make or participate in the making of, or use his or her position to influence any decision and did not receive or become entitled to receive any form of payment as a result of his or her appointment. Such persons shall not file either an assuming or leaving office statement.

- (A) Any person who resigns a position within 30 days of the date of a notice from the filing officer shall do both of the following:
 - (1) File a written resignation with the appointing power; and
 - (2) File a written statement with the filing officer declaring under penalty of perjury that during the period between appointment and resignation he or she did not make, participate in the making, or use the position to influence any decision of the agency or receive, or become entitled to receive, any form of payment by virtue of being appointed to the position.
- (6) <u>Section 6. Contents of and Period Covered by Statements of Economic Interests.</u>
 - (A) Contents of Initial Statements. Initial statements shall disclose any reportable investments, interests in real property and business positions held on the effective date of the code and income received during the 12 months prior to the effective date of the code.
 - (B) Contents of Assuming Office Statements. Assuming office statements shall disclose any reportable investments, interests in real property and business positions held on the date of assuming office or, if subject to State Senate confirmation or appointment, on the date of nomination, and income received during the 12 months prior to the date of assuming office or the date of being appointed or nominated, respectively.
 - (C) Contents of Annual Statements.

Annual statements shall disclose any reportable investments, interests in real property, income and business positions held or received during the previous calendar year provided, however, that the period covered by an employee's first annual statement shall begin on the effective date of the code or the date of assuming office whichever is later, or for a board or commission member subject to Section 87302.6, the day after the closing date of the most recent statement filed by the member pursuant to Regulation 18754.

(D) Contents of Leaving Office Statements.

Leaving office statements shall disclose reportable investments, interests in real property, income and business positions held or received during the period between the closing date of the last statement filed and the date of leaving office.

(7) Section 7. Manner of Reporting.

Statements of economic interests shall be made on forms prescribed by the Fair Political Practices Commission and supplied by the agency, and shall contain the following information:

- (A) Investment and Real Property Disclosure. When an investment or an interest in real property³ is required to be reported,⁴ the statement shall contain the following:
 - 1. A statement of the nature of the investment or interest;
 - 2. The name of the business entity in which each investment is held, and a general description of the business activity in which the business entity is engaged;
 - 3. The address or other precise location of the real property;
 - 4. A statement whether the fair market value of the investment or interest in real property equals or exceeds \$2,000, exceeds \$10,000, exceeds \$100,000, or exceeds \$1,000,000.
- (B) Personal Income Disclosure. When personal income is required to be reported,⁵ the statement shall contain:
 - 1. The name and address of each source of income aggregating \$500 or more in value, or \$50 or more in value if the income was a gift, and a general description of the business activity, if any, of each source;
 - 2. A statement whether the aggregate value of income from each source, or in the case of a loan, the highest amount owed to each source, was \$1,000 or less, greater than \$1,000, greater than \$10,000, or greater than \$100,000;
 - 3. A description of the consideration, if any, for which the income was received;
 - 4. In the case of a gift, the name, address and business activity of the donor and any intermediary through which the gift was made; a description of the gift; the amount or value of the gift; and the date on which the gift was received;
 - 5. In the case of a loan, the annual interest rate and the security, if any, given for the loan and the term of the loan.
- (C) Business Entity Income Disclosure. When income of a business entity, including income of a sole proprietorship, is required to be reported, the statement shall contain:

³ For the purpose of disclosure only (not disqualification), an interest in real property does not include the principal residence of the filer.

⁴ Investments and interests in real property which have a fair market value of less than \$2,000 are not investments and interests in real property within the meaning of the Political Reform Act. However, investments or interests in real property of an individual include those held by the individual's spouse and dependent children as well as a pro rata share of any investment or interest in real property of any business entity or trust in which the individual, spouse and dependent children own, in the aggregate, a direct, indirect or beneficial interest of 10 percent or greater.

⁵ A designated employee's income includes his or her community property interest in the income of his or her spouse but does not include salary or reimbursement for expenses received from a state, local or federal government agency.

⁶ Income of a business entity is reportable if the direct, indirect or beneficial interest of the filer and the filer's spouse in the business entity aggregates a 10 percent or greater interest. In addition, the disclosure of persons who are clients or customers of a business entity is required only if the clients or customers are within one of the disclosure categories of the filer. Note: Authority cited: Section 83112, Government Code. Reference: Sections 87103(e), 87300-87302, 89501, 89502 and 89503, Government Code.

- 1. The name, address, and a general description of the business activity of the business entity;
- 2. The name of every person from whom the business entity received payments if the filer's pro rata share of gross receipts from such person was equal to or greater than \$10,000.
- (D) Business Position Disclosure. When business positions are required to be reported, a designated employee shall list the name and address of each business entity in which he or she is a director, officer, partner, trustee, employee, or in which he or she holds any position of management, a description of the business activity in which the business entity is engaged, and the designated employee's position with the business entity.
- (E) Acquisition or Disposal During Reporting Period. In the case of an annual or leaving office statement, if an investment or an interest in real property was partially or wholly acquired or disposed of during the period covered by the statement, the statement shall contain the date of acquisition or disposal.

(8) Section 8. Prohibition on Receipt of Honoraria.

- (A) No member of a state board or commission, and no designated employee of a state or local government agency, shall accept any honorarium from any source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests.
- (B) This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.
- (C) Subdivisions (a), (b), and (c) of Section 89501 shall apply to the prohibitions in this section.
- (D) This section shall not limit or prohibit payments, advances, or reimbursements for travel and related lodging and subsistence authorized by Section 89506.

(8.1) Section 8.1. Prohibition on Receipt of Gifts in Excess of \$520.

- (A) No member of a state board or commission, and no designated employee of a state or local government agency, shall accept gifts with a total value of more than \$520 in a calendar year from any single source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests.
- (B) This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.
- (C) Subdivisions (e), (f), and (g) of Section 89503 shall apply to the prohibitions in this section.

(8.2) Section 8.2. Loans to Public Officials.

(A) No elected officer of a state or local government agency shall, from the date of his or her election to office through the date that he or she vacates office, receive a personal loan

from any officer, employee, member, or consultant of the state or local government agency in which the elected officer holds office or over which the elected officer's agency has direction and control.

- (B) No public official who is exempt from the state civil service system pursuant to subdivisions (c), (d), (e), (f), and (g) of Section 4 of Article VII of the Constitution shall, while he or she holds office, receive a personal loan from any officer, employee, member, or consultant of the state or local government agency in which the public official holds office or over which the public official's agency has direction and control. This subdivision shall not apply to loans made to a public official whose duties are solely secretarial, clerical, or manual.
- (C) No elected officer of a state or local government agency shall, from the date of his or her election to office through the date that he or she vacates office, receive a personal loan from any person who has a contract with the state or local government agency to which that elected officer has been elected or over which that elected officer's agency has direction and control. This subdivision shall not apply to loans made by banks or other financial institutions or to any indebtedness created as part of a retail installment or credit card transaction, if the loan is made or the indebtedness created in the lender's regular course of business on terms available to members of the public without regard to the elected officer's official status.
- (D) No public official who is exempt from the state civil service system pursuant to subdivisions (c), (d), (e), (f), and (g) of Section 4 of Article VII of the Constitution shall, while he or she holds office, receive a personal loan from any person who has a contract with the state or local government agency to which that elected officer has been elected or over which that elected officer's agency has direction and control. This subdivision shall not apply to loans made by banks or other financial institutions or to any indebtedness created as part of a retail installment or credit card transaction, if the loan is made or the indebtedness created in the lender's regular course of business on terms available to members of the public without regard to the elected officer's official status. This subdivision shall not apply to loans made to a public official whose duties are solely secretarial, clerical, or manual.
- (E) This section shall not apply to the following:
 - 1. Loans made to the campaign committee of an elected officer or candidate for elective office.
 - 2. Loans made by a public official's spouse, child, parent, grandparent, grandchild, brother, sister, parent-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle, or first cousin, or the spouse of any such persons, provided that the person making the loan is not acting as an agent or intermediary for any person not otherwise exempted under this section.
 - 3. Loans from a person which, in the aggregate, do not exceed \$500 at any given time.
 - 4. Loans made, or offered in writing, before January 1, 1998.

(8.3) Section 8.3. Loan Terms.

(A) Except as set forth in subdivision (B), no elected officer of a state or local government agency shall, from the date of his or her election to office through the date he or she vacates office, receive a personal loan of \$500 or more, except when the loan is in writing and clearly states the terms of the loan, including the parties to the loan

agreement, date of the loan, amount of the loan, term of the loan, date or dates when payments shall be due on the loan and the amount of the payments, and the rate of interest paid on the loan.

- (B) This section shall not apply to the following types of loans:
 - 1. Loans made to the campaign committee of the elected officer.
 - 2. Loans made to the elected officer by his or her spouse, child, parent, grandparent, grandchild, brother, sister, parent-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle, or first cousin, or the spouse of any such person, provided that the person making the loan is not acting as an agent or intermediary for any person not otherwise exempted under this section.
 - 3. Loans made, or offered in writing, before January 1, 1998.
- (C) Nothing in this section shall exempt any person from any other provision of Title 9 of the Government Code.

(8.4) Section 8.4. Personal Loans.

- (A) Except as set forth in subdivision (B), a personal loan received by any designated employee shall become a gift to the designated employee for the purposes of this section in the following circumstances:
 - 1. If the loan has a defined date or dates for repayment, when the statute of limitations for filing an action for default has expired.
 - 2. If the loan has no defined date or dates for repayment, when one year has elapsed from the later of the following:
 - a. The date the loan was made.
 - b. The date the last payment of \$100 or more was made on the loan.
 - c. The date upon which the debtor has made payments on the loan aggregating to less than \$250 during the previous 12 months.
- (B) This section shall not apply to the following types of loans:
 - 1. A loan made to the campaign committee of an elected officer or a candidate for elective office.
 - 2. A loan that would otherwise not be a gift as defined in this title.
 - 3. A loan that would otherwise be a gift as set forth under subdivision (A), but on which the creditor has taken reasonable action to collect the balance due.
 - 4. A loan that would otherwise be a gift as set forth under subdivision (A), but on which the creditor, based on reasonable business considerations, has not undertaken collection action. Except in a criminal action, a creditor who claims that a loan is not a gift on the basis of this paragraph has the burden of proving that the decision for not taking collection action was based on reasonable business considerations.
 - 5. A loan made to a debtor who has filed for bankruptcy and the loan is ultimately discharged in bankruptcy.
- (C) Nothing in this section shall exempt any person from any other provisions of Title 9 of the Government Code.

(9) Section 9. Disqualification.

No designated employee shall make, participate in making, or in any way attempt to use his or her official position to influence the making of any governmental decision which he or she knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of his or her immediate family or on:

- (A) Any business entity in which the designated employee has a direct or indirect investment worth \$2,000 or more:
- (B) Any real property in which the designated employee has a direct or indirect interest worth \$2,000 or more;
- (C) Any source of income, other than gifts and other than loans by a commercial lending institution in the regular course of business on terms available to the public without regard to official status, aggregating \$500 or more in value provided to, received by or promised to the designated employee within 12 months prior to the time when the decision is made;
- (D) Any business entity in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management; or
- (E) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating \$500 or more provided to, received by, or promised to the designated employee within 12 months prior to the time when the decision is made.

(9.3) Section 9.3. Legally Required Participation.

No designated employee shall be prevented from making or participating in the making of any decision to the extent his or her participation is legally required for the decision to be made. The fact that the vote of a designated employee who is on a voting body is needed to break a tie does not make his or her participation legally required for purposes of this section.

(9.5) Section 9.5. Disqualification of State Officers and Employees.

In addition to the general disqualification provisions of section 9, no state administrative official shall make, participate in making, or use his or her official position to influence any governmental decision directly relating to any contract where the state administrative official knows or has reason to know that any party to the contract is a person with whom the state administrative official, or any member of his or her immediate family has, within 12 months prior to the time when the official action is to be taken:

- (A) Engaged in a business transaction or transactions on terms not available to members of the public, regarding any investment or interest in real property; or
- (B) Engaged in a business transaction or transactions on terms not available to members of the public regarding the rendering of goods or services totaling in value \$1,000 or more.

(10) <u>Section 10. Disclosure of Disqualifying Interest.</u>

When a designated employee determines that he or she should not make a governmental decision because he or she has a disqualifying interest in it, the determination not to act may be accompanied by disclosure of the disqualifying interest.

(11) <u>Section 11. Assistance of the Commission and Counsel.</u>

Any designated employee who is unsure of his or her duties under this code may request assistance from the Fair Political Practices Commission pursuant to Section 83114 and Regulations 18329 and 18329.5 or from the attorney for his or her agency, provided that nothing in this section requires the attorney for the agency to issue any formal or informal opinion.

(12) <u>Section 12. Violations.</u>

This code has the force and effect of law. Designated employees violating any provision of this code are subject to the administrative, criminal and civil sanctions provided in the Political Reform Act, Sections 81000-91014. In addition, a decision in relation to which a violation of the disqualification provisions of this code or of Section 87100 or 87450 has occurred may be set aside as void pursuant to Section 91003.

EXHIBIT "B"

DESIGNATED EMPLOYEES AND DISCLOSURE OBLIGATIONS FOR THE CITY OF FORT BRAGG

Designated Employees Listed in Government Code Section 87200:

City Attorney

City Councilmembers

City Manager

Finance Director / City Treasurer

Planning Commissioners

Other Designated Employees:

Assistant City Attorney

Assistant City Manager

Assistant Director - Engineering Division

Assistant Finance Director

Chief of Police

City Clerk

Community Development Director

Construction Project Manager

Consultants1

Operations Manager

Police Captain

Public Works Director

Senior Government Accountant

Senior Planner

Obligations:

All designated employees listed above must disclose:

- Investments
- Interests in real property
- Interests in real property held by a trust or business entity
- Investments held by a trust or business entity
- Income, including loans received, gifts, and honoraria
- Commission income received by brokers, agents and salespersons
- Income and loans to business entities or trusts
- Income from rental property
- Interest in business property
- Business positions

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¹ New positions and consultants, pursuant to FPPC Reg. § 18734, must be included in the list of designated employees upon determination of the City Manager that the new position or consultant effectively is acting as a designated employee. Such new positions and consultants must disclose pursuant to the broadest disclosure in the Code unless the City Manager determines that the broadest disclosure is not necessary and sets disclosure that is more tailored to positions with a limited range of duties. The City Manager's determination must be in writing, and must show that a particular new position or consultant hired for a "designated position" is performing a range of duties sufficient in scope that the consultant or new employee effectively is acting as a designated employee, and therefore must fully comply with the disclosure requirements described in this Section. This determination shall include a description of the position's duties and, based upon that description, a statement of the extent of disclosure requirements. Broadest disclosure shall be defined as Disclosure Categories 1 and 2. The City Manager's determination is a public record and must be retained for public inspection by the City Clerk in the same manner and location as this Conflict of Interest Code.

2024 Local Agency Biennial Notice

Name of Agency:
Mailing Address:
Contact Person: Phone No
Email: Alternate Email:
Accurate disclosure is essential to monitor whether officials have conflicts of interest and to help ensure public trust in government. The biennial review examines current programs to ensure that the agency's code includes disclosure by those agency officials who make or participate in making governmental decisions.
This agency has reviewed its conflict of interest code and has determined that (check one BOX):
 ☐ An amendment is required. The following amendments are necessary: (Check all that apply.) ○ Include new positions ○ Revise disclosure categories ○ Revise the titles of existing positions ○ Delete titles of positions that have been abolished and/or positions that no longer make or participate in making governmental decisions ○ Other (describe)
☐ The code is currently under review by the code reviewing body.
No amendment is required. (If your code is over five years old, amendments may be necessary.)
Verification (to be completed if no amendment is required) This agency's code accurately designates all positions that make or participate in the making of governmental decisions. The disclosure assigned to those positions accurately requires that all investments, business positions, interests in real property, and sources of income that may foreseeably be affected materially by the decisions made by those holding designated positions are reported. The code includes all other provisions
required by Government Code Section 87302. Signature of Chief Executive Officer Date

All agencies must complete and return this notice regardless of how recently your code was approved or amended. Please return this notice no later than **October 1, 2024**, or by the date specified by your agency, if earlier, to:

(PLACE RETURN ADDRESS OF CODE REVIEWING BODY HERE)

PLEASE DO NOT RETURN THIS FORM TO THE FPPC.

www.fppc.ca.gov

FPPC Advice: advice@fppc.ca.gov (866.275.3772)



City of Fort Bragg

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

Text File

File Number: 24-922

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5E.

Adopt City Council Resolution Approving Professional Services Agreement with Creative Thinking, Inc., DBA The Idea Cooperative for Strategic and Creative Marketing Services for Visit

Fort Bragg and

Authorizing the City Manager to Execute Contract (Amount Not to Exceed \$180,000.00; Account

No. 110-4321-0319)

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

THIS AGREEMENT is made and entered into this 30 day of September, 2024 ("Effective Date"), by and between the CITY OF FORT BRAGG, a municipal corporation, 416 N. Franklin Street, Fort Bragg, California 95437 ("City"), and Creative Thinking, Inc. DBA The Idea Cooperative, 835 5th Avenue, Suite C, San Rafael, CA 94901, a California Corporation ("Consultant").

WITNESSETH:

- A. WHEREAS, City proposes to utilize the services of Consultant as an independent contractor to provide strategic and creative marketing services for Visit Fort Bragg, as more fully described herein; and
- B. WHEREAS, City and Consultant desire to contract for the specific services described in Exhibit "A" (the "Project") and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and
- C. WHEREAS, no official or employee of City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.
- D. WHEREAS, the legislative body of the City on September 9, 2024 by Resolution No. ____ 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, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

- 1.1. <u>Scope of Work</u>. Consultant shall provide the professional services described in the Consultant's Proposal ("Proposal"), attached hereto as **Exhibit A** and incorporated herein by this reference and in Paragraphs 3.2 through 3.8 of this Agreement.
- 1.2. <u>Professional Practices</u>. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement. Consultant shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times observe and comply with all such laws and regulations. City officers and employees shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this section.
- 1.3. <u>Performance to Satisfaction of City</u>. Consultant agrees to perform all the work to the complete satisfaction of the City as hereinafter specified. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its

discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the matters of concern;
- (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.
- 1.4. <u>Warranty</u>. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement. To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.
- 1.5. Non-discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability except as permitted pursuant to Section 12940 of the Government Code. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

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

- 1.6. <u>Non-Exclusive Agreement</u>. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.
- 1.7. <u>Delegation and Assignment</u>. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense. All insurance requirements contained in this Agreement are independently applicable to any and all subcontractors that Consultant may engage during the term of this

Agreement.

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

2.0. COMPENSATION, BILLING AND PREVAILING WAGES

- 2.1. <u>Compensation</u>. Consultant shall be paid in accordance with the fee schedule set forth in **Exhibit A**, for a total annual amount not to exceed One Hundred and Eighty Thousand Dollars (\$180,000.00).
- 2.2. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of work specified in the Consultant's Proposal or which is inconsistent with or in violation of the provisions of this Agreement unless the City or the Project Manager for this Project, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable. Should the City request in writing additional services that increase the hereinabove described "Scope of Work," an additional fee based upon the Consultant's standard hourly rates shall be paid to the Consultant for such additional services. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any one project.
- 2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but not more often than monthly. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.
- 2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the date of final payment.

3.0. PERFORMANCE MEASUREMENT

3.1 <u>Performance Measurement.</u> The Consultant's performance under this agreement will be subject to evaluation by the City Manager annually. Performance will be assessed by analyzing Transient Occupancy Tax (TOT) revenues and comparing these figures with the City's Sales Tax Collection report. The evaluation will focus on determining whether there is a year-over-year increase in hotel occupancy and sales tax receipts, indicating the effectiveness of the Consultant's efforts. Additionally, Consultant shall meet the deliverables set forth in Paragraphs 3.2 through 3.8 of this Agreement and will ensure that the City of Fort Bragg has a clear and

actionable plan to promote tourism, increase visibility, and drive economic growth through effective destination marketing.

3.2. <u>Strategic Planning Documents</u>.

- **Marketing Plan:** A comprehensive annual marketing plan detailing the strategies, target markets, key messages, and channels to be used for promoting Fort Bragg as a destination.
- **Campaign Calendar:** A timeline of marketing activities, campaigns, and promotions planned for the year, including key milestones and deliverable dates.

3.3. Content Creation.

- **Branding Materials:** Development of branding assets, including logos, taglines, and visual styles, that align with Fort Bragg's identity as a destination.
- Marketing Collateral: Design and production of brochures, flyers, and digital content such as videos, photos, and social media graphics to promote Fort Bragg.
- **Website Content:** Regular updates and enhancements to the city's tourism website, including SEO-optimized content to attract potential visitors.
- **Social Media Content:** Creation of high-quality social media posts, videos, stories, and campaigns to engage with audiences and promote Fort Bragg across various platforms.

3.4. Advertising and Promotions.

- **Digital Marketing Campaigns:** Execution of targeted online advertising campaigns (e.g., Google Ads, social media ads) to reach potential visitors.
- **Event Promotions:** Marketing support for local events, festivals, and attractions, including pre-event advertising and post-event coverage.

3.5. <u>Public Relations</u>.

- **Digital Marketing Campaigns:** Execution of targeted online advertising campaigns (e.g., Google Ads, social media ads) to reach potential visitors.
- **Event Promotions:** Marketing support for local events, festivals, and attractions, including pre-event advertising and post-event coverage

3.6. Performance Measurement, Analytics and Reporting.

- **Monthly Performance Reports:** Submission of monthly reports that detail marketing activities, performance metrics, and insights gained.
- Annual & Quarterly Performance Report: An end-of-year report summarizing the overall impact of marketing activities, including key performance indicators (KPIs) such as TOT & Sales tax revenue, visitor numbers, Social media engagement, conversion metrics, paid advertisement metrics, and website traffic.

3.7. Stakeholder Engagement.

- **Regular Meetings:** Monthly or bi-weekly meetings with the City Manager or their designee to review progress, discuss challenges, and refine strategies.
- **Community Outreach:** Engagement with local businesses, hoteliers, and community stakeholders to align marketing efforts with local needs and opportunities.

 Workshops and Presentations: Conduct workshops or presentations for City officials and Visit Fort Bragg Committee and stakeholders to share insights, trends, and recommendations.

Final Deliverables. 3.8.

- Final Report: A comprehensive report at the conclusion of the contract period, summarizing all activities, outcomes, and recommendations for future marketing efforts.
- Future Recommendations: Strategic recommendations for the next year's marketing activities based on the insights and performance of the current year's campaigns.

TIME OF PERFORMANCE

- Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence within five (5) days from the issuance of Notice to Proceed. Said services shall be performed in strict compliance with the schedule set forth in the Scope of Work attached hereto as **Exhibit A**. Consultant will complete the services in accordance with this Agreement by June 30, 2025. 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.
- Excusable Delays. Neither party shall be responsible for delays or lack of 4.2. performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party. If a delay beyond the control of the Consultant is encountered, a time extension may be mutually agreed upon in writing by the City and the Consultant. The Consultant shall present documentation satisfactory to the City to substantiate any request for a time extension.

5.0. TERM AND TERMINATION

- Term. This Agreement shall commence on the Effective Date and expire on September 30, 2025, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties.
- Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing at least ten (10) days prior written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City. If the City suspends, terminates or abandons a portion of this Agreement, such suspension, termination or abandonment shall not make void or invalidate the remainder of this Agreement.

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

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

- a. Be adjudged a bankrupt;
- b. Become insolvent or have a receiver of its assets or property appointed because of insolvency;
- c. Make a general assignment for the benefit of creditors;
- d. Default in the performance of any obligation or payment of any indebtedness under this Agreement;
- e. Suffer any judgment against it to remain unsatisfied or unbonded of record for thirty (30) days or longer; or
- f. Institute or suffer to be instituted any procedures for reorganization or rearrangement of its affairs.
- 5.3. Compensation. In the event of termination, City shall pay Consultant for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination within thirty-five (35) days after service of the notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant. City shall not be liable for any claim of lost profits.
- 5.4. <u>Documents</u>. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

6.0. INSURANCE

- 6.1. <u>Minimum Scope and Limits of Insurance</u>. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent Best's Key Insurance Rating Guide, and approved by City:
 - (a) Broad-form commercial general liability, in a form at least as broad as ISO form #CG 20 01 04 13, including premises-operations, products/ completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) aggregate, combined single limits. If such

insurance contains a general aggregate limit, it shall apply separately to this Agreement or shall be twice the required occurrence limit. If Consultant maintains higher limits than the specified minimum limits, City requires and shall be entitled to coverage for the high limits maintained by the Consultant.

- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, each incident for bodily injury and property damage.
- (c) Workers' compensation insurance as required by the State of California and Employers Liability Insurance with a minimum limit of \$1,000,000 per accident for any employee or employees of Consultant. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officials, officers, agents, employees, and volunteers for losses arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.

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

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

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

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

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

6.2. Endorsements. The commercial general liability insurance policy and business

automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: "The City of Fort Bragg and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant."
- (b) Notice: "Consultant shall provide immediate written notice if (1) any of the required insurance policies is terminated; (2) the limits of any of the required polices are reduced; or (3) the deductible or self-insured retention is increased. In the event of any cancellation or reduction in coverage or limits of any insurance, Consultant shall forthwith obtain and submit proof of substitute insurance. Should Consultant fail to immediately procure other insurance, as specified, to substitute for any canceled policy, the City may procure such insurance at Consultant's sole cost and expense."
- (c) Other insurance: "The Consultant's insurance coverage shall be primary insurance as respects the City of Fort Bragg, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Fort Bragg shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Fort Bragg, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- 6.3. <u>Deductible or Self-Insured Retention</u>. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.
- 6.4. <u>Certificates of Insurance</u>. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement. The certificates of insurance and endorsements shall be attached hereto as **Exhibit B** and incorporated herein by this reference.
- 6.5. <u>Non-limiting</u>. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

7.0. GENERAL PROVISIONS

7.1. <u>Entire Agreement</u>. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior

writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

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

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

7.3. <u>Project Managers</u>. The Project Manager designated to work directly with Consultant in the performance of this Agreement will be Cristal Munoz. It shall be the Consultant's responsibility to assure that the Project Manager is kept informed of the progress of the performance of the services and the Consultant shall refer any decision, which must be made by City, to the Project Manager. Unless otherwise specified herein, any approval of City required hereunder shall mean the approval of the Project Manager.

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

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

IF TO CONSULTANT: Creative Thinking, Inc. DBA The Idea Cooperative 935 5th Ave. Suite C San Rafael, CA 94901 Tel: 415-377-6708 IF TO CITY: City Clerk City of Fort Bragg 416 N. Franklin St. Fort Bragg, CA 95437 Tel: 707-961-2823

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

7.6. Governing Law. This Agreement shall be governed by and construed under the

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

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

7.8. Indemnification and Hold Harmless.

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

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

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

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

- 7.11. <u>Cooperation</u>. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.
- 7.12. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, preliminary notes, working documents, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City, but shall be made available to the City within ten (10) days of request or within ten (10) days of termination. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, preliminary notes and working documents, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City. Consultant or Consultant's agents shall execute such documents as may be necessary from time to time to confirm City's ownership of the copyright in such documents.
- 7.13. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.
 - 7.14. Conflict of Interest. Consultant and its officers, employees, associates and

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

- 7.15. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to the correction.
- 7.16. <u>Prohibited Employment</u>. Consultant will not employ any regular employee of City while this Agreement is in effect.
- 7.17. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, the conflict shall be resolved by giving precedence in the following order, if applicable: This Agreement, the City's Request for Proposals, the Consultant's Proposal.
- 7.18. <u>Costs</u>. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.
- 7.19. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.
- 7.20. <u>Headings</u>. Paragraph and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.
- 7.21. <u>Construction</u>. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.
- 7.22. <u>Amendments</u>. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.
 - 7.23. Waiver. The delay or failure of either party at any time to require performance or

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

- 7.24. <u>Severability</u>. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.
- 7.25. <u>Counterparts</u>. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.
- 7.26. <u>Corporate Authority</u>. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.
- 7.27. <u>Use of Recycled Paper Products</u>. In the performance of this Agreement, Consultant shall use paper products and printing and writing paper that meets Federal Trade Commission recyclability standards as defined in 16 CFR 260.12.

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

CONSULTANT

CITY

		0011002171111	
Зу: _ ts:	Isaac Whippy City Manager	By: Tom Kavanaugh Its: President	
ATTE	ST:		
Зу: _	Diana Sanchez City Clerk		

APPR	OVED AS TO FORM:
By:	
•	Baron J. Bettenhausen
	City Attorney

EXHIBIT A

CONSULTANT'S PROPOSAL

(Scope of Work, Fee Schedule and Time Table)

EXHIBIT B

CERTIFICATES OF INSURANCE AND ENDORSEMENTS

BUDGET AND SCHEDULE OF CHARGES

Schedule of Charges

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

Budget:

\$12,000/Month Retainer Costs + \$3,000/Month* for Hard Costs \$180,000 12 Month Total

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

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

Month	Fee	Hard Costs	TOTAL	
July, 2024	\$12,000	\$3,000	\$15,000	
August, 2024	\$12,000	\$3,000	\$15,000	
September, 2024	\$12,000	\$3,000	\$15,000	
October, 2023	\$12,000	\$3,000	\$15,000	
November, 2023	\$12,000	\$3,000	\$15,000	
December, 2023	\$12,000	\$3,000	\$15,000	
January, 2025	\$12,000	\$3,000	\$15,000	
February, 2025	\$12,000	\$3,000	\$15,000	
March, 2025	\$12,000	\$3,000	\$15,000	
April, 2025	\$12,000	\$3,000	\$15,000	
May, 2025	\$12,000	\$3,000	\$15,000	
June, 2025	\$12,000	\$3,000	\$15,000	
Totals:	\$144,000	\$36,000		1
	TOTAL CONTRACT:	ACT:	\$180,000	

Job Descriptions for Personnel:

Tom Kavanaugh

- Strategic Development and Consultation
- Creative Direction
- Copywriting/Creative Concept
- Copywriting/Content Creation
- Interactive Strategy and Consultation

Tyler Young

- Creative Direction
- Art Direction/Creative Concept
 - Digital Production Art / **Production Design**
- Interactive Strategy and Consultation
 - Interactive Development & Programming
- Social Media & Content Execution

Melissa Holberton

- Account Direction
- Project Management
- **Production Management**
 - Interactive Development
- Social Media & Content Execution & Programming

Hourly Personnel Rates:

- \$200 Strategic Development and Consultation
- \$150 Art Direction/Creative Concept \$200 - Creative Direction
 - Copywriting/Creative Concept \$150 -

the year.

- Copywriting/Content Creation Account Direction \$100 -\$125 -
 - Project Management \$100 -
- **Production Management** \$100 -
 - Digital Production Art / **Production Design** \$100 -
 - Interactive Strategy \$150
 - and Consultation
- \$100 Interactive Development & Programming
- \$100 Social Media & Content Execution

Support Team / Subcontractors

- \$150 Interactive Strategy and Consultation
- \$100 Interactive Development
- Social Media & Content Strategy & Programming \$150 -
- Media Relations and PR Strategy \$150 -
- Media Relations and PR Execution \$100 - Information Graphic Development \$125 -

WORK SCHEDULE

ress through the promotional calendar. A preliminary calendar is below and applies to Task 2. Task 1 will take place in the first month of the contract and Task 2 is ongoing throughout For Visit Fort Bragg, The Idea Cooperative tracks general creative communications prog-

Preliminary 2024 - 2025 Promotional Calendar

The Great Fort Bragg Photo Collection

August

- Shop Downtown
- Fall Events

September

- Fort Bragg Beer Mural Walk
- October

- Winter Visit
- Magic Market

November > December

Winter Events • Gift Guide

Restaurant Week

January 2024

February > March

Whale Fest +

April

- Fort Bragg Mountain Biking
 - Summer Season Events

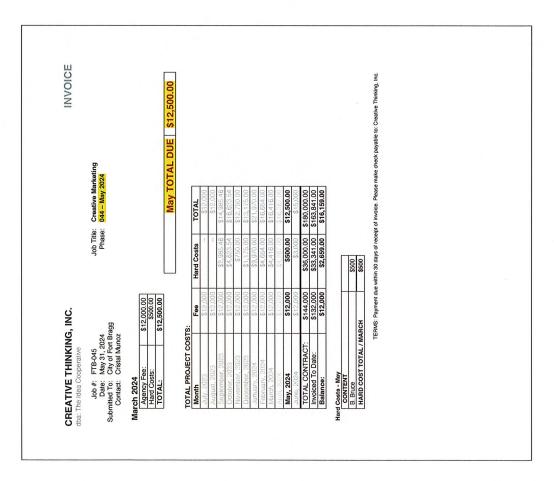
Kelp Fest

Mendocino Film Festival

June

Nature/Environmental/Sustainability

Invoice Example



H. INSURANCE

The Idea Cooperative is current on all insurance required by Fort Bragg. Insurance costs incurred by The Idea Cooperative are shared across several clients with similar requirements. They are considered a cost of doing businesses and are not charged to our client. The percentage of costs incurred for Visit Fort Bragg would be approximately \$3,250 per year.

RESOLUTION NO. ____-2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL APPROVING PROFESSIONAL SERVICES AGREEMENT WITH CREATIVE THINKING INC., DBA THE IDEA COOPERATIVE FOR MARKETING STRATEGY DEVELOPMENT AND AUTHORIZING THE CITY MANAGER TO EXECUTE CONTRACT (AMOUNT NOT TO EXCEED \$180,000; ACCOUNT NO. 110.4321.0319)

WHEREAS, the passage of Measure AA in November 2016 resulted in an increase to the City's Transient Occupancy Tax rate from 10% to 12%, and the accompanying Measure AB, provided nonbinding guidance that one-half of increased tax revenues should be used to support tourism-related projects and promotions; and

WHEREAS, on May 29, 2024, the Visit Fort Bragg Committee and Staff initiated a Request for Proposals (RFP) consisting of Scope of Work for Strategic and Creative Marketing Services for Visit Fort Bragg was released to the broadest possible range of potential qualified respondents, and by the RFP due date of June 26, 2024, seven qualified responses were received; and

WHEREAS, City reached out to two of the finalists in the last selection process to do a final presentation to the Visit Fort Bragg Committee and staff; and

WHEREAS, on August 23, 2024, the Visit Fort Bragg Committee made a recommendation to staff on hiring a firm to provide Strategic and Creative Marketing Services for Visit Fort Bragg; and

WHEREAS, on September 9, 2024, The City Council approved a Professional Services Contract with Creative Thinking INC., DBA The Idea Cooperative for Strategic and Creative Marketing services for Visit Fort Bragg; and

WHEREAS, City staff determined that The Idea Cooperative was qualified, located within the region, and able to respond promptly to the City's needs to provide Strategic and Creative Marketing services for Visit Fort Bragg; and

WHEREAS, funds were appropriated in the FY 2024-25 budget for this activity and sufficient funds are available for this contract.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg does hereby approve a Professional Services Agreement with Creative Thinking Inc., DBA the Idea Cooperative for marketing strategy development and execution and authorizes the City Manager to execute the same upon execution by Contractor (Amount Not to Exceed \$180,000, Account: 110.4321.0319).

The above and foregoing Resolution was introduced by Councilmen	nber
, seconded by Councilmember, and passed and adopted at	а
regular meeting of the City Council of the City of Fort Bragg held on the 9th day	of
September, 2024, by the following vote:	

AYES: NOES:

ABSENT: ABSTAIN: RECUSED:		
	BERNIE NORVELL Mayor	
ATTEST:		
Diana Sanchez City Clerk		





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Firm Description ///1

FIRM BACKGROUND & COMPETENCIES

We = Us + Them = Success

It may not look complex, but we know the inner workings of that formula and we are willing to share our not-so-secret strategy. Think of us as the "Service Tank on Retainer", only we charge for the work we actually do. We are a think tank and a service provider wrapped in one.

We proudly showcase over a decade of work done on local, national and international stages for a wide range of clients both big and small. We have four distinct service lines through which we serve our client partners.

First being top of the line Web design, the development of creative executions and strategies across the web, TV, radio, mobile, desktop, print and other media. This includes the design, development and strategic management of online and social properties, apps and eBooks, advertising and media buying, identity development, and campaign management across multitudes of industries, sectors and consumer profiles. Second being the technical development of digital projects which we can build on a multitude of platforms for users of all levels of digital expertise. Our third service line includes public relations and communications where we support all your media needs, crisis communication and social engagement along with a fourth service line of strategic management consulting.

As noted above, we are also a think tank and consulting force for local and foreign governments, heads of state, small and medium-sized businesses, multinational

corporations, and Fortune 500 companies, providing strategic planning in academia, hospitality, healthcare, real estate, business services and other industries across forprofit, non-profit, and public sectors.

We build relationships and work hard to maintain them. It is at the core of our values and our strategic mantra. We are first your partner and second your vendor.

We lead by example by engaging from within, providing for leaders across our service and product lines that proudly stand by the unique exchanges we facilitate.

We are located on the beautiful east coast of Canada in Halifax, Nova Scotia. Our specific location coordinates are noted below and we invite you to join us for a cup of coffee or tea at our studio:

1791 Barrington St Suite #402, Halifax, Nova Scotia, Canada, B3J 3K9

Firm Description #1/2

FIRM BACKGROUND & COMPETENCIES



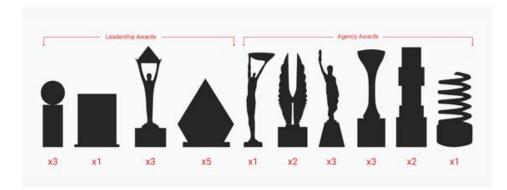
The consulting vertical of WeUsThem Inc. has been in existence for 14 years and the agency has been in operation for over 11 years under the leadership of Ashwin Kutty and Faten Alshazly.

WeUsThem is comprised of 22 individuals, not including our Principals. From our Account team to our Designers and Developers, we can do it all!

Agency Awards

Our commitment to excellence is exemplified by the numerous recognition and awards we've accumulate. One notable achievement is the Webby award we received for our exceptional work on TeenMentaHealth.org, a website created in collaboration with the IWK Health Centre and Dalhousie University which places us in the Top 20 percent of all websites globally. In addition to our Webby award, we've proudly earned two Gold Davey awards and two W3 awards for our outstanding Marketing Campaigns, Mobile Apps, and Web Applications developed in the past year.

Furthermore, our recognition extends international such as the CLIO award and acknowledgment as Canada's Most Remarkable Business by The Globe and Mail. We've also made our mark on the global stage, with nominations for the coveted CANNES Lions award and the Advertising Age for our exceptional campaigns and user interfaces.



Industry Affiliations

We are also involved with industry and market trends by being members of AIGA, the Canadian Marketing Association, Graphic Designers of Canada, CATA Alliance and The Chamber of Commerce. Not only do we keep up with the current trends, but compete with them to push their own image. We have also led discussions in business, marketing and communications, forward thinking education and medicine, receiving invitations to speak both nationally and internationally.



Leadership Awards

We have been industry leaders in the area of marketing and communications, with one of our principals, Ms. Faten Alshazly being named Canada's Top 100 Most Powerful Women two times now, the first in the East Coast for Arts & Communications and the second as a Trendsetter and Trailblazer. Faten has also been named the Female Executive of the Year by the Stevie Awards. In addition, Ashwin Kutty has recently been named a top 50 CEO for a second time now, on top of being awarded Canada's Next Generation Executive Leader by the Government of Canada and a Thinkers 50 internationally.

Ashwin has also been awarded two separate awards from the Government of Canada as a national leader in technology. Our team has also received awards for our forward thinking and strategic alignment from ICTC, COACH, the Mental Health Commission of Canada, The Al Ahram Foundation and the Nova Scotia Health Authority.

Firm Description #//3

WEUSTHEM IS A SME/SMB/WBE/MBE

WeUsThem is a **Small Business Enterprise**.
WeUsThem is a **Woman Owned Business Enterprise**.
WeUsThem is a **Minority Owned Business Enterprise**.

An important aspect of what makes WeUsThem who we are is our commitment to diversity, inclusivity, and equity. It is all encompassing, right down to our name. We are an equal employment opportunity, affirmative action employer. We are committed to the elimination of barriers that restrict the employment opportunities available to women, minorities, people with a disability, and individuals representative of the geographic regions served by the agency. We recognize that equal employment opportunity requires affirmative steps to ensure the full utilization of people of all backgrounds who possess the best available skills.

WeUsThem provides equal employment opportunities for the good of the public without regard to race, colour, national origin, ancestry, sex, religious creed, age, mental or physical disability, socioeconomic status, medical condition, marital status, or sexual orientation. Our commitment to equal employment opportunity extends to all job applicants and employees, and to all aspects of employment, including recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, and termination.

It is this focus on Diversity that has also led to conversions for our clients, not just in their



region of direct influence, but also on a national and international stage. With an ever-growing populace with individuals hailing from a variety of backgrounds, geographies, etc, we have mastered what it takes to organically talk to audiences that fit a variety of personas.

Our work is reflective of the audiences they are intended for, which is why the returns our clients receive are far greater than they expect. This focus on DEI at WeUsThem has also translated to diversity and inclusivity of creativity and ideation, with equity in access and profile that are enjoyed not just in-house, but also by our clients' customers. This authenticity is what drives our engagements and the resultant KPIs of success we showcase across industries and sectors globally.

WeUsThem has been named a Top Diverse Employer this year, recognizing how we foster environments that are inclusive and equitable to one and all. A full policy is attached as an appendix to this proposal for your perusal. We are a certified diverse business by the NMSDC in the United States.

Firm Description ##4

SERVICE PROFILE

Each category listed below are streams we produce in-house. Our pricing structure will be broken down in Part F, Budget.



Design

Digital in Mobile & Web (UI/UX)

Product & Environment

Print Typography

Art & Illustration

Characters & Gaming

2D & 3D Animation

Directing, Producing, & Editing

Digital & Broadcast



Advertising

Storyboarding

Directing, Producing, & Editing

Digital & Broadcast

Media Buying

Analysis & Review



Development

Full Stack

Mobile & Web

Experiential Engineering



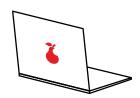
Integrated Campaigns

Research & Strategy

Campaign Management

Research, Evaluation & Outcomes

Experiential Engagements



Branding

Competitive Analysis & Research

Strategy & Position

Content & Design

Management & Stewardship



Communications / PR

Media Management

Content Production & Syndication

Social Media Marketing

Emergency Crisis Management



Experiential Design

Big Data, Analytic Review,
Management & Intelligence

Augmented Reality

Virtual Reality Environments

Mobile & Web Gaming



Relevant Experience

RELEVANT EXPERIENCE

Here at WeUsThem, we believe in creating authentic engagements with our clients, and that is exactly how we envision this relationship moving forward with the City of Fort Bragg. We understand that you are looking to engage an agency to develop and implement a comprehensive marketing strategy to workers and residents to make the move to the City of Fort Bragg. As you will see below, this is not new territory to us, we have worked with many organizations on economic development initiatives over the years. The heart of which, when it comes to towns and/or municipalities, is driving home the "Live, Work, Play" aspects of the community to drive ROI and successfully meet project and organizational goals.

As you peruse our proposal, you'll notice that this is not unfamiliar terrain for us. In the realm of destination marketing, we've executed similar projects for renowned clients like the Kempinski Group, partnered with The Leela Group of Palaces & Resorts. For Kempinski, we embarked on a journey to create an integrated database for their loyalty program, alongside enhancing their digital A/V infrastructure and ERP/CRM systems. Our collaboration extended to partnerships with Sony and Oracle, resulting in a seamlessly integrated digital experience.

Through a strategic blend of captivating visuals, compelling copywriting, and targeted advertising, we transformed The Leela's online presence. This endeavor resulted in a substantial increase in unique website visitors and an impressive 89% occupancy rate across their properties. By strategically leveraging digital channels, we not only elevated their brand perception but also drove tangible results, a model we aim to replicate for the City of Fort Bragg

In the realm of rural destination experience, we have experience with the Municipality of the County of Antigonish as well as the County of Richmond. For the Municipality of the County of Antigonish, we developed a comprehensive branding and promotional campaign for a small rural town in Nova Scotia. Our approach included creating illustrative artistic design elements that highlighted unique features of the town, such as its cultural heritage and natural beauty. This campaign involved branding, exterior signage, vehicle decals, and various marketing materials aimed at attracting local, national, and international visitors. This project showcases our ability to create engaging and culturally resonant promotional materials that could similarly benefit Fort Bragg by attracting diverse visitor demographics and enhancing local business visibility.

WeUsThem took on the challenge of designing a captivating sign to welcome visitors to the Municipality of the County of Richmond, situated at the gateway to the Bras d'Or Lakes and offering a diverse range of experiences along the Atlantic Ocean. Leveraging our creative expertise, we ensured that the sign embodies the county's rich heritage, incorporating iconic elements such as lighthouses, sailing ships, and the fusion of French Acadian and English influences. Inspired by Vincent van Gogh's artistic style, the design evokes the fluidity and romance of his brushwork, depicting the coastal landscapes and immersive experiences within Richmond County with bold colors and smooth curves. The result is a visually stunning representation of the community's charm and history, serving as a warm invitation to explore the region's unique attractions. The successful completion of this project highlights our ability to capture the essence of a locale while creating visually captivating designs that resonate with visitors and locals alike.

We have had similar engagements in Tourism and Economic Development in that past. For example we worked with the Government of Jamaica. Jamaica is known as a Tourism destination, but lacked an awareness of being a rich and vital business and export market that has both the right mix for foreign investments and goods worth exporting in a competitive marketplace globally. We were brought in to not just look at what the current climate was for a country to present themselves to the world, but also position Jamaica as an equally rich business destination that provides the right climate to conduct commerce on a global stage. Working with Jamaica allowed us to get them to rethink about the possibilities beyond the single industry economic model it has been so heavily reliant on.

Similarly, with the Eastern Caribbean block, we built out a multi-channel campaign for them including Public Relations as a key component of it to drive adoption and consumer behavior change for 1 of only 3 digital currencies in the world. Doing so in 8 countries with a 4 country pilot is no small task and our experience and knowledge has come in handy in building this strategy and plan that is to roll-out in the 3rd or 4th quarter of this year which is currently at 20% of the populations across the entire block.

Currently, we are also on standing offers for the Government of Huron, Ontario and St. Louis, Mississippi for their economic development agendas over the year. We have represented Canada to the United States through our contract with Global Affairs, we were the agency designing and developing all the web platforms, campaigns and initiatives

RELEVANT EXPERIENCE

for Global Affairs across the US. Our core mandate was to further the trade relationships Canada enjoys with the US and to ensure the same was enhanced over the years we had the contract.

Our collaboration with the City of Saskatoon on an Active Transportation campaign illustrates our strength in developing comprehensive communications campaigns. Chosen for our experience in engaging with Indigenous, diverse, and rural communities, we are currently finalizing a strategy that promotes the adoption of active transportation while emphasizing inclusion, safety, and cooperation. This campaign is set to encourage a shift in transportation habits across the city, demonstrating our ability to influence public behavior through targeted marketing efforts. This project underscores our commitment to diversity, equity, and inclusion (DEI) principles, and our capability to craft messages that resonate across varied demographic groups

In the realm of urban development, our involvement with projects like the Cogswell District in Halifax underscores our commitment to civic engagement through digital platforms. We crafted an interactive website and application to engage citizens, visitors, and businesses. Similarly, our partnership with Whitehorse to revamp their website showcases our dedication to enhancing user experience and functionality for municipalities.

Within Nova Scotia, our ongoing collaboration focuses on rethinking digital service delivery for diverse communities. We're building a web application to digitize senior supports.

One of our principals, Ashwin Kutty, is currently championing the build of Vision 2030 in Halifax that will define how we build a downtown in the east coast that would be enviable by all. With engagements with all levels of government, key stakeholders within the city and the province, along with various corporate entities and planners, the Vision will set the stage for Halifax as we look to the future of what it means to have a vibrant downtown. From placemaking to infrastructure investments to tourism pathways, to economic development and FDI, Ashwin is intimately involved in how we hope to revitalize our downtown and is championing the work not just in Halifax but with the help of ACOA perhaps looking at doing so across the Atlantic provinces with Halifax serving as the incubator for the same.

Additionally, our other our Principal and Chief Creative Officer, Faten Alshazly, recently completed her term as the Chair of the Halifax Chamber of Commerce and after having served as Vice Chair the year prior, and currently serving as Past Chair. She is the first immigrant women to lead the chamber in its 250+ year history, playing a pivotal role in the economic development of the City of Halifax.

As an agency that also has a consulting vein, we are fully attuned to our clients needs from a RoI standpoint that ensures we bring forward activations that deliver on Brown or Green returns. Our approach is to ensure we quantify and qualify our tactics which lead to successes that are equally quantifiable and qualifiable.

Needless to say, we understand the City of Fort Bragg's strategic objectives and are not only committed to providing these services, but are quite excited for the opportunity.



CHALLENGES

The Leela Group of Palaces, Hotels and Resorts, a brand of The Kempinski Group were looking for support on their technical integrations and use of their ERP and CRM systems with a live Digital A/V platform throughout their properties. New to the industry, this integrated technological solution needed to be part of the ethos of their value proposition and it had to set itself apart from their competition.

All of this also needed to simultaneously launch through all their 8 geographically disparate properties. In addition to a fully integrated Digital solution was needed, they were also looking for an Agency of Record that could handle all of their Advertising needs in a highly contested Luxury space for their corporate and their sub-brands across destinations and target markets.

OUR ROLE













Research

Design

Develop

Test

Engage

Strategy

DELIVERABLES

Rebranding | Strategy | Full Stack Development | Website | Mobile App | Branding | Print

KEY RESULTS

66%

Unique traffic increased

71%
International traffic increased

48%

Domestic traffic increased

89%

Average occupancy

38%

Conversion rate on digital traffic

90-100%

Occupancy rate among three of the eight properties

SOLUTION - PROJECT MANAGEMENT CONSULTING

We were first engaged by the Leela Group, partnered with The Kempinski Group to manage their project to bring to bear a live Digital Streaming Service across all their eight properties with a total of about 2,000 rooms. Equipped with radio, television, satellite cable, an ERP and a CRM we worked with SONY, Apple and Oracle to deliver and deploy a solution, the first of its kind in the industry for all of their properties. A system that carried your preferences, your live feeds, your personal information and your entire profile as it related to your engagement with the brand from the second you interact with it, to the time you depart, including all touch interfaces like vehicle seats, mirrors, televisions, digital walls, etc. throughout the properties is what has now become a standard in most luxury brands that provide this singular and unique service to their HNW clientele.

AGENCY OF RECORD (AOR)

As an Agency of Record, we were asked to bring to bear the in-room experience to the world to extend the brand ethos to potential customers from the world over

Website

A multi-tiered website highlighting the physical beauty of the destination to the luxury, class and style that one would expect from five star diamond properties such as the ones that were being built out by the Group made it across not just the digital channel of the website, but also simultaneously made its way through a variety of channels. With a fully integrated experience, the website could in real-time allocate resources while also plan for and deliver on promotions to clients globally per their unique preferences.



Relevant Experience

Re-Branding

With a distinguished domestic and international strategy, WeUsThem took on the task of branding the organization, while also positioning it across all their channels and trafficking new advertising through all traditional and digital media across various target markets.

Exploring the unique attributes of the properties from their lobbies, ballrooms, washrooms, restaurants, guest rooms, spas, clubs, pools, etc. to the unique stories that were being made at these locations were the core of the delivery of the message internationally.

From business collateral to extending the same across all of the interiors, including their linens, clothing, beddings, and packaging, as well as every touch point a customer would interact with were part of the exercise we took on to position the brand for its success on a global scale.





Campaign

A multi-tiered website highlighting the physical beauty of the destination to the luxury, class, and style that one would expect from five star diamond properties such as the ones that were being built out by the Group made it across not just the digital channel of the website, but also simultaneously made its way through a variety of channels. With a fully integrated experience, the website could in real-time allocate resources while also plan for and deliver on promotions to clients globally per their unique preferences.

The hospitality group also worked closely with DMO's such as The Ministry of Tourism to not just promote tourism, but also elevate the destinations it had properties in. A collaboration saw the development of a video that aired domestically and internationally, highlighting not just the destinations, but also the unique properties The Leela had built across their 8 destinations.

From production of a variety of ads that aired across various traditional channels globally, to corporate partnerships that aired the same within their spheres of influence such as Lufthansa and Emirates to their audiences a lot of content was developed that was used across channels.

Media placements that included earned media, influencers promoting the brand across channels through their networks, to celebrating world renown DJ's, Chefs, and celebrities that called these properties their home, the brand had an alignment and affinity to various demographics across the spectrum, from those who wanted to stay to those that wanted to eat to those that wanted to dance in their halls.

Relevant Experience

Mobile Application
A mobile application that
carried the loyalty program catered
to each individual uniquely was also
developed and provided in conjunction
with The Kempinski brand to the
clientele of the brand across both
domestic and international markets.











Magazine

With collateral that adorned the hallways to The Leela Magazine that detailed style, opulence and luxury at a level never heard of in their geographies to being celebrated internationally with awards from most travel magazines and awards internationally The Leela is a brand unlike any other. Its properties to this day are identified as a Top 10 property by Travel + Leisure, Conde Nast, CN Traveller and the like globally.



ABOUT

Global Affairs Canada (Department of Foreign Affairs and International Trade) with the Government of Canada came to us after a decade long relationship with the top public relations agency in the world. Run by the Embassy out of Washington, DC, Connect 2 Canada is an initiative to keep Canadians in the United States connected with Canada.

A marketing campaign at its core, and run through the embassies within the United States, this platform provides for a communication vehicle that informs individuals who sign up to receive the same content specific to various industries, sectors, policies and programs, etc.

DELIVERABLES

Strategy | Full Stack Development | Website | Campaign

OUR ROLE









Research

Design

Develop

Test









Engage Stra

Strategy

PR

Marketing

KEY RESULTS

370%

Increase in mentions during our campaigns

108%

Increase in impressions, just on Twitter

335%

Increase in reach

417%

Increase in engagement

250,000+

Subscribers to the newsletters

Hermes Creative Awards

01



SOLUTIONS

Designing templates for communication through the Engagement platform for both languages was also led by our team to bring forward similar yet unique interface possibilities of communication for the various consumers of the same.

Through design and development of the various properties, we have brought together what was once disparate systems that had been put together over the years, with nary a care for future development, maintenance, and upkeep.

With users across the US now accessing materials delivered through our Engagement platform that is uniquely tied to content within the website as well as the social networking accounts for the Department, there is a cohesive approach to information creation, dissemination, and consumption using sound knowledge management and translation methodologies.

With a multi-year contract, we will be supporting the Department for the next few years in ensuring this communication vehicle both through the web as well as through direct outreach/marketing is both what users expect and can access. We future proof our solutions, but at the same time, ensure we are leading the curve technologically and creatively without leaving behind users that cannot access the same. Using a Mobile and Accessible first approach, our visuals, technologies, and platforms respect the need to ensure continued uninterrupted access for all from where they want, on whatever platform of their choice, when they want to do so.

Most recently we have put together the campaign microsite for the department for Canada Day celebrations across the United States by Canadians and others alike. This microsite will serve as a model for the 150th year of Confederation website for 2017 and will serve as a mechanism to rally Canadians across North America not residing in Canada.

Connect2Canada

From a multi-lingual presence relevant specifically to the diaspora in the United States to a hook-in and integration of the Engagement 101 platform that allowed the Embassy to communicate with individuals through e-mail, fax, SMS, social media, etc. the two properties served as the natural launch off point for all engagement designed, developed, and destined for this specific demographic within the United States. That said, access to the sites were not limited only to residents of the United States, but the world over. All campaigns, micro-campaigns, events, and social exercises were launched off of this platform.



Relevant Experience 4

Each year, there was also the Canada Day celebrations that ran as a micro-campaign reaching out to everyone throwing Canada Day parties across the United States, bringing party planners and goers together. Meant to be a mechanism to bring people together, Canada Day Across America saw the Embassy sending goody bags to party planners for their parties while also facilitating through GIS

Canada Day Celebration

mapping on the platform communication and party planning between complete strangers in true Canadian style.

This platform was brought online each year in preparation for July 01.





Canada 150

Canada does not have a 150th birthday every year and last year, we were asked to come up with something unique that could be presented to Prime Minister Justin Trudeau.

The Canada 150 campaign brought to bear the four seasons of memories for individuals to share from all across the US and the globe to be able to recall their fondest memories of being in Canada. The Canada 150 campaign brought to bear an animated, interactive platform for individuals to share their unique Canadian experiences, resulting in pictures, messages, and videos of their fondest memories in Canada. This was also captured in print for those that could not submit the same digitally with the final result bring made available for presentation to the Prime Minister.

Relevant Experience **///**15

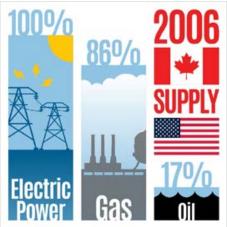
2017 US Presidential Inauguration

social growth is key in maintaining a national sense of loyalty and international sense of appeal. Global Affairs Canada is a government agency which aids in the promotion and management of "... Canada's diplomatic and consular relations, promotes the country's international trade and leads Canada's international development and humanitarian assistance." With Canada as a longstanding leading figure in U.S. trade, economic growth, and social development, promotion of this bilateral relationship throughout North America is key in building lasting impressions among both Canadian and U.S. citizens for the desire and respect of both nations wholly.

The promotion of Canada as a prosperous, welcoming homeland of economic and Global Affairs Canada had approached WeUsThem to run a social media campaign during the 2017 Presidential Inauguration. From the Canadian Embassy's Twitter and Facebook account, Connect2Canada (Canada's network in the United States), organic promotion of Canadian culture, the celebrations that traditionally take place at the Canadian Embassy in Washington, the 150th celebration of Canada's confederation, and Canada as a tourism destination had been the overall goal. The campaign resulted in heightened excitement and awareness of Canada as a nation, trusting friend of the United States of America and an ultimate tourist destination throughout the globe.

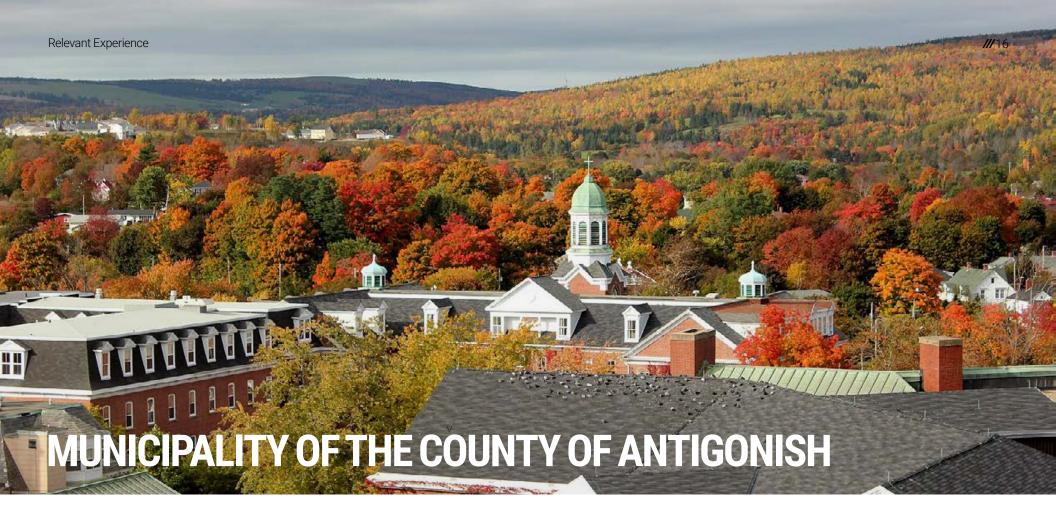












ABOUT

Antigonish, previously known as Antigonowhere, is a small town in rural Nova Scotia with permanent residents numbering approximately 50,000 residents. It is home to St. Xavier University and the oldest continuous highland games outside of Scotland. We take the development of an identity very seriously as it is a balance of the vision of those that live within it and those that they would like to attract to it. We have within the process, solicited thoughts and ideas via social media, as well as engaged in disseminating a survey we developed, far and wide. In addition, our team had spent time in Antigonish and have taken in the sights from the east to the west, exploring the unique cultural nuances, sights, icons, as well as the natural beauty all around. We used illustrative artistic design elements to highlight unique features that would present points of curiosity & intrigue increasing local, national & international traffic of visitors to the various spots. A multitude of executions were explored for use and exposure across various points of interaction, some of which are presented here.

OUR ROLE



Research





Design

Engage

Strategy

. _

DELIVERABLESMarketing Strategy | Print Design | Branding | Illustration

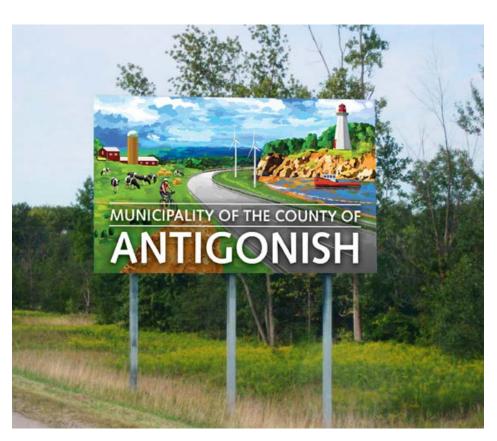
Relevant Experience

SOLUTION

Ride On

In looking at the future of sustainability, buying local, the farm to table movement, to organic growth & ride on places, the road in the middle of natural vistas can be enjoyed by those even riding through the Municipality.

A marriage between recreation, economy, tourism, and sustainability. This presents a balance of openness and unrestricted access & views creating a sense of an open invitation to those that want to experience it in their own way. Recreation, coupled with the health conscious and sustainable minds brings to bear a new age view to the discerning traveler.



Natural Glory

Showcasing the region becomes a whole lot easier when the vistas are so vibrant and beautiful. This concept brings to bear not just the beauty of the natural landscape, but also presents some unique tourist hotspots such as the Cape George Lighthouse as well as Crystal Cliffs, along with the scenic beauty of how we experienced our exploration. In addition, the future and current success in sustainability are well balanced and displayed showing the coming together of the natural elements. The juxtaposition of the harshness of the road presents the path that we all take, creating a sense of familiarity tying into a relative position of the viewer. The impressionist movement led by greats such as Monet, Seurat & Van Gogh provided the inspiration needed for this artistic execution.



Relevant Experience

Youthful Fun

This is a showcase of both the natural and cultural attraction of the region. The artwork features St. Francis Xavier University, Highland Games, Crystal Cliffs and one of the many beautiful beaches throughout. The idea behind the design is to deliver a pleasant and joyful image to those passing by, enticing them to stop in and experience it first hand. The artwork offers a more contemporary and vibrant feel, bringing the natural and cultural attractions to life. Inspired from the likes of Warhol & Lichtenstein, this concept brings to bear Pop Art in all its glory with black outlines, over-saturated colours, & overall a flat colour filling. The sticker-like title offers an unconventional feel to the artwork, presenting the text in a way that speaks louder than words.



Branding

As part of the continued work with the Municipality we were recently approached by the same to ensure we would provide an entire branding package for all of their collateral as well as the larger exterior signage for all their main facilities, smaller signage for facilities that required identification but not necessarily wayfinding assistance, vehicle decals as well as marketing collateral including a business package that included letterheads, templates, business cards, presentations, posters, etc.







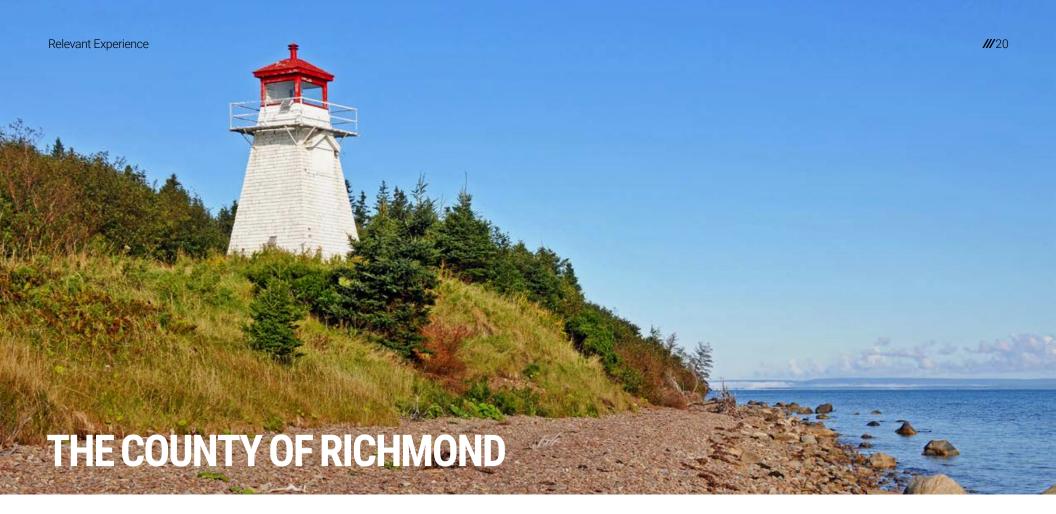
Relevant Experience ##19

Print

Antigonish recently collaborated with WeUsThem to enhance their county accessibility document, with the goal of advancing greater accessibility and inclusivity within the region. Our approach was to integrate visual elements, icons, and textual content to ensure clarity and ease of comprehension. The document was designed

with an emphasis on legibility that adheres to WCAG 2.0 guidelines. Furthermore, the document showcases locally captured photographs which adds a distinctive and authentic touch, contributing to the document's specificity and relevance to the county.





ABOUT

WeUsThem played an important role in accomplishing the Municipality of the County of Richmond's request for a captivating sign design that welcomes visitors to the county. Located at the gateway to the Bras d'Or Lakes, Richmond County offers a wide array of experiences, including sandy beaches and aquatic adventures along the Atlantic Ocean.

With our creative expertise, we ensured that the sign captures the essence of the county's rich heritage, including its lighthouses, sailing ships, and the harmonious interplay of French Acadian and English influences, creating an inviting introduction to the region's unique attractions.

OUR ROLE









Research

Design

Engage

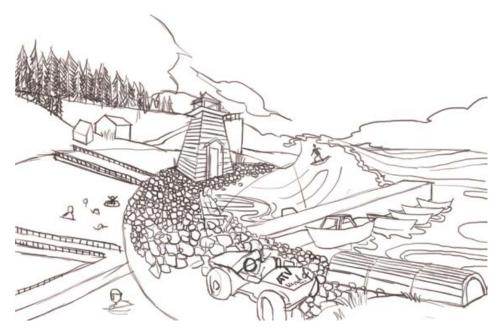
Strategy

DELIVERABLES

Signage | Strategy | Print | Marketing Collateral

Relevant Experience

SOLUTION

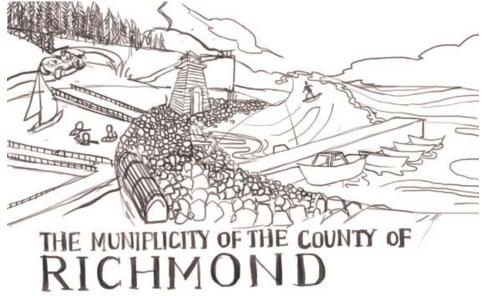


Concept 01

The first concept aims to showcase the historical heritage, cultural customs, and traditional activities of Richmond County, with a focus on elements such as lighthouses, scenic seashore, fishing, and ATV trails.

Concept 02

The second concept builds upon the first concept by repositioning and realigning components to enhance the viewer's engagement with the sign. It strategically emphasizes elements based on their visual impact and proximity, placing ATV trails in the background to deemphasize them and foregrounding activities like fishing, lobstering, swimming, and surfing for a more impactful and viewer-friendly experience, maintaining the original style and research-based approach.



Relevant Experience

Final Design

The art style draws inspiration from Vincent Willem van Gogh's masterpieces, capturing the unique fluidity and romance in his brushwork. This style expresses the stunning coastal and natural landscapes of Richmond County, emphasizing the seashore, open waters, and immersive experiences within. Through bold colors and smooth curves, the community's charm shines while honoring its rich heritage, creating a harmonious blend of the present and the past on the canvas.

The project was a huge success, resulting in the creation of a beautiful sign that welcomes visitors as they arrive in Richmond County. This inviting sign now stands as a great achievement as it captures the essence of the county's rich heritage and diverse experiences.





Key Personnel Qualifications

KEY PERSONNEL



Ashwin Kutty is the President and CEO of WeUsThem Inc., a renowned full-service ad agency and management consultancy firm. With an impressive client roster that spans across various countries, including international organizations and governments, WeUsThem is recognized for its exceptional service in different verticals. Ashwin's leadership has earned the company numerous prestigious awards and accolades, establishing them as pioneers in their industry. Additionally, Ashwin is actively involved in various advisory boards and community organizations, demonstrating his commitment to giving back and making a positive impact. Ashwin leverages his extensive experience in marketing, business, and community engagement to drive strategic vision and successful client strategies globally.

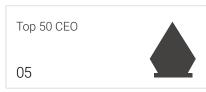
Experiences

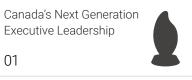
- » President and CEO of WeUsThem Inc., a globally recognized full-service ad agency and management consultancy firm.
- » Serves a diverse clientele, including The Eastern Caribbean Currency Union, World Health Organization, The Kempinski Group, Dalhousie University, the Sinai Health System, Telus Health, and the Governments of Canada, Egypt, Guyana, and Saudi Arabia.
- » Named Advisory Board Member of Creative Commons Canada, contributing to the promotion of open access and creative collaboration.
- » Holds positions on the Boards of the IWK Health Centre and the Downtown Halifax Business Commission, playing an active role in the healthcare and business sectors.
- » Formerly served on the Boards of the Canadian Council for Small Business and Entrepreneurship, the Independent Living Resource Centre, and VON Canada, showcasing his commitment to supporting various causes.

Community Involvement

Actively gives back to numerous community organizations that hold significance for the WeUsThem team, contributing to local initiatives and causes.

Awards & Honors







Key Personnel Qualifications ///25

KEY PERSONNEL



Faten is a co-founder and principal of WeUsThem Inc. She has over a decade of experience in creative direction and marketing with clients like Pratt & Whitney, Stanfields Ltd., Dalhousie University, ESPN, ABC, The Nova Scotia Federation of Labour, and more. Faten began her educational career in Computer Science and Business from Dalhousie University followed by a Master of Fine Arts in Broadcast and Motion Graphics from the Savannah College of Art and Design in the United States. Faten brings a unique blend of technology and artistic expertise, driving innovative and impactful creative solutions for major national and international campaigns.

Experiences

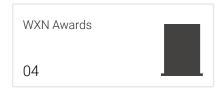
- » Co-Founder and Chief Creative Officer of WeUsThem, a full-service ad agency with prestigious clients, including Telus, the Eastern Caribbean Central Union, the Canadian Space Agency, Government of Canada, The Kempinski Group, Kaplan International, the State of California, Nestlé, and Groupe Média TFO.
- Chief Executive Officer of HealthEMe, a successful startup with groundbreaking intellectual property, reaching markets in the US, Mexico, Australia, New Zealand, Hong Kong, and Canada.
- First female immigrant chair of the Halifax Chamber of Commerce, making history with her leadership role.
- Served on the Board of Efficiency One, contributing to energy efficiency initiatives.
- Founding member of the Women's Leadership Collaborative, actively supporting and promoting women's leadership.
- Previously served as a director of the Canadian Cancer Society and the Mental Health Foundation of Nova Scotia, demonstrating her commitment to charitable causes.
- Governor in Council at NSCAD University, contributing to the governance and strategic decisions of the institution.

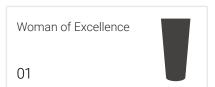
Community Involvement

Faten the first female immigrant chair of the Halifax Chamber of Commerce in its 250 year history. Faten also serves on the Board of Efficiency One. Faten is a founding member of the Women's Leadership Collaborative. Previously, she has been a director of the Canadian Cancer Society, the Mental Health Foundation of Nova Scotia and a Governor in Council at NSCAD University.

Awards & Honors







Agency Overview ///26

KEY PERSONNEL



Sarah Van Achte Account Manager

BΑ With a degree in English, Sarah has honed her communication and interpersonal skills, cultivated through local publishing projects and her tenure in assisting small businesses throughout Nova Scotia. Her primary objective has been to bolster local enterprises and stimulate patronage towards indigenous goods and services. Through this endeavor, she has cultivated a proficiency in business communication and a burgeoning curiosity in diverse writing formats, showcasing her ability to tailor her approach to various contexts and audiences. Sarah utilizes her strong communication and interpersonal skills to enhance business communication and promote local enterprises effectively.

Brands

- » Property Records Industry Association
- Canadian Interagency Forest Fire Centre
- » University of Regina



Temitayo Balogun Manager, Strategy

MSc, PR & BSc, Mass Communications Temitayo is a goal-driven professional with vast experience in Communications, Public Relations, Customer Support and Administration. She joined WeUsThem to explore her love for communications, social media content creation and Digital Marketing. She takes pride in excellent delivery of her assigned task and helping the organization/clients achieve set goals. Temitayo is a versatile professional with a rich background in communications, public relations, and digital marketing, dedicated to achieving organizational goals and delivering exceptional strategy.

Brands

- » City of Columbus, Ohio
- » Maltby Centre
- » College of Immigration Citizenship Consultants



Jed Gemarino Creative Team Lead

DGD

Jed has explored various mediums, such as watercolor, oil painting, acrylic, sculpting, etching and screen printing, photography, and other mixed media. His experience expands to over six years of work, in commissioned art work, illustrations, and graphic design, which ultimately influenced his present work in digital art. Jed's knowledge of fundamental art and design, along with his creativity, allows him to produce vivid work that manifests an emotion that he, or a client, wants to evoke. Jed combines his deep knowledge of traditional and digital art forms to create emotionally resonant and visually striking designs that align with client visions and objectives.

Brands

- » University of Regina
- » Maltby Centre
- » Province of Nova Scotia



Cole DeMan Manager, Technical Operations **BSC**

Cole has a Bachelor of Computer Science from Dalhousie University and has been building games, mobile apps, websites and mobile/ accessible friendly platforms for our clients globally such as those in Canada, United States and the UK. Cole has set himself apart by being able to take a solution across platforms, mediums and methodologies depending on what the organizational needs are. Cole, with his expertise in computer science, excels in developing versatile and accessible digital solutions across various platforms and mediums to meet diverse client needs.

Brands

- » MacMaster University
- Alzheimer Society of Toronto
- Simcoe Muskoka District Health Unit



References ##28

REFERENCES

The Kempinski Group

The Leela

Ms. Santoshi Jain, Senior Consultant, President & CEO

) 91-992-023-2105

skK@skkdreams.com

\$6,500,000

Work Performed

- » Agency of Record
- » Website & Mobile Applications Design & Development
- » Campaign Design & Development
- » Identity Redesign & Development
- » The Leela Magazines
- » Custom Loyalty Program
- » A/V, ERP & CRM Custom Integration with all Digital Interfaces

Government of Jamaica

JAMPRO Corp.

- Mr. Gabriel Heron, Vice President of Marketing
- **1**-876-978-7755 ext. 2102
- gabrielheron@gmail.com
- \$195,000

Work Performed

- » Integrated Campaign Research, Strategy, Plan, Execution, & Evaluation
- » Media Buying, Negotiations & Placement for OOH, Transit, & Digital Media
- » Choreography, Storytelling & Creative Direction of all Videography Design of all Marketing Collateral for the Campaign including Banners, Posters, Coffee Cup Sleeves, along with X-Banner for Ongoing Efforts
- » Developing Partnerships with Local Coffee Shops for the Experiential Campaign along with Transit Custom Design & Illustration for all Designs

Government of Canada

Global Affiars

- Ms. Hanna Wajda, Trade Commissioner
- 1-780-495-4978
- ── Hanna.Wajda@international.gc.ca
- \$350,000

Work Performed

- » Agency of Record
- » English & French Websites and Domains
- » Website Design & Development
- » Annual Canada Day Campaign Microsite
- » Canada 150 Campaign Microsite
- » Direct Marketing & Engagement Platform
- » Customization
- » Advertising Campaigns & Event Management



WeUsThem's approach to promoting Visit Fort Bragg involves an in-depth understanding of the city's unique offerings, historical transition, and current marketing needs. Recognizing Fort Bragg's journey from a lumber town to a flourishing tourist destination, our strategy integrates the community's rich heritage with contemporary tourism trends. Fort Bragg's diverse attractions, from the renowned Glass Beach and the Skunk Train to the breathtaking Coastal Trail and the Mendocino Coast Botanical Gardens, provide a solid foundation for our creative and strategic marketing efforts. Our goal is to elevate Fort Bragg's brand as a premier destination on California's North Coast, attracting visitors year-round, with a particular focus on the shoulder seasons of winter and spring.

Our plan for Visit Fort Bragg's brand advertising program begins with developing a comprehensive marketing and advertising strategy. This plan will include strategic direction, media planning, and execution, ensuring a robust return on investment. By leveraging past research, we will further define target markets and utilize a mix of traditional and digital media to maximize reach and engagement. Our media buying strategy will involve negotiating optimal placements, securing bonus placements, and consistently tracking and optimizing performance to ensure maximum exposure and effectiveness. Our advertising objectives are clear: to significantly increase awareness of the Fort Bragg brand, drive traffic to the website, and inspire extended stays and yearround visits.

In the realm of creative services, our approach emphasizes the development and execution of a multi-media advertising plan that showcases all of Fort Bragg's attractions and activities. We will provide creative assistance with audio and video scripts, maintain electronic records of all produced materials, and drive increased traffic to the website. Our creative efforts will be strategically aligned to encourage year-round visitation and extended stays. We will craft engaging marketing campaigns, develop creative briefs, and ensure that all creative output aligns with the overarching marketing communications strategy.

Public relations will play a pivotal role in our strategy, aiming to position Fort Bragg as a premier year-round destination. We will develop partnerships and co-marketing opportunities to enhance the city's positive perception within the tourism community. By executing targeted public relations campaigns, leveraging earned media, and organizing special events, we will generate extensive publicity and media coverage. Our efforts will include writing and distributing press releases, developing media familiarization tours, and creating a comprehensive editorial calendar. We will build and maintain strong relationships with key media outlets, influencers, and public relations firms to maximize Fort Bragg's visibility.

Our social media strategy focuses on inspiring engagement and visitation through optimized use of Facebook, Instagram, and YouTube. We will continue to grow your social media following, create compelling content, and drive traffic to the website. Our content development will cover a wide range of activities and locations, capturing the essence of Fort Bragg through photography, videos, and written narratives. By engaging with social media influencers and staying ahead of emerging platforms, we will ensure that Visit Fort Bragg remains relevant and visible in the digital landscape.

Our website functionalities will include dynamic blog feeds, interactive maps, advanced SEO, and interactive trip itineraries. We will provide recommendations on listing lodging partners and creating shopping and dining directories to enhance the user experience. Our goal is to make the Visit Fort Bragg website a comprehensive resource for visitors, providing all necessary information to plan their trip effectively.

To evaluate the results and return on investment (ROI) for the Fort Bragg project, we will implement a comprehensive assessment strategy that includes both quantitative and qualitative metrics. This will involve tracking key performance indicators (KPIs) such as website traffic, social media engagement, and conversion rates for promotional campaigns to measure digital reach and impact. Additionally, we will analyze tourism data to monitor changes in visitor numbers, duration of stays, and off-season tourism growth. Surveys and feedback forms will be distributed to local businesses and visitors to gauge satisfaction and perceived value of the promotional efforts. Financial analysis will be conducted to compare marketing expenditures against increases in tourism-related revenue, providing a clear picture of the economic benefits generated. By combining these diverse evaluation methods, we will ensure a robust and accurate measurement of the project's success and its ROI.

In place of in-person meetings, we will conduct virtual meetings, a format we have perfected over the years. These virtual meetings will be utilized for providing updates, seeking feedback, and engaging with key stakeholders. We will work closely with the City Manager's office and attend stakeholder meetings virtually to ensure seamless communication and collaboration

By combining strategic planning, creative execution, public relations, social media engagement, and advanced website functionalities, WeUsThem will create a holistic marketing approach to promote Fort Bragg as a premier tourist destination. Our comprehensive understanding of the scope of work ensures that we can meet and exceed the objectives set forth, driving increased visitation, extended stays, and higher visitor spending, ultimately benefiting Fort Bragg's businesses, residents, and overall economy. 126

Marketing Workflow



01 Market Research

We analyze the needs, establish objectives, and set target goals. We conduct audience research which takes in to account demographics and socio-demographics. We also do environmental research that looks at other organization's social media accounts and analyze the performance of their campaigns.



04 Implementation

Daily iterations - Constantly altering implementation through evaluations & feedback.

The next step is putting the plan in to practice. We execute the social media campaign by posting daily content, executing ad placements, and ongoing public relations interactions that engage with your target audience.



02 Persona Development

We look at the big picture and plan our social media strategy in accordance to the expected outcomes and goals of your organization. We define various personas for each target audience that outlines their preferred tone, likes, dislikes, behaviours, and more.



05 Evaluation & Adjustments

We now act in accordance to the performance of the campaign. We look at what went well and what did not, and make any adjustment required. Post the implementation stage, we go back into a cyclical loop for all our quality measures. This ensures that our work is approved of and meets the expectations of our clients.



03 Content, Channels, & Ad Spending

Quarterly Iterations - Strategies revisited

We create content that aligns with the audience previously outlined. The personas we develop ultimately determine what social media channels we will use, what our message should be, and what visuals to include. We then develop our paid advertising strategy, which sets the blueprint for the campaign ahead.

Creative Workflow



01 Initial Research & Information Collateral

We conduct comprehensive research, target audience analysis, while collecting information and requirements from yourself and your identified stakeholders in order to solidify the approach and bring together all collateral components. We also receive any collateral you may have to offer content, previous creative, feedback, visuals, etc. as part of our discovery and review.



02 Brainstorming

During this stage of the process, sketches help understand how all the collected information may impact the design. As part of this process we conduct a review of the design as it stands today in conjunction with what it needs to be moving forward using a knowledge management paradigm to design a layout that informs on knowledge transfer and information retention. A few ideas from these sketches and information diagrams then take us to the next stage of designing the same for review.



03 Prototyping Drafting

High fidelity designs are developed based on the research and the layout designs. We are happy to present these designs for your review and collaborative feedback and adjustments. We also provide for the rationale based on our research and iterate on the same based on your feedback to reach a design that is in- line with the expected outcomes of the design and informational aspects.



04 Iterative Review & Feedback

We iterate on the finalized draft with yourselves to ensure that the layout and presentation is reflective of how it needs to be received by the target audiences. Our approach ensures that there are at least 2 rounds of reviews and feedback that are applied to the designs.



05 Handover

We prepare all the files for immediate handover and use either by your printers or your internal team in an agreed upon format. Assets used are also transferred to ensure appropriate use, printouts, etc. are not hampered.

Media Workflow



01 Primary Research

With respect to Primary Research, we talk to you and stakeholders you identify on what has been your practices thus far, what has worked for you and what has not worked for you. This informs our work based on what your successes have been along with what the pain points you are dealing with are concerned.



02 Secondary Research

In looking at the geographies and demographics you want to target in stark contrast to your competitors and how they do so in the region and beyond, we would be evaluating what has worked and what does not across the spectrum for those entities. Reviewing your own analytics of what has been earned and what not will also be part of our work to ensure we are looking both internally and externally.



03 Media Evaluation

In reviewing where the you see the best bang for your buck, who you want to have listening to your media exposures and where you hope to have the most traction, the media outlets, brands and platforms will be identified for the same. In reviewing what your approaches are, how much they entertain and facilitate media, to where we can leverage your networks, would be mechanisms we would identify to exploit as far as sharing clippings would be.



04 Audience Demographic

Media is really a reflection of how the content is consumed by the various outlets, the public at large and how people are then putting their own voices forward when it comes to the school. To encourage such behaviour, identifying the audience demographic, their profiles including their likes and dislikes to their content consumption mechanisms, will be identified, quantified and articulated on what works and what does not. Identifying the unique quirks of the target audiences that you hope to reach and have continue to engage with the your brand, would be what we would be charting out the alignments for.



05 Strategy Execution

In conjunction with your internal marketing communications team or your vendor (agency), we move forward with the purchasing of media and executing the strategy as planned.

These along with a whole host of custom processes, unique to you would be employed in putting together the strategy that would generate the most media you would expect that would produce high turnaround rates.

Branding Workflow



01 Research & Engagement

We start with research and engagement. Conducting comprehensive research on the target audience, such as meetings with stakeholders, citizens, staff and competitors along with a process of collecting intelligence from targeted demographics along with organizational strategic positioning documents. We thoroughly evaluate your current brand and analyze where you want to take your new image.



02 Brainstorming

We then start brainstorming. During this stage of the project, ideas around the ethos of the brand are conducted based on revelations from the initial research. Position statements, associated sketches, etc. help us understand how the brand could be reflected. We conduct a full creative brief of your new brand.



03 Brand Drafting

Then comes the drafts. At this stage in the design process, high-fidelity drawings and sketches of the brand will be created based on the ideas proposed in the previous stage. We design and present various mood boards for the new logo and branding. This will include various logo, font, colour, and style options.



04 Iterative Review & Feedback

The brand identity is further refined and fully completed based on the information and feedback gathered from the previous stages. The final product and branding positioning document would then be submitted for your review, with associated styles, guides, web templates, etc. developed for your review.



05 Handover

We then provide a style guide, sharing information on the colours, fonts, and stylistic elements of the brand, while also presenting a variety of do's and don'ts with the brand, including a variety of placements and uses that may be conceived with the brand including the collateral identified within the scope.

Website Workflow



01 Audit, Initial Research, Information Collateral

We conduct comprehensive research, target audience analysis, while collecting information and requirements from yourself and your identified stakeholders in order to solidify the approach and bring together all collateral components. We also receive any collateral you may have to offer including previous studies, organizational strategies, visuals, etc. as part of our discovery and review.



02 Brainstorming

During this stage of the process, sketches help understand how all the collected data and information may impact the design.



03 Information Architecture

As for this process we conduct a review of the content as it stands today in conjunction with any modifications that need to be made and use a knowledge management paradigm to design an information architecture flow that informs on user journeys and flows.



04 Prototyping & Drafting

High fidelity designs are developed based on the research and the layout designs. We are happy to present these designs for your review and collaborative feedback and adjustments.



05 Development

The iterative build of the architecture, the backend code, the CMS as well as all associated integrations, plugins, widgets, etc. begin at this stage, along with the UI (User Interface) per the approved designs.



06 Alpha & Beta Testing

We bring in Alpha & Beta testers including your external stakeholders for input & feedback. This phase is a response to the original engagement process conducted to identify the gaps/needs. This allows us to receive any thoughts, ideas or feedback on the UX or the UI.



07 Training

Training is conducted with along with the development of a handy training guide for both administrators and subject matter experts.



08 Handover

Handover / Launch is conducted in coordination with your planning, with our warranty now taking over for the next 30 days for the website, followed closely by a maintenance plan should you opt in to the same.

Media Relationships

At WeUsThem, we pride ourselves on the enduring and mutually beneficial relationships we foster with various stakeholders, and one particularly vital facet of this is our engagement with the media. Our dedication to nurturing these connections has proven instrumental in our continued success.

Over the years, we've methodically cultivated an extensive network of media contacts that spans a broad spectrum, both in terms of geography and influence. From across the media expanse in Canada to those in the United States and across numerous countries in Europe, Asia, the Middle East and Africa, our list of media associations is a testament to our commitment to staying connected with the media landscape that exists globally.

Currently, we maintain active and robust communication with the majority of media houses with our most recent example being in the State of Wyoming. These include but are not limited to the Wyoming Broadcast Association, Gillette News, and Town Square Media. Our relationship with these respected institutions goes far beyond mere professional interactions; it's marked by a sense of camaraderie and shared objectives.

This strong rapport translates into tangible benefits for our clients. Thanks to our well-established connections, we consistently secure favourable rates and terms when collaborating with these esteemed media partners. The trust we've built ensures a smooth and efficient working process, allowing us to deliver exceptional results.

Our work with the Government of Canada to further its relationship with the United States, required our continued interactions with the media across all of our events, pitching stories and having ur spokespersons speak to how we see our continued relationship with our neighbours to the south blossoming.

But our dedication doesn't end here. We understand that the media landscape is dynamic, constantly evolving. Therefore, we remain steadfast in our commitment to nurturing and expanding these relationships. By doing so, we not only ensure continued success for WeUsThem but also empower our clients to reach new heights in their media endeavours.

Our approach to media relationships isn't just transactional; it's built on trust, collaboration, and a shared vision. It's a testament to our commitment to excellence and our belief in the power of strong partnerships to achieve remarkable results in today's ever-changing media landscape.



Research

Primary Research

Primary research is new research, carried out to answer specific issues or questions. It will be conducted through the examination of existing reports made available from you, the client. We will gather both qualitative and quantitative data points as defined within our original methodology that would be developed for your approval post project onset. As can be seen on the following page, we also use engagement sessions as part of our primary research processes where we gather information through focus groups, internal stakeholder interviews, and online surveys, which allows us to ultimately understand you and your needs better.

Secondary Research

Secondary research (also known as desk research) involves the summary, collation, and /or synthesis of existing research. Secondary Research will be conducted through literature reviews of best practices within the industry internationally, but also to explore what it is currently that individuals are associating with and consuming information from and in what manners. This will be informed through the initial meetings with yourselves that are had in a manner to better guide the research study to be undertaken. A list of preliminary citations would also be made available as part of our research methodology that we would develop for your approval prior to conducting the study should we undertake such an approach.



Stakeholder Engagement



Focus Group

The consultation will take place with both the internal stakeholders as well as the external audiences in a fashion that engenders the most open discussion on any such exercise needs to bring together opinions from a wide demographic that currently engages with the organization in some fashion.



Internal Stakeholder Interviews

Typically, we like to perform these interviews one-on-one, ensuring that we are able to capture stakeholders unique views in their entirety. These exercises can either be done in person or via video conference, whichever is more convenient for your organization. The questions that are asked are reflective of your internal needs and workings, something that internal stakeholders would be knowledgeable and aware of.

02



Online Surveys

As part of our work, we would also open up the questionnaires to those individuals who would not be or who would not wish to be part of the face-to-face engagement sessions. They would be engaged online with the questionnaires on our Engagement 101 platform promoted through your various communication channels.

03

01

Scope of Work #//39

APPROACH & METHODOLOGY

Key Performance Indicators

When setting out on an adventure, we like to identify quantifiable KPIs to gauge the success of our work. We are not shy, neither concerned to measuring our own success based on strategies we have employed. We want the numbers to tell us that we are on brand and on message per the identified outcomes being sought by our client. While the KPIs may tell you how well engagement in a campaign does, it does not give us the full picture that we need in order to ensure we have delivered on the conversion metrics that are required to critically identify that your campaign or your work is performing how we want it to.

This is why we very much focus in on the Brown and Green dollar conversion points based on our discovery and discussions around what is important to you and how best we can ensure we reach the identified targets or the outcomes you seek. We strive to create

meaningful conversations for our partners because it leads to conversions - your brands bread and butter. Authentic engagement is just one of our key performance indicators that we follow in order to drive those conversion parameters.

We have many tools and technology that we use to measure success, please have a look at some of the benchmarks below to give you an idea of what metrics matter. Do also note that these differ per project so these are not necessarily etched in stone for this project, but does provide for an indicator of what we look for with regards to returns.



PROJECT MANAGEMENT APPROACH

PRINCE 2 Methodology



01 Initiation

The project manager defines what the project will achieve and realize, working with the project sponsor and stakeholders to agree upon deliverables.



02 Planning

The project manager records all the tasks and assigns deadlines for each as well as stating the relationships and dependencies between each activity.



03 Execution

The project manager builds the project team and also collects and allocates the resources and budget available to specific tasks.



04 Monitoring

The project manager oversees the progress of the project work and updates the project plans to reflect actual performance.



05 Closing

The project manager ensures the outputs delivered by the project are accepted by the business and closes down the project team.

Contract

The contract although a legal document sets the stage for the various major components that would be included within the project. This would also include a budget for the project.

Terms of Engagement

A terms of engagement document is developed to ensure that both teams are aware of the rules of engagement and how/when connects can be expected at what times for varying purposes.

Gantt Chart

A Gantt chart with the major deliverables and milestones, coupled with the accountabilities thereof is developed during project onset to identify when each of the various components are due.

ACCOUNT MANAGEMENT & TIMELINES

Account Management

We will look to provide you with weekly updates and conference calls. Typically, we carve out a day and time during the week to get on a video call with yourselves. During these meetings we will provide you with updates on the project, as well as talk through the deliverables. Sometimes we may even present you with collateral or strategies that need your feedback or approval. Other regular updates include but are not limited to:

Interim Reports - Regular reports, through meetings, email and Slack, of any updates, concerns or requirements we may have of you.

Notable Areas of Concern and/or Strong Areas of Consensus During the Project -

These are the updates that are crucial to ensure the project stays on track, which are communicated through meetings and formal emails.

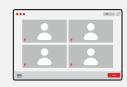
Ensuring Various Levels Stay Informed - As per our Terms of Engagement, we identify the key stakeholders as well as those that need to be kept in the loop for the various levels of communication that need to occur. All individuals are welcome to take part in the Slack channel where secured sub-channels can be created with individuals invited within depending on the terms of engagement we have drawn up and the "need to know" imperative for progress updates as well as team communication.

Below are some of the tools we utilize for client communication.



In Person Meeting

We are happy to travel to you, or you are welcome to our studio on Barrington Street. Feel free to drop by for a coffee or friendly chat!



Videoconferencing

We are happy to communicate with our clients through video conference calls using any technology that is mutually accessible such as Skype, Zoom, GoToMeeting, etc.



Slack

With a multitude of channels and bots built-in, there are ways to carve out conversations with various members of the teams at various levels should we require the same. It also provides for an ease in sharing documents live, while maintaining it in a singular space/repository that can be accessed by either teams.



Asana

An instance of our Asana account is instantiated to document any and all issues that are identified through the various test and approval phases identified.

ACCOUNT MANAGEMENT & TIMELINES

Timelines

Timelines are extremely important to WeUsThem as no one benefits from the delay of a project. That said, besides from having a well equipped team of professionals to attend to accounts as they come in, we do have some techniques/tools we use to ensure that we stay on time and on task.

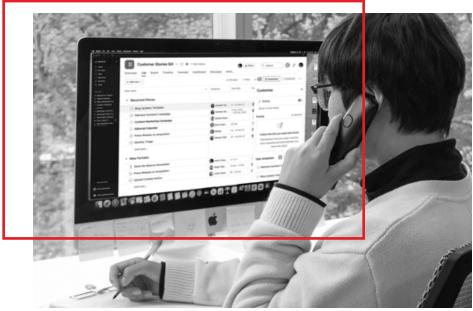
Account Manager

Sarah Van Achte will be the individual to coordinate all activities related to your account. She is phenomenal when it comes to keeping everyone on task. More importantly, she provides for updates as agreed upon on regular intervals ensuring that the work continues to remain on schedule and on budget as agreed upon during project onset within the approved Gantt chart. We have an industry standard project management methodology that we follow as well that allows for iteration, while staying on schedule and on budget at all times.



Asana

Asana is WeUsThem's project management software of choice and it houses every single one of our tasks. The neat thing about it is that it is similar to social media, but for professionals. Tasks can be assigned to different team members and others can follow, like or comment on those assignments. This allows Sarah to keep a close eye on tasks and ensure that they finish on time.



Gantt Chart

One of the first steps we always take when starting a project is creating a Gantt Chart that outlines all tasks and milestones that contribute to the creation of your website. A part of Sarah's job is to keep an eye on that chart at all times, ensuring that we are on schedule. That said, sometimes projects are delayed due to unforeseen circumstances. If that is the case, an updated Gantt Chart will be provided to you within 24 hours for your approval.



Budget #/44

PROPOSED DETAILED LINE-ITEM BUDGET

SCOPE OF WORK

Item	Cost*
Audit, Research & Discovery	\$4,350
Strategy Development	\$24,750
Creative Design	\$58,400
Social Media Management (5 months)	\$20,625
Website Functionalities	\$16,500
Reporting	\$6,600
Account Management	\$5,000

TOTAL

\$163,225

SUGGESTED MEDIA BUYS

Item	Cost*
Media Buys	\$37,205
Media Buying Services (15% of Buys)	\$6,570

OPTIONAL

Item	Cost*
Retainer Rates*** 30 hours / month 50 hours / month 100 hours or more / month	\$185/hr \$175/hr \$165/hr
Travel Costs (3 people, 4 nights)	\$10,000 Per Trip

PERSONNEL RATES

Item	Cost*
Ashwin Kutty	\$255/hr
Faten Alshazly	\$255/hr
Sarah Van Achte	\$125/hr
Temitayo Balogun	\$165/hr
Jed Gemarino	\$185/hr
Cole DeMan	\$165/hr

EXCLUSIONS

- » Original Videography and/or Photography
- » Travel, Accommodations, & Per Diem

TERMS

We accept payment via cheque, cash, or credit card through PayPal (2.9% plus \$0.30 fees would apply). We will also accept direct deposits, EFTs, or wire transfers, not including associated fees.

We believe in providing for a schedule that follows a lump-sum view of each component of the project as follows:

Advance (project onset)

35%

Progress payment (Finalized Designs)

70%

Final payment (Handover)

100%

Our payment terms are net 45 from the receipt of an invoice.

- *All pricing is in USD.
- **Growth package from WP Engine
- ***Retainer rates allows you to pre-purchase hours, however, we also provide for lumpsum project pricing should you prefer doing that across all our service lines for any additional or other work required.

\$43,775

140



Work Schedule ##46

WORK SCHEDULE

Jul 22, 2024 - Aug 20, 2024 **Project Onset & Discovery**

- » Contract Signed
- » Meeting(s) with Project Team
- » Project Management Dashboard setup
- » Approval of Gantt Chart & Milestones
- » Receive Any and All collateral
- » Stakeholder Engagement
- » Desk Research

Aug 21, 2024 - Oct 15, 2024 **Strategy**

- » Prepare Strategies (marketing, event, etc) Feedback & Approval
- » Revisions based on Client Feedback
- » Prepare Media Buy Plan Feedback & Approval

Oct 16, 2024 - Feb 12, 2025 **Creative Assets**

- » Design of Creative Assets
- » Presentation of Assets Feedback & Approval
- » Revisions based on Client Feedback
- » Website Functionalities Feedback & Approval
- » Revisions based on Client Feedback

Feb 13, 2025 - Jun 30, 2025

Reporting & New Year Kickoff Planning

- » Media Buy Execution
- » Rol reporting from identified KPIs
- Social Media Management
- » Start of New Year Kickoff Planning



Insurance #/48

INSURANCEREQUIREMENTS

Currently in place, we have General Liability Insurance.

We are part of an exclusion list of industries and sectors for Workers' Compensation. We have attached a clearance letter from our Workers' Compensation Board for your reference.

Automobile Liability Insurance does not apply to WeUsThem Inc., as we do not operate automobiles as part of our business. However, we do have insurance for non-owned vehicles, should that be necessary.

Attached please find our Insurance Certificate for your review as well as a letter from the Workers Compensation Board for our exclusion.

CERTIFICATE OF LIABILITY INSURANCE

This certificate do	This certificate does not amend, extend or after the coverage afforded by the policies below.	or alter the co	verage afford	coverage afforded by the policies below.		
CONFIRMATION OF INSURANCE	ING ADDRESS	WEI	WEUSTHEM INC	C.		
		179	1791 BARRINGTON ST,	TON ST, SUITE 402		
		HAL	HALIFAX, NS			
	POSTAL				POSTA	POSTAL B3J 3K9
3. DESCRIPTION OF OPERATIONS/LOCATIONS/AUTOMOBILES/SPECIAL ITEMS TO WHICH THIS CERTIFICATE APPLIES (but only with respect to the operations	NS/AUTOMOBILES/SPECIAL ITEMS TO WHIC	H THIS CERTIFIC	ATE APPLIES (bu	t only with respect to the operations of th	of the Named Insured)	
Marketing & Application Development	lopment					
4. COVERAGES						
This is to certify that the policies of in: or conditions of any contract or other or conditions and reference and	This is to certify that the policies of insurance listed below have been issued to the insurand above for the policy period indicated notwithstanding any requirements, terms or conditions of any contract or other document with respect to which this certificate may be issued or may pertain. The insurance afforded by the policies described herein is enhanced and conditions and conditions of such analysise.	rred named above i ay be issued or may	for the policy perior y pertain. The insu	d indicated notwithstanding any requirements rance afforded by the policies described here	, terms in is	
Subject to all terms, exclusions afto or	originals of such poincies.	LIMITS SHOWN	MAY HAVE BE	LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS EFFECTIVE CYPIDY LIMITS OF	ILITY	
TYPE OF INSURANCE	INSURANCE COMPANY AND POLICY NUMBER	DATE YYYY/MM/DD	DATE YYYY/MM/DD	(Canadian dollars unless indicated otherwise)	licated otherwise)	AMOUNT OF
COMMERCIAL GENERAL LIABILITY				COMMERCIAL GENERAL LIABILITY BODILY INURY AND PROPERTY DAMAGE		D OOO C
CLAIMS MADE OR X OCCURRENCE				- GENERAL AGGREGATE - EACH OCCURRENCE	200,-	2,000,000
X PRODUCTS AND / OR COMPLETED OPERATIONS A	AGILE UNDERWRITING SOLUTIONS	2024/2/17	2025/2/17	PRODUCTS AND COMPLETED OPERATIONS AGGREGATE	1,000	2,000,000
☐ CROSS LABILITY	N004404			☐ PERSONAL INJURY LIABILITY OR PERSONAL AND ADVERTISING INJURY ☐ I IABII ITY		
				MEDICAL PAYMENTS	1,000	25,000
X TENANTS LEGAL LIABILITY				TENANTS LEGAL LIABILITY	1,000	500,000
POLLUTION LIABILITY EXTENSION				POLLUTION LIABILITY EXTENSION		
X NON-OWNED AUTOMOBILES HIRED AUTOMOBILES	AGILE UNDERWRITING SOLUTIONS	2024/2/17	2025/2/17	NON OWNED AUTOMOBILE	1,000	1,000,000
AUTOMOBILE LIABILITY				BODILY INJURY AND PROPERTY		
ALL OWNED AUTOMOBILES				BODILY INJURY (PER PERSON)		
LEASED AUTOMOBILES ** ** ALL AUTOMOBILES LEASED IN EXCESS OF				BODILY INJURY (PER ACCIDENT)		
30 DAYS WHERE THE INSURED IS REQUIRED TO PROVIDE INSURANCE				PROPERTY DAMAGE		
EXCESS LIABILITY				EACH OCCURRENCE		
UMBHELLA FOHM				AGGREGATE		
OTHER LIABILITY (SPECIFY)						
5. CANCELLATION						
Should any of the above described policertificate holder named above, but fail	policies be cancelled before the expiration date thereof, the issuing company will endeavor to mail days written notic failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives	on date thereof no obligation c	f, the issuing c	ompany will endeavor to mail	days writt	days written notice to the presentatives.
	MAILING ADDRESS	7.	ADDITIONAL INS	ADDITIONAL INSURED NAME AND MAILING ADDRESS		
Keyes Insurance Brokerage Ltd.		332	5398 Nova 5	3325398 Nova Scotia Limited c/o Compass	Commercial	I Realty LP
1658 BEDFORD HWY SUITE 2260	09	290-	290-3 Spectacle Lake Dr	Lake Dr		
Bedford, NS		Dari	Dartmouth, NS			
	POSTAL B4A2X9					
BROKER CLIENT ID: KUTTYAS001					4 O	POSTAL B3B 1W8
8. CERTIFICATE AUTHORIZATION						
ISSUER Keyes Insurance Brokerage Ltd.	e Ltd.	NON T	CONTACT NUMBER(S) TYPE Phone N	NO. (902) 453-2273 TYPE	Fax No.(9	NO.(902) 453-6668
AUTHORIZED REPRESENTATIVE	•	TYPE				
SIGNATURE OF SIGNATURE	Paglar	DATE	□ 2024/4/5	4/5 EMAIL ADDRESS		

Remarks:

COVERAGE - INSURANCE CLAUSES
INSURING CLAUSE 4: CYBER INCIDENT RESPONSE
SECTION A: INCIDENT RESPONSE COSTS
Limit of liability:

CAD2,000,000 each and every claim, including costs and expenses

Deductible: CAD0 each and every claim SECTION B: LEGAL AND REGULATORY COSTS Limit of liability: CAD2,000,000 each and every claim, including costs andexpenses

CAD1,000 each and every claim SECTION C: IT SECURITY AND FORENSIC COSTS

Limit of liability: CAD2,000,000 each and every claim, including costs and expenses Deductible:

CAD1,000 each and every claim SECTION D: CRISIS COMMUNICATION COSTS Limit of liability:

CAD2,000,000 each and every claim, including costs and expenses

Deductible:

CAD1,000 each and every claim SECTION E: PRIVACY BREACH MANAGEMENT COSTS

Limit of liability:
CAD2,000,000 each and every claim, including costs and expenses
Deductible:
CAD1,000 each and every claim
SECTION F: THIRD PARTY PRIVACY BREACH MANAGEMENT COSTS
Limit of liability:

CAD2,000,000 each and every claim, including costs and expenses Deductible:

CAD1,000 each and every claim SECTION G: POST BREACH REMEDIATION COSTS

Limit of liability:

CAD50,000 each and every claim, including costs and expenses Deductible:

CAD0 each and every claim

T: 902.491.8999 F: 902.491.8001 Toll free: 1.800.870.3331

Employer Account Information T: 902.491.8324 F: 902.491.8326 Toll free: 1.877.211.9267

PRIVATE & CONFIDENTIAL

August 17, 2021

1791 Barrington Street Halifax, NS B3J 3K9 Mr. Ashwin Kutty WeUs Them Inc. Suite 402

Dear Mr. Kutty:

RE: BUSINESS NUMBER 801530437

information, please feel free to browse our Employer's Guide or our website at As per your request today, please find an outline of the requirements to register with the Workers' Compensation Board (WCB) of Nova Scotia. If you require more detailed www.wcb.ns.ca.

Advertising and Marketing services are not considered a mandatory industry, and you are not mandatory by legislation to register with the WCB. An employer hiring you for contract work, however, may request you have your own coverage prior to their hiring you unless they are going to provide coverage for you themselves. Current legislation states that for the purposes of the WCB, an employer is a business in a mandatory industry that has three or more workers. If the company does not have at least three workers when the business is started, coverage is required as soon as the third person is hired. Voluntary or Special Protection coverage is available for registered, employers have the same rights and responsibilities as those for whom most employers who are not required by law to register with the WCB. coverage is mandatory. However, if you are travelling outside of Nova Scotia to other Canadian provinces, you need to contact the Workers' Compensation Board in each province to verify if you are mandatory to register as we are not connected.

Mr. Ashwin Kutty WeUs Them Inc. Page 2 August 17, 2021 If you have any questions, please do not hesitate to contact this office toll-free at 1-800-870-3331.

Yours truly,

Maria Tutty Account Manager

/mt



Consultant Agreement ##50

CONSULTANTAGREEMENT

As mentioned in the previous pages, we request exception to certain insurance requirements, specifically Workers' Compensation and Automobile Insrance. We are part of an exclusion list of industries and sectors for Workers' Compensation. We have attached a clearance letter from our Workers' Compensation Board for your reference.

Automobile Liability Insurance does not apply to WeUsThem Inc., as we do not operate automobiles as part of our business. However, we do have insurance for non-owned vehicles, should that be necessary.

We have no other exceptions to the agreement identified.





twitter.com/weustheminc

partner@weusthem.com

instagram.com/weustheminc

in linkedin.com/company/weusthem

fb.com/weustheminc



Purpose

The purpose of this policy is to ensure equal employment opportunity for all applicants and employees and to promote diversity at all occupational levels of WeUsThem's workforce. The overall objectives of this policy are twofold: (1) to attempt to achieve an employee profile at all levels and categories which reflects the racial and ethnic composition and regional representation of our region; and (2) hiring of culturally diverse staff that provide for that varied and diverse perspectives we so richly need and our clients require.

Attainment of these objectives call for a prohibition of unlawful discrimination in employment because of race, colour, national origin, ancestry, sex, religious creed, age, mental or physical disability, socioeconomic status, medical condition, marital status, sexual orientation, sexual harassment, or pregnancy.

Policy

WeUsThem is an equal employment opportunity, affirmative action employer. We are committed to the elimination of barriers that restrict the employment opportunities available to women, minorities, people with a disability, and individuals representative of the geographic regions served by the agency. We recognize that equal employment opportunity requires affirmative steps to ensure the full utilization of people of all backgrounds who possess the best available skills.

WeUsThem provides equal employment opportunities for the good of the public without regard to race, colour, national origin, ancestry, sex, religious creed, age, mental or physical disability, socioeconomic status, medical condition, marital status, sexual orientation, sexual harassment, or pregnancy. Our commitment to equal employment opportunity extends to all job applicants and employees and to all aspects of employment, including recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, and termination. The monitoring aspects of our cultural competence and diversity plan is the responsibility

of the President. The plan is evaluated and monitored regularly. WeUsThem is totally and irrevocably committed to a good faith effort to provide the opportunity for all employees to perform at full capacity in accordance with their qualifications, abilities, and interests.

Objective

The cultural competence and diversity plan attempts to achieve as closely as possible an employee profile at all levels which reflects the racial and ethnic composition and regional representation of our region and client service area. WeUsThem will attempt to seek personnel from all segments of the community for all job levels within the company through upgrading recruitment from minority group members and regionally represented individuals.

Procedure

WeUsThem will employ and promote persons of merit, regardless of their race, ethnicity, age, colour, religion, gender, national origin, sexual orientation, handicap, or socioeconomic status, in relation to the requirements of the position for which they are being considered. The company's cultural competence and diversity plan's goal is to attempt to have staff who reflect, as nearly as possible, the racial, ethnic, and regional composition of its service area.

Dissemination of Policy

- » A copy of this document will be given to every employee.
- » The policy will be discussed in employee orientation and staff meetings.
- » All employment advertising will carry the statement: "Equal Opportunity Employer" or "EOE"

Responsibility for Implementation

The President shall:

- » Be responsible for the implementation of this policy and any related policies or programs.
- » Take positive measures to ensure that equal opportunity is available in all areas of employment including: recruitment, selection, hiring, promotion, demotion, compensation (including salary adjustments, reallocations, and performance increases), termination, reductions in force (layoffs), reemployment priorities, training, career development, transfer and other terms, conditions and privileges of employment.
- » Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.
- » Communicate the company's commitment to EOE policies, plans, and procedures to all employees, applicants, and the general public.
- » Provide necessary resources to ensure the successful implementation of the EOE program.
- » Ensure the development and implementation of policies, procedures, and programs necessary to achieve a workforce in each occupational category that reflects the geographic service area and population served.
- Ensure the development and implementation of an equal employment opportunity plan and program.
- » Periodically assessing hiring and promotion trends toward the evaluation of progress and impediments in the attainment of goals.
- Assisting in the identification of problems in administering this policy and helping to resolve them.

Action Programs

01 Recruitment: WeUsThem actively recruits qualified applicants, including diverse groups of people and individuals reflecting the geographic areas and individuals served, for all job postings.

- » We will endeavor to hire employees from diverse backgrounds. Any testing or screening procedures will be reviewed on a continuing basis (within resources available) to ensure their job relatedness and validity. Information acquired from the position audits will be used to construct valid job related tests and screening procedures.
- » All employment interview questions will be reviewed for job relatedness. Non job related questions and those items which may tend to screen out a particular ethnic or racial group will be eliminated.
- » On-the-job training and cross-training will be provided to expose employees to a broad range of job duties and experiences.
- » When regular channels of recruitment are not supplying enough individuals to fairly represent the geographic areas and individuals being served, then alternative initiatives must be instituted to better identify, educate, and encourage application of candidates of merit, including, but not limited to:
- » Contact with professional minority group employment and placement agencies;
 - » Recruitment through advertisement in minority group-oriented media;
 - » Identification and contact with university placement officers that have special programs for minorities; and
 - » Contact with groups specifically oriented to, and concerned with, minority groups and individual's representative of the geographic service areas.

02 Hiring:

- » Resumes will be requested from each applicant. An objective criteria and minimum qualifications will be pre-established for each vacancy. The resumes will be screened according to the pre-established criteria without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, or handicap.
- » Interviews and employment applications will be offered to qualified applicants. The immediate supervisor and/or the President will conduct the job interviews. After consultation with the President, the most qualified applicant will be offered the position.
- » When the finalists are equal in qualification but one represents a minority group or are representative of the geographic service area and/or those served, they will be offered the job.

03 Promotions: Every consideration will be given to internal promotion when seeking to fill vacancies

- » A review of present staff will be made in search of a pool of qualified staff.
- » Job openings and requirements will be posted and application encouraged.
- » Promotions will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, or handicap.
- » Factors to be considered when offering a promotion from within are: qualifications for the position, past work performance, and willingness of the employee.

04 Transfers: Transfers will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.

05 Demotions:

- » Demotions will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.
- » May occur if the employee has demonstrated poor work performance in a position for which they are not qualified for any reason.
- » Demotions will be made only in cases where an employee was placed into a position of responsibility above their ability to perform.
- » Demotions will not be used for disciplinary reasons.

06 Training:

» Training will not be influenced by race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.

Cultural Competence

WeUsThem will demonstrate cultural competency by designing and delivering services in a manner that will be most effective and respectful given the cultures of the individuals served

Grievances

Any grievances or complaints should be directed to the President. Any employee acting in a manner contrary to the plan will be counselled and/or disciplined according to the disciplinary policy and procedures.

Monitoring

Annual reports will be used to monitor the plan. This report analyzes the workforce by race, country of origin, gender, and category. Accomplishments and shortcomings will be noted and corrective actions recommended to the President.

Appeals and grievances are monitored by the President throughout the year.

Timeframe

The President will review the program annually.



MINORITY SUPPLIER COUNCIL CANADIAN ABORIGINAL AND

This certifies that

WeUsThem Inc.

Has met the requirements for certification as a bona fide Aboriginal or minority business enterprise as defined by the Canadian Aboriginal and Minority Supplier Council (CAMSC)

NAICS Code (s): 541810.541613.541910.541850.541890

June 30, 2023

0000003800

Issue Date

Certificate Number

SAN CONTRACT

June 29, 2024

Expiration Date

Cassandra Dorrington

President

CAMSC is affiliated with the National Minority Supplier Development Council (NMSDC)







ACCESSIBILITY POLICY

Definitions

Authoring Tool - Includes WYSIWYG web page editing tools, content management tools, development tool for applet, scripts, or applications, non-text media (e.g. video, audio, images) editing tools, social media content authoring tools (e.g. blogs, wikis, social networks).

Authoring Tool Accessibility Guidelines (ATAG) - Accessibility requirements for web authoring tools, including software and services that are used to produce web content, for example HTML editors, content management systems (CMS), or online forums. ATAG guidelines outline both how to make the tools accessible and also how the tools can be built to help create more accessible content.

Internal Website - Website developed or procured to meet an internal WeUsThem Inc. business need, such as timesheet management. Access to such sites is only available to WeUsThem Inc. members of staff, both permanent and temporary.

Public Website - Website developed or procured to support or inform WeUsThem Inc. customers and members of the public.

User Agent - Includes browsers, media players, and applications that render web content.

User Agent Accessibility Guidelines (UAAG) - Accessibility requirements for web browsers, media players, and some assistive technologies that process and present web content to users.

Web Content - Includes electronic documents, websites, services, and applications delivered via the web.

Web Content Accessibility Guidelines (WCAG) 2.0 - Accessibility requirements for web content, including text, images, audio-visual materials, and the code used for structure, style, and interactions.

Website - Includes websites, services, and applications created using Open Web Platform technologies. Note this includes web applications developed solely for mobile platform delivery.

Policy

- » All new and redesigned web content published after the effective date of this policy by WeUsThem Inc., both for public and internal websites and services, will conform to WCAG 2.0 Level AA success criteria.
- » All existing web content published prior to the effective date of this policy will either be archived or modified to conform to WCAG 2.0 Level AA success criteria. Web content hosted on WeUsThem Inc. public websites will be addressed no later than August, 2019. Web content hosted on internal websites will be addressed no later than September, 2019.
- » All internal content management systems (CMS) and web content authoring tools will conform to ATAG Level AA success criteria by Jan, 2016. Where websites, services, or applications provide users with the opportunity to generate content, the interfaces provided will conform to ATAG Level AA.
- » All internal user agents will conform to UAAG Level AA success criteria by Jan, 2016. Where user agents are used as part of a website, service, or application, such as a media player, they will conform with UAAG Level AA success criteria by Oct, 2019.
- » This policy does not stipulate any particular technology or design approach. The aim is to maximize access to and use of WeUsThem Inc. websites by people with disabilities.

Need for Policy

- » The June 2011 World Health Organization (WHO) Report on Disability estimated that there are a billion people with disabilities. Many of these disabilities can affect access to information technologies, and/or can benefit from the use of information technologies including the Web.
- » Accessibility of the Web is of critical importance to people with disabilities around the world, including people with auditory, cognitive, physical, neurological, and visual disabilities, and is likewise important to those with accessibility needs due to aging.

ACCESSIBILITY POLICY

- » Providing accessible web content can also benefit people who do not have disabilities but who are experiencing situational barriers. For instance, when accessing the Web from devices with small screens or in low bandwidth situations, or when experiencing barriers due to language or literacy levels, accessibility solutions can also support improved access.
- » WeUsThem Inc. is committed to ensuring equal access for people with disabilities. As potential customers and employees they are important contributor to WeUsThem Inc. business success and should not be excluded.
- » As a consequence of this policy, WeUsThem Inc. will meet its obligations as defined by its internal mandates and those governing legislations for our clients.

Responsibilities

It is the responsibility of all members of WeUsThem involved with projects requiring an Accessibility lens to be responsible and accountable as follows:

- » Ensure compliance with this policy.
- » Prepare and provide accessibility testing completion and guidance to all clients.
- » Promote web accessibility awareness internally.
- » Respond to client enquiries related to web accessibility.
- » Organize on-going assessment of the accessibility of websites, content, services, and applications identified as in scope.
- » Ensure user feedback mechanisms are included as part of project deliverables.
- » Ensure all staff receive appropriate and regular accessibility training.
- » Choose and implement tools that conform to this policy.
- » Remedy identified accessibility barriers.
- » Ensure submitted content is compliant with this policy.
- » Identify, Recommend, and Remediate accessibility issues in authored web content.

Exclusions

- » Web content that has been archived is not subject to the standards referenced in this policy.
- » Should there be a specific request for access to archived content by any individual with a disability, that content will be made available in a suitable format within 10 business days. Where it is not technically possible to make the content available, a suitable alternative should be agreed with the individual. The department or team responsible for the creation of the content is responsible for making it accessible.

Syndicated Content

- » Elements of WeUsThem Inc. websites might include web content syndicated from other providers. For example, a social media stream.
- When considering a syndication service for inclusion in any of WeUsThem Inc. websites, any service review should include an evaluation of the accessibility of the service. Such evaluations must form a part of the service selection criteria.
- » Where a service is selected with known accessibility issues, WeUsThem Inc. will develop or procure a solution that ensures the content delivered via WeUsThem Inc. websites meets the policy standards.

Reporting

Each department with responsibility for web content, websites, services, or applications must submit an annual status report to the President.

The status report will summarize the efforts and progress towards the aims defined by this policy.

Policy Review

This policy shall be reviewed at least once a year.

The review should include input from ICT, Marketing, HR, and Legal.

Strategic & Creative Services



Before we begin . . .

When we're inspired we have a tendency to get a little carried away, and that is exactly what happened when we began digging into the Visit Fort Bragg brand.

After many years of working with tourism clients we understand the importance of a strong off-season campaign, and we think you are onto something with your dedicated "Winter Visit" landing page. We began to wonder, "how could we take it one step farther?"

Scan the QR code to the right to see where that question took us!



Table of Contents

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NICE TO MEET YOU

FIRM DESCRIPTION

Let's ignite Fort Bragg's travel scene!

Imagine Fort Bragg captivating audiences with its rugged charm, vibrant culture, and endless adventure. That's the power of strategic marketing we bring to the table.

Verdin Marketing isn't your average agency. Since 2003, we've been crafting award-winning campaigns that resonate. Our team of strategists, creatives, and digital wizards obsess over data-driven results, crafting stories that captivate across all media channels – paid, owned, and earned.

We'll collaborate closely to develop a customized marketing plan that amplifies Fort Bragg's unique voice. Think targeted social media campaigns, compelling website content, and stunning visuals that leave a lasting impression. Plus, our media connections ensure your story reaches the right audience.

Ready to unleash Fort Bragg's potential? Let's chat and show you how our expertise can propel your success.

Mary Verdin

President & CEO

mary@verdinmarketing.com | (805) 541-9005

P.O. Box 3060, San Luis Obispo, CA 93403

DBE Firm No. 42625 CSDA Members At Verdin Marketing we help build strong communities through strategy, consensus and storytelling.

We believe in...

- Caring for our world
- Giving of our talents to make a difference
- Being dependable teammates
- Continuously learning, growing and getting better













Our Services

When you partner with Verdin, you get access to a team of specialists + a full range of marketing services under one roof. And it's all customized to your goals.

Marketing & Brand Management

- Research
- Identity & Branding
- Marketing Plans
- Image Perception Assessment
- Customer Relationship Management

Public Relations

- Public Relations Strategies
- Press Release Writing & Distribution
- White Paper Development
- Trade Show Booth Management
- Crisis Communications

Digital Marketing

- Social Media Strategies & Content Development
- Social Media Monitoring & Management
- Blogging
- Search Engine Marketing
- Mobile Marketing

Website Development

- Site Planning
- Writing, Designing & Programming
- Search Engine Optimization
- Ongoing Website Maintenance

Advertising

- Strategic Campaign Concepting
- Digital, Print & Broadcast Advertising Creative Development
- Media Strategies
- Media Buying
- Campaign Monitoring & Reporting

What Sets Us Apart

Integrity-Based Marketing

Integrity is a principle that has guided our agency since its founding. Verdin believes in detailed and transparent reporting, and we will include as much detail on our invoicing as you want to see. We don't feign perfection in situations where improvements can be made. Instead, we make recommendations and constantly improve outreach efforts so results keep getting better.

Creative Rooted in Strategy

Research into the lifestyles, behaviors and desires of your target audience guides our creative team to develop advertising messages that resonate. Our team makes strategic recommendations and works with you to craft campaigns that embody your brand and what it promises — and you'll have a lot of fun with us along the way.

Passion & Expertise

One of Verdin's strengths as a full-service marketing and advertising firm is positioning the desirable attributes of a community. Our team knows how to build awareness among a range of audiences through compelling creative. We know how to build consensus among multiple stakeholder audiences with different needs, and we also enjoy collaborating with clients and partners. As a California-based agency and with our team extending to the East Bay Area, we have expertise in statewide destination marketing and connections to high-level partners. We are dedicated to transparency and providing clear communication and information at all times.



OUR APPROACH TO FORT BRAGG

SCOPE OF WORK



The Verdin 360:

OUR APPROACH FOR VISIT FORT BRAGG

The Verdin 360 is our proprietary process for creating strategies with strong foundations, measurable objectives and clear tactics.

On the following page, we've filled out the three steps of our process—Groundwork, Get Working and Gauge Results—with an approach specifically designed to meet your needs.



1. Groundwork

Discover Visit Fort Bragg is now and plan where you want to go.

In the Groundwork phase, Verdin will hold an immersion with you to help us establish the history, goals and challenges you are facing. We'll dive into research, gleaning input from key stakeholders to inform our messaging strategies and set objectives to meet your goals visually determine a path forward. Our expertise in branding and communications will inform development of a powerful and engaging approach and plan for Fort Bragg.

2. Get Working

Bring the customized plan to life.

In the Get Working phase, our team will execute the approved Marketing Plan. Our communications and creative teams will implement messaging and visual content to reach defined audiences through specific channels. In conjunction to being dynamically strategic, our work is strongly driven by data and results. We can also assist as needed in actively managing communications channels, tracking the metrics we defined in the Groundwork phase to determine the impact of the strategies and execution.

3. Gauge Results

Evaluate and adjust as needed.

Using any performance data collected during the Get Working phase, we are able monitor results and adjust as needed to reach your goals should we execute on any marketing tactics needed. In this phase, we are able to determine together what is working best and adapt our strategy and tactics to leverage this success. Our reporting system ensures that you see this data on a regular basis in a transparent format that continually offers recommendations.

Your success is our success!

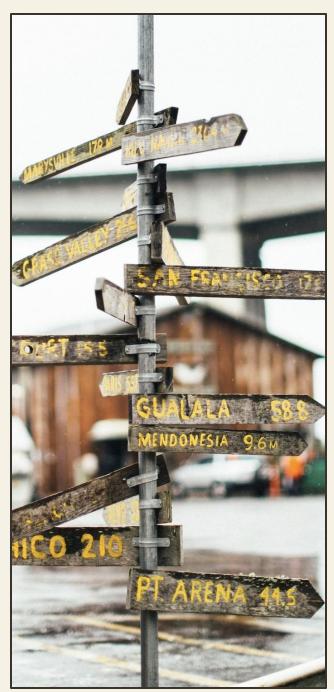
On the following pages we will take a deep dive into how we would apply the principles of the Verdin 360 to Visit Fort Bragg's unique scope of work.

Charting the Course

Mapping Visit Fort Bragg on a path to success

We always start with a sound strategy. With a refreshed brand you are now ready to elevate Fort Bragg as a premier California coastal destination. Our data-driven approach, paired with creative storytelling, will transform how travelers perceive the destination. Here's what you can expect

- Market Research & Competitor Analysis: We'll conduct a deep dive into travel trends, target audience demographics, and competitor offerings. This intel will inform our marketing strategy and highlight Fort Bragg's unique strengths.
- Crafting a Compelling Marketing Plan: We'll develop a multi-channel marketing
 plan encompassing social media campaigns, targeted advertising, and strategic
 partnerships. This will ensure a strong online presence and reach the ideal
 travelers seeking off the beaten path destinations.
- Fort Bragg: Unveiling the Unexpected: We'll develop a captivating brand
 narrative that differentiates Fort Bragg from other coastal destinations. This will
 spotlight the city's unique character, rich history, and the authentic experiences it
 offers.

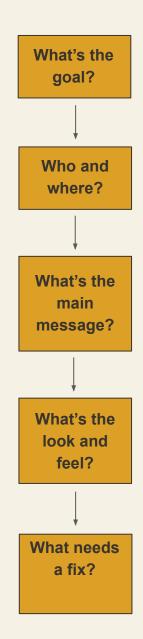


What's the Story

Our creative approach for Fort Bragg

When embarking on any creative project we begin with the end in mind. We believe that a successful creative set not only turns heads, but it inspires action. Every phase of our creative process begins with a question:

- What's the goal? Having a clear understanding of the project's mission is integral to creating effective creative.
- Who and where?: Who are we speaking to and where are they? In answering this question we
 develop a thorough understanding of what platforms and mediums this creative set needs to show
 up on in order to reach out target audience. Generating creative that is uniquely designed for
 individual platforms is a must.
- What's the main message?: What do we really want people to take away from this creative? We
 carefully begin to craft the language and messaging around the project. Scripts, taglines, social
 media captions, website copy, blog content if it needs words, we will write them!
- What's the look and feel?: Our design team begins crafting the visuals for the project and making recommendations. What do we want our audience to feel and how will we get them there? Will this project benefit from a photoshoot? Does it need custom animations? Should there be a unique campaign logo or graphic? How does it fit into the larger Visit Fort Bragg Brand?
- Ready for launch? We finalize the pieces for peak performance across all earned, owned, and paid platforms.
- What needs a fix? All great campaigns need regular maintenance and updates to keep up with changing trends and technological landscapes. We carefully monitor the performance of our creative sets and make recommendations when they are due for a refresh.



Calling all Explorers

Paid media landscape

Building on the foundation of our comprehensive marketing plan, these targeted paid media recommendations will amplify Fort Bragg's appeal and attract new visitors.

Channels to explore:

- Targeted Social Media Ads: Leverage Facebook and Instagram based on target audience demographics and content preferences.
- Pay-Per-Click (PPC) Ads: Bid on relevant keywords like "California coastal towns," "unique things to do near [nearby city]," or "family vacation spots California."
- Programmatic Advertising: Place targeted display ads on travel blogs, websites with a travel focus, or local news outlets based on visitor demographics.
- OTT (Over-The-Top) Advertising: Consider targeted ads on streaming services like Hulu or YouTube to reach potential travelers during leisure time.
- Podcast Sponsorships: Partner with travel-related podcasts to reach a specific audience segment.



Owning the Narrative

Owned media opportunities

By strategically utilizing these owned channels, we can create a captivating online presence that fosters brand awareness, ignites travel inspiration, and shares the magic of Fort Bragg.

Social Media:

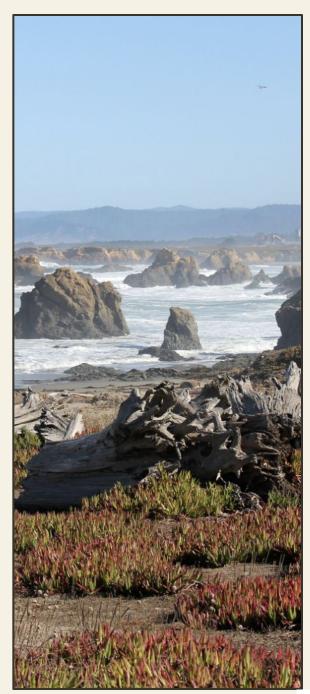
- **Content Cadence:** Develop a consistent posting schedule with a mix of high-quality visuals, informative captions, and interactive elements (polls, contests) to keep your audience engaged.
- Community Cultivation: Encourage social interaction by responding to comments and featuring user-generated content with #FortBraggLove.

Email Marketing:

- Targeted Lists: Segment based on demographics and interests to ensure relevance.
- Content Captivation: Develop email newsletters featuring captivating visuals, local event updates, special offers, and insider tips for exploring Fort Bragg.
- Call to Action Clarity: Every email should have a clear call to action, whether it's booking a stay or visiting a dedicated landing page for special promotions.

Website:

- Content Hub: Provide comprehensive information on Fort Bragg's attractions, accommodations, dining options, and events.
- **Storytelling Spotlight:** Utilize captivating visuals and compelling text to weave a narrative that showcases Fort Bragg's unique offerings.
- **SEO Savvy:** Optimize website content with relevant keywords to ensure Fort Bragg shows up prominently in travel-related online searches.



Earning the Spotlight

Public relations

Through integrated PR efforts we strive for positive media coverage that generates impact. We want to leverage influencer voices and build strong partnerships to share the message of Fort Bragg and why it's a destination you don't want to miss.

Public Relations:

- Newsworthy Narrative: Craft captivating press releases highlighting unique Fort
 Bragg happenings, from exciting events and awards to one-of-a-kind experiences.
 Target travel publications, local media, and online travel bloggers to get the word out.
- Media Magnet: Build strong relationships with travel journalists and bloggers. Offer immersive experiences like local tours and exclusive interviews.

Influencer Spark:

- Strategic Selection: Identify relevant travel content creators (micro-influencers)
 whose audience aligns with Fort Bragg's target visitors and brand identity.
- Collaborative Content Creation: Develop co-branded campaigns and seek those who create authentic and engaging content, not just massive followings.

Strategic Partnerships:

- Local Legends: Join forces with local restaurants and attractions to develop promotions that showcase the combined strengths of everything Fort Bragg offers.
- Community Champions: Partner with local organizations for co-hosted events or specialty tours. Collaborate with historical societies or art centers to highlight Fort Bragg's rich heritage and vibrant cultural scene.



Measuring Success

A multi-channel KPI framework

A data-driven approach is crucial to gauge the effectiveness of our marketing efforts. Here's a framework outlining key performance indicators (KPIs) to track progress across paid, owned, and earned media channels in addition to STR and TOT reports.

Paid Media

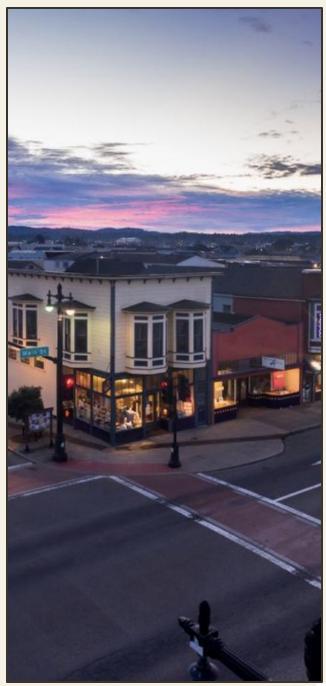
- Reach & Awareness: Impressions, Click-Through Rate (CTR), website traffic.
- Engagement: Likes, comments, shares on social media ad posts.
- **Conversions:** Inquiries or newsletter sign-ups generated through paid ads.
- Return on Investment (ROI): Cost-per-acquisition (CPA) to measure the efficiency.

Owned Media

- Reach & Awareness: Website traffic, social media reach, email open rates.
- Engagement: Likes, comments, shares on social media posts and website engagement.
- Lead Generation: Newsletter sign-ups, contact submissions, requests for information.
- **Brand Advocacy:** User-generated content featuring #FortBraggLove.

Earned Media

- **Brand Sentiment:** Track media coverage sentiment (positive, negative, neutral).
- Reach & Awareness: Media mentions (articles, social media posts) about Fort Bragg.
- Website Traffic: Organic traffic to the tourism website driven by earned media efforts.



THIS IS WHAT WE DO

RELEVANT EXPERIENCE

Names We Stand Behind













































CASE STUDY: VISIT ATASCADERO



CITY OF ATASCADERO

The Goal: Create a thriving tourism brand and destination from the ground up



When people think San Luis Obispo County, they think rolling vineyards and crashing waves. They don't think "Atascadero." This inland town was struggling to obtain "top of mind" space in comparison to its neighboring communities of San Luis Obispo and Paso Robles. We fixed that.

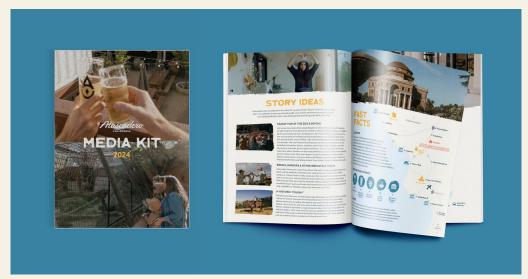
Our team partnered with Visit Atascadero in 2015 and have been making magic happen ever since. From robust campaigns to dynamic social storytelling, we have been introducing Atascadero to new visitors all over the globe. And we see it in the numbers. With multiple award-winning projects, YOY growth in TOT and a strong relationship with the local makers, collectively we have turned this city into a destination you don't want to miss.

"We are very fortunate as a city to have acquired Verdin's services. Their level of professionalism, execution, and positive personalities are second to none. I can with complete confidence recommend Verdin to anyone looking to market and promote their destination, business, and/or organization."

Amar Sohi, CEO, Current Board Member | Past Chair, Visit Atascadero

VISIT ATASCADERO

MEDIA KIT



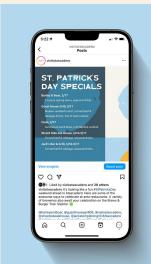




SOCIAL MEDIA VIDEO SERIES



SOCIAL MEDIA TEMPLATES AND REELS





BRAND ILLUSTRATIONS FOR SOCIAL MEDIA AND BEYOND









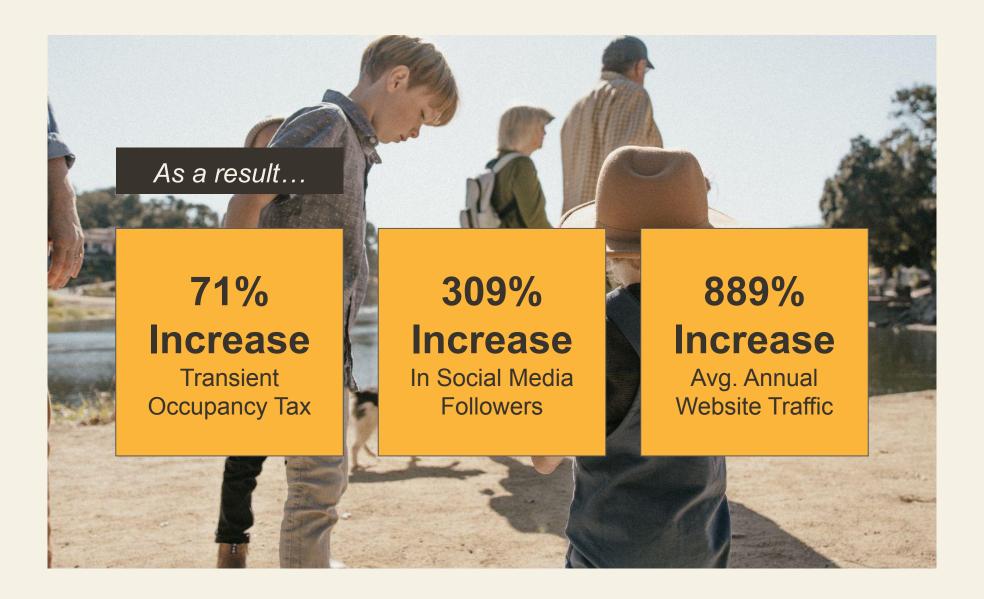


VISIT ATASCADERO

DIGITAL ADS



VISIT ATASCADERO (2015-2024)



CASE STUDY: CITY OF SAN LUIS OBISPO



The Goal: Assist the city in launching localized events and campaigns to instill a sense of community pride and revitalize incentivise keeping dollars local



Verdin has worked with the City of San Luis Obispo in different capacities throughout our 21 years of operation and became listed as a preferred vendor in 2022. The past two years we have worked on a variety of projects to support the community.

Each campaign involved a full sweep of the marketing process from campaign design and branding through deployment across all earned, owned and paid channels, as well as creating brand toolkits for local businesses to engage in the campaign. The team has been able to maximize efficiency and budgets in branding and messaging efforts across different projects to become a trusted partner for the City.

"The team has been incredible! They have been flexible with changing priorities, always meeting deadlines and delivering top notch work in all situations. They listen to feedback and come back with a solution-minded response. It has been a pleasure to work with the team this year."

Molly Cano, City of San Luis Obispo Economic

Development Director/Tourism Manager

LOVE SLO LIKE YOU MEAN IT CAMPAIGN







SLO RESTAURANT WEEK CAMPAIGN





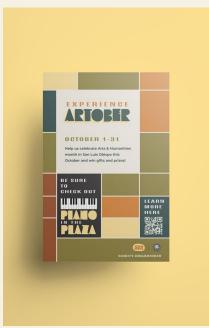


DOWNTOWN SUMMER SPENDING CAMPAIGN



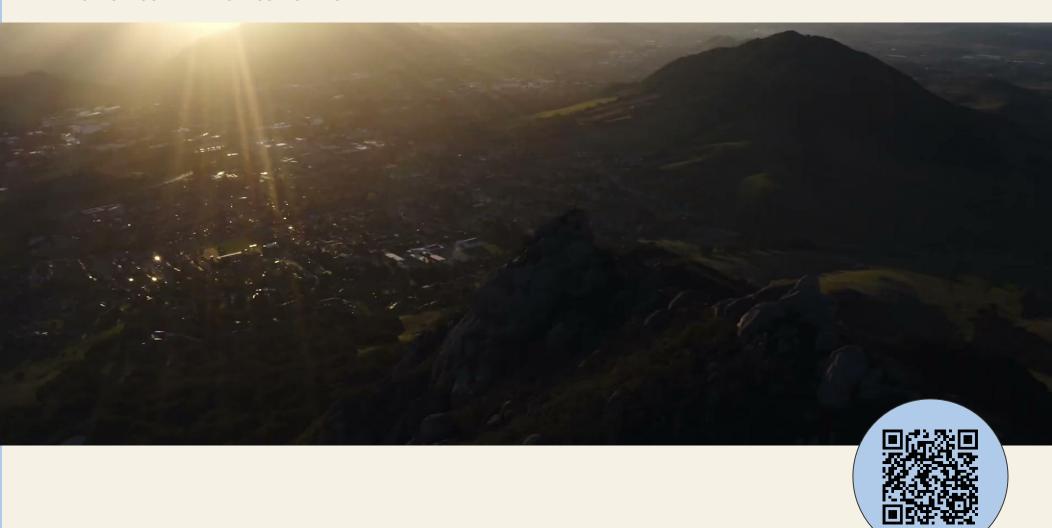
ARTOBER CAMPAIGN







NEIGHBORHOOD CAMPAIGN - SUPPORT LOCAL





CASE STUDY: VISIT SANTA YNEZ VALLEY



VISIT SANTA YNEZ VALLEY

The Mission: Create highly branded content that generates ROI



To elevate Visit the Santa Ynez Valley's social media presence, our initial efforts centered on conducting comprehensive research and creating a brand tone guide and a strategy for all content creation. We identified the most impactful social platforms and curated monthly content calendars that highlighted the unique charms of each of the destination's six towns. Leveraging CrowdRiff, we have grown their asset library with user-generated photos and videos.

When we started managing Visit the Santa Ynez Valley's social accounts, their primary objectives were to maintain a consistent posting schedule, tailor messaging to their audiences, monitor all platforms and increase engagement. We have since expanded our work to include the development of a monthly blog for their website and the creation of multiple California Now Travel Stories for widespread use across all social media platforms.

"Verdin has been a great partner for Visit the Santa Ynez Valley. Their understanding of our region and audience, coupled with strategic planning and creative execution, has brought great results for our social media presence. They get results, and they're fun to work with!"

Shelby Sim, President & CEO Visit Santa Ynez Valley

VISIT SANTA YNEZ VALLEY

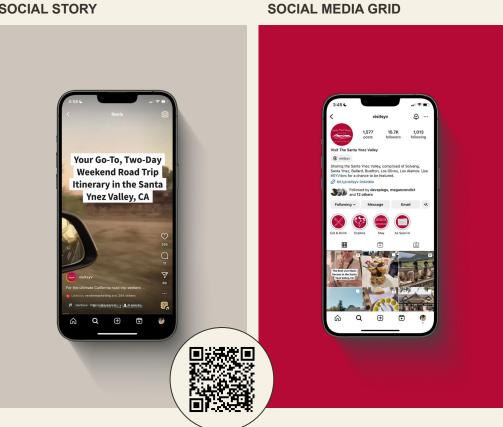
BLOG



TONE SHEET



SOCIAL STORY



VISIT SANTA YNEZ VALLEY



KEY PERSONNEL & QUALIFICATIONS

Verdin's Key Personnel



Mary Verdin

President & Chief Executive Officer

Role: Participates in discovery and initial meetings, provides ongoing strategic input.

Mary has more than 30 years of marketing experience and an energy that keeps ideas fresh and strategic. Her personal list of awards, combined with the industry awards our agency wins every year, reflect Mary's proven ability to create communications success for clients. An innate problem solver and natural leader, she founded Verdin more than 20 years ago and continues to grow the firm with a gusto for finding ways to give back to the community.

EXPERIENCE, CREDENTIALS AND EDUCATION:

- Relevant experience: strategically involved in work performed for all Verdin clients, notably those listed as work samples and references in this proposal
- Pacific Coast Business Times
 Awards: 40 Under 40; Top 50
 Women in Business; Who's Who in
 Marketing & PR

- Stevie Award—Women in Business
- PRSA Professional of the Year
- Rotarian of the Year, 2002 & 2023
- Leadership SLO, Class IV & Leadership California, Class 24
- Past Chair & Director, SLO Chamber of Commerce Board
- President's Award, National Philanthropy Day, AFP
- UC Davis: Psychology



Ashlee Akers

Partner & Chief Strategy Officer

Role: Participates in strategic planning meetings, oversees and reviews branding and marketing strategies.

Ashlee guides Verdin's account staff with enthusiasm, and plays a leading role in all client work. Her friendly and dynamic personality makes our clients instantly feel comfortable and confident. She is the master of surpassing client needs with an unwavering devotion to achieving stellar results.

EXPERIENCE, CREDENTIALS AND EDUCATION:

- Relevant experience: strategically involved in the work performed for all Verdin clients, notably those listed as work samples and references in this proposal
- Partner at Verdin; 13 years with agency
- 15 years of experience in tourism marketing and advertising
- San Luis Obispo Tribune Top 20 Under 40
- Pacific Coast Business Times Who's Who in Marketing & PR
- Serves on Central Coast Tourism Council Board of Directors
- Serves on marketing and branding committee for Visit SLO CAL
- Cal Poly, San Luis Obispo: Agriculture Science/Agricultural Business

Verdin's Key Personnel



Allie Rohlfs

Account Manager

Role: Provides day-to-day support for Fort Bragg through various marketing channels, including public relations, web, email marketing, social media and more.

Allie oversees client accounts, collaborates with cross-functional teams and ensures successful marketing strategy implementation. Using her communication and organizational skills, she facilitates coordination among team members, stakeholders and clients.

EXPERIENCE, CREDENTIALS AND EDUCATION:

- Cal Poly Journalism Department Public Relations Leadership Award
- B.S. in Journalism and B.A. in Modern Languages & Literature from Cal Poly, San Luis Obispo
- Minor in Integrated Marketing Communications



Riley Grim

Creative Director

Role: Steers in creative planning, develops brands, campaign and ad concepts and oversees all creative work.

Riley is the helm that steers Verdin's creative team right direction. Her keen eye and strategic mind lead Verdin to produce work that is strikingly distinct.

EXPERIENCE, CREDENTIALS AND EDUCATION:

- Relevant experience: extensive experience in branding from brand concept development to keeping established brands current and resonating with audiences through all marketing channels
- 14 years design experience in various industries
- Chico State University: Communication Design with a focus in Media
 Arts and minors in International Studies and Set Design

Verdin's Key Personnel Support Team



Michelle Starnes

Partner & Chief Operating Officer

Michelle keeps the firm striding forward as a strong partner for clients and an incubator for innovative ideas.



Natalie Bovee

Account Manager

Natalie organizes big ideas into practical steps to accomplish clients' goals. She's a strong advocate for our clients and manages accounts with optimism, energy and care.



Devan Spiegel

Account Coordinator

Devan supports our accounts team by maintaining detailed communications with our other departments and keeping client work organized.



Jennifer Wright

Content Strategist

With an eclectic background in journalism and retail marketing, Jennifer uses her creativity and writing skills to help tell the stories of Verdin's clients through a range of platforms.



Ashley Scarcella

Account Manager

As Account Manager, Ashley's background in the hospitality and tourism industry allows her to connect with clients and identify opportunities to enhance their efforts.



Candice Walton

Project Manager

Candice draws on her background in tourism, business development and project management to make sure work at Verdin is completed on time and on budget.



Katie Kollmann

Senior Graphic Designer

Katie approaches design work through a lens of thoughtfulness and strategy. Her knowledge of what will work means our designs are as smart as they are stunning.

DON'T JUST TAKE IT FROM US

REFERENCES

Results from our quarterly client surveys

The most reliable references we have are our clients. See what they have to say:

We love Verdin and have enjoyed a solid partnership over the past 5+ years! Looking forward to continued success, engagement and the positive results we've experienced.

—Terrie Banish, Deputy City Manager, Outreach, Events and Promotions, City of Atascadero

The team has been incredible! They have been flexible with changing priorities, always meeting deadlines and delivering top notch work in all situations. They listen to feedback and come back with a solution-minded response. It has been a pleasure to work with the team this year.

-Molly Cano, City of San Luis Obispo Tourism Manager

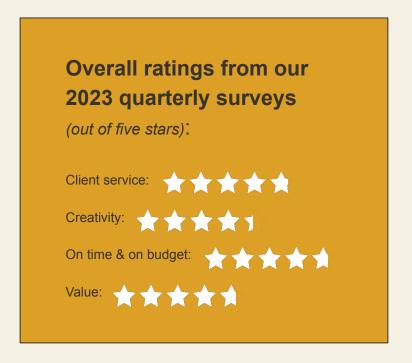
The professionalism, enthusiasm, and attention to detail of the Verdin Team is amazing!

—Jocelyn Brennan, Former South County Chambers CEO & Arroyo Grande Tourism Manager We appreciate your team's willingness to always work with us and come at projects creatively. Ashlee Akers has been a godsend this past year especially, and we're so grateful for all that your team does.

—Brittney Hendricks, VP/Marketing & Communications, Visit Oxnard

An excellent company, great talent, great leadership.

—Alan Iftiniuk, Former President/CEO French Hospital Medical Center



References

Visit Atascadero

Terrie Banish, Director of Community Services & Promotions

tbanish@atascadero.org | (805) 470-3490

City of San Luis Obispo

Molly Cano, Economic Development Director/Tourism Manager

mcano@slocity.org | (805) 781-7165

Visit Santa Ynez Valley

Danielle Laudon Ruse, Vice President

Danielle@visitsyv.com | (805) 450-8841

Walnut Creek Arts + Rec

Elizabeth Orcutt, Community Relations Manager

orcutt@walnut-creek.org | (925) 943-5850

LET'S GET DOWN TO BRASS TACKS

BUDGET & SCHEDULE OF CHARGES

Proposed Budget for Brand Development from Verdin

The following proposed sample budget is in draft form based on details from our initial conversation. The budget is subject to change to accommodate Visit Fort Bragg's priorities and budget.

Groundwork

Following the Verdin 360 process, our team would complete the anticipated scope of work listed below.

The Verdin and Visit Fort Bragg teams will meet to gain insight and perspectives and confirm goals.

Groundwork is estimated to take one month, depending on client schedules and approvals, and is proposed to include the following:

- Immersion meeting
- Creative brief development to guide direction for campaign assets
- Development of Marketing Strategy including Media Plan

Get Working

This phase includes the development of approved paid, earned and owned initiatives and is estimated to be approximately 10 months depending on client availability and approvals.

- Account management including media buying, budget and timeline management and ongoing communication
- Paid media buy budget of \$50,000
- Public relations implementation and event support based on goals determined in Immersion
- Creative development for campaigns including asset development and promotion support
- Social media content creation and implementation
- Ongoing website optimizations based on performance

Gauge Results

Data and results determine optimizations which will be evaluated each month and shared during monthly calls. In addition to ongoing touch bases the team will complete the below.

- Quarterly reporting/stat summary
- Annual Year-End Report creation and presentation

Total Budget: \$180,000

Additional Recommendations

We had a few more ideas up our sleeve. Below are budget ranges of additional opportunities to extend the reach of the Fort Bragg story. We understand these might not fit in the scope today but you can expect fresh ideas consistently when you work with Verdin.

In-market exploration

- In-market research including additional stakeholder meetings, destination tour and local community interviews
- Organic-style asset development

Extended outreach

- Increased paid media spend by \$15,000
- Additional public relations efforts and influencer support
- Additional micro campaigns for owned channels
- Website enhancements

Up to \$36,000

How we work together

Transparent Invoicing & Reporting and Reconciliation of Paid Media

We have an uncompromising commitment to transparency in billing and reporting, so our clients have all the information they want to see in each report. If applicable, media will be reconciled each month and adjusted as needed. We will provide reporting and updated invoices as needed as back up for any adjustments.

Client Sign-off

Our policy is clear and straightforward: no actions are undertaken without the client's approval. This goes for purchasing, too. Before printing or purchasing, we provide initial estimates with recommendations, so clients may consider pricing options.

Billing & Related Requirements

Invoices are payable net 30, and Verdin does not offer any discounts for early payment. Payments are accepted via ACH and by check, and credit card payments are accepted with a 3.5% service charge.

Sales and Use Taxes

Taxable items are identified within the budget management. Verdin's bookkeeper will include appropriate tax on invoices and your Account Manager will verify all tax charges before you receive the invoice.

TIME IS A CONSTRUCT

WORK SCHEDULE



Proposed Time Schedule from Verdin

The following proposed sample timeline in draft form based on details from our initial conversation.

The timeline is subject to change to accommodate Fort Bragg's priorities and budget.

2 Months	10 Months	
 Groundwork An immersion meeting Creative brief Development of marketing strategy & media plan 	 Get Working & Gauge Results Account management including budget and timeline management, meetings, recommendations and ongoing communication Public relations implementation based on goals determined in Immersion Social media content creation and implementation Ongoing website optimizations based on performance Ongoing creative development 	
	2 Months	8 Months
	Campaign Assets • Creative development for campaigns assets	Paid Media Buy Paid media buy once creative campaign assets are approved by client 207

WE'RE COVERED

INSURANCE & CONSULTANT AGREEMENT



Insurance & Consultant Agreement

Verdin agrees to the required insurance coverage and the Consultant Agreement with no amendments.

THANK YOU



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Request for Proposal

To Provide Strategic and Creative Marketing Services for Visit Fort Bragg

FIRM DESCRIPTION

The GCMG Agency is an award winning full-service digital marketing agency that prioritizes exceeding customer goals and KPIs, prides itself on innovation, and welcomes any challenge a client presents. Our fully in-house team headquartered in Southern California is comprised of industry leaders and best-in-class marketers who crave challenge and are motivated by taking client's marketing visions to heights they couldn't have previously imagined.

GCMG was created because the world changed but the industry did not. Serving as the marketing arm for Global Management Partners, a 35-year-old world-renowned consulting firm, GCMG became autonomous 10 years ago when the digital marketing industry heightened and we saw that bloated agencies were unable to reach their client's goals.

To successfully service our clients, we've built teams in 10 different digital marketing facets because we believe that executing all services under one roof is the best way to ensure that our clients are reaching their goals. Our capabilities include performance marketing, organic social media marketing, public relations, content creation, photography and videography, reporting analytics and optimization, website building and enhancement, email and SMS marketing, search engine optimization, and influencer marketing.

We've been fortunate over the years to work with a plethora of companies of different sizes and niches. We're no stranger to being the agency of record for seven-figure companies but also specialize in small local businesses because that's where we started once. We've ranged from travel all the way to environmental conservation with industries like fashion, entertainment, and beauty in-between. Regardless of the industry and size of client, our goal is always to drive traffic and increase revenue because we were born from such a sales-centric company.

Relevant Experience

One of our favorite and most notable accounts in the tourism space is Kayak. With the goal of driving traffic to their search engine and creating an identifiable and unique social presence, our agency created an all-inclusive social media strategy that exceeded their KPIs. Within our scope of work for Kayak, multiple of the deliverables were centered around driving

traffic to specific destinations that Kayak was running special promotions for. Similar to Fort Bragg, some of the destinations were trying to increase their foot traffic during "off seasons" and overall gain popularity in the tourism industry. For these accounts, our team created dynamic digital campaigns inclusive of organic social media and paid ads to run across the channels that we researched and decided were best given the desired demographic. After executing our comprehensive strategy, Kayak saw an influx in bookings and overall website traffic.

To further our experience in the travel industry pertaining to photography and videography and graphic design, our team has worked with 20 Instagram travel accounts that covered all parts of the US. Sourcing, creating, and ideating the proper content for these commercial accounts was vital in the growth and promotion of destination marketing initiatives. From promoting local activities to sharing historic insights, our team was able to use a storytelling strategy that resulted in increased traffic and destination visitation for a variety of locations.

Key Personnel Qualifications

We assign each of our clients a five-person team minimum that will directly handle their account. Depending on the scope of work, this hand-crafted team can fluctuate and involve as many resources we deem necessary to ensure that the account is being optimized to its full potential. Here is a breakdown of who would be assigned to the Fort Bragg account directly.

Josh Ladell, our Director of Paid Media will be directly responsible for your marketing and advertising planning, your media buys, and understanding and meeting your advertising objectives. With 10 years of experience in the industry, Josh not only runs our paid media department, but he still likes to hop in at ground level to continually sharpen his skills, test his knowledge, and assist in companies who have a heavy focus on paid media and overall ad spend. Josh has a knack for driving traffic through paid activations and will specifically curate unique and effective strategies that will increase website traffic and amplify Fort Bragg's voice to ensure its appeal in the travel space.

Garrett LaBrie is our creative director and will be in charge of the creative voice and overall content ideas for Fort Bragg's paid and organic activations. He specializes in video content and will be pivotal for the scripts and filming outlined in the creative service objectives. His keen sense of creativity and attention-grabbing content ideation is exactly what Fort Bragg

will need when creating content that is aimed at driving traffic to the current website as well as promoting the various visitor-serving activities that are available in Fort Bragg. He will be the direct report for building creative briefs and will play an integral role in ensuring the overall marketing communications strategy is aligned with the desired objectives.

Ariana Richard is our Director of Public Relations and has a proven track record of securing key media spotlights for clients in various industries. Her passion for public relations is undeniable and her storytelling abilities are transformative, two reasons she's been chosen to serve on this account. Her built-in media contacts and innovative thought-process will serve well for sourcing partnerships and finding co-marketing opportunities. Her best-in-class press releases accompanied by her extensive experience building media kits will be critical as we expand Fort Bragg's media exposure.

Libby Alatorre, our Social Media and Community Management Director, will handle the organic Instagram, Facebook, and YouTube. Libby oversees all of our organic activations and is known for her digital storytelling and engagement prowess. Since starting with the agency years ago, Libby has helped countless accounts grow and increase foot traffic because of her natural ability to understand and promote what audiences like to see. Her philosophy is to "give the followers what they didn't know they wanted" and her method of publishing and increasing engagement has been inspiring to watch. She has had 20 commercial travel Instagram accounts under her reign and is the perfect fit for Fort Bragg's social media objectives.

Kendall Robinson, our Head of Photography and Videography will serve dividends for Fort Bragg as her cinematic and photography skills are cutting-edge. She works hand in hand with Garrett, the Creative Director, to ensure that the content being captured is not only head-turning but a beautiful representation of what's being offered. Her love for travel and creative eye are the reasons she was chosen to help on this account. She's detail-oriented while representing the big picture and her work product never falls short of the client's ask.

Finally, Jordyn Hughes, our Director of Strategy, has 13 years of experience in all facets of digital marketing. She has been at GCMG since it was the marketing arm for Global Management Partners and is by far the most savvy and creative strategist we've seen at the agency. Jordyn will serve as the glue between all of the departments listed above and ensure that every pathway is being explored, all opportunities are being optimized, and will provide creative marketing ideas that have not been thought of by Fort Bragg. Her experience in nearly every

niche has aided her in building a repertoire of skills that drive revenue and guarantee that objectives are not only met but exceeded. She will be in charge of sourcing, analyzing, and presenting the analytics during the monthly reports as well as being the face at stakeholder meetings.

The six-person team described above are some of GCMG's finest marketers and have all been briefed about Fort Braggs current standing and desired outcomes. Their experience in driving traffic and ability to work cohesively as a team are why they were carefully chosen for this account. Between experience in the tourism industry and unstoppable creation of ideas, this team is guaranteed to help Fort Bragg accomplish their goals of increasing overall visitation (especially during Winter and Spring), extending the average length of stay, and upping the visitor spending per day.

References

Client: First Pointe Management Group Contact Person: Cristina Agra-Hughes, CEO

Email: <u>Cagra-hughes@ezralow.com</u> Phone Number: 818-203-0001

Brief Description of Service Provided: Content creation, community management, social media management, blogging, paid ads, brand strategy, photography and videography, website enhancement

Client: Pest Arrest

Contact Person: Ian Jacoby, Founder

Email: <u>ian@pestarrest.com</u> Phone Number: 818-455-1494

Brief Description of Service Provided: Digital rebrand, social media strategy and execution, content creation, paid media management and implementation, public relations, product management, community management, photography and videography

Client: WHP Global

Contact Person: Scott Book, Chief Talent Officer

Email: sbook@whp-global.com Phone Number: 201-245-7040

Brief Description of Service Provided: Complete social media management across top 5 national fashion brands, established internal and external communication process, website development and enhancement, email and SMS marketing, community management, third party vendor management, ambassador management

Scope of Work

The scope of work for Fort Bragg as we see it is six-fold. With different facets of digital marketing being required to meet the goals outlined in the RFP, below is our interpretation of the scope of work and our built-in process on how to evaluate success.

1. Advertising and Media

Create a robust and strategic advertising program that increases Fort Bragg's perceived tourism value, drive recurring and new traffic to the website and social media channels, and increases Fort Bragg's average stay and amount of visitors year-round. This will be done by analyzing prior activations, identifying and fixating on the desired target market, and revamping the current Fort Bragg digital presence through creating a strategic ad plan with appropriate placement and revolutionary content.

In order to put together an effective ad plan that can be fully optimized, Josh Ladell (GCMG's Director of Paid Media) and his team will conduct an audit on what has been done in the past and what is currently being done effectively by competitors. We start with this step because we like to establish a comprehensive baseline before utilizing ad spend that may not be reaching its full potential. Keeping Fort Bragg's objectives at the forefront, Josh and team will make the content and comprise a report of recommended placements and why, presenting it to Fort Bragg if desired before activating.

After ads have been set live and have had time to be active, Josh and Jordyn (Director of Strategy) will meet to run through the analytics and comb through the ROI to see what is effective and what needs to be adjusted. This report will be presented monthly to Fort Bragg and will include the numbers and what they mean, what has been effective and what has not, and suggestions for moving into the next month. Reporting, analytics, and optimization is a key pillar at GCMG because we believe your content should be steered by KPIs since that is what produces results.

2. Market Research

We believe there is no use in measuring if you don't have a baseline and an understanding of the competition. To strategically place Fort Bragg in a position that is unique from its competitors, the team assigned to each account examines the current field and uses a SWOT analysis to find unique paths for Fort Bragg to pioneer.

This market research will define the appropriate target market utilizing past research, compare Fort Bragg to its current competitors, and establish a current position that can be measured against as GCMG begins activations.

3. Public Relations

To ensure all promotional pathways for Fort Bragg are being exercised, the PR team at GCMG will compile a list of desired news outlets, identify appropriate partners and co-marketing opportunities, pitch event ideas to increase traffic, create an engaging press kit, position Fort Bragg as a desirable tourism destination, and leverage earned media. Though organic and paid media will be high-value promotional pathways, PR makes it a marketing trifecta, expanding exposure to more traditional outlets that will target specific parts of the desired demographic.

To measure success in this realm is blunter that some others. Responses from media outlets, landing partnerships, and turn out at proposed events will be obvious. As far as their success in driving traffic, increasing the length of stays, and upping the spend per day, that will be a process where we will schedule a meeting with the Fort Bragg team and go over the influx of bookings, perceived satisfaction, and if appropriate, the increase in tourist spending. We've measured our PR efforts in various ways but would suggest surveys be sent to visitors that ask about overall satisfaction, intent on return, favorite aspects, improvements, etc. This can be discussed further upon a partnership between GCMG and Fort Bragg.

4. Content Creation

For both organic and paid media, GCMG will create content that is optimized for each platform. This will be spearheaded by Garrett (Creative Director), Kendall (Head of Photography and Videography), and Jordyn. After ideating the appropriate forms of content, the graphic design team will be tasked with execution while being overseen by Garrett and Kendall. Regularly conducting research on what is performing well in the industry and combining that with GCMG's innate ability to story tell will be the strategy used in curating content. Creative briefs and representing the wider Fort Bragg area and activities will remain at the front of our graphic design team's priority list (when appropriate).

Performance here will be measured similarly to paid media. We use an A/B testing method that ensures we are producing content that resonates with our desired target market. Once pulling the analytics, if we see that there could still be room for improvement, we will edit our content accordingly and test it out. Once these variations can be measured, we are able to make educated decisions on what performs better and can then proceed with making the appropriate content. Digital marketing is a "content is king" world and we believe it is the cornerstone of representing your brand so we will regularly make adjustments (or not) depending on performance.

5. Social Media Strategy and Community Management

Due to the nature of our social-media centric world, the online presence of Fort Bragg will need to be represented robustly. This will include staying on top of trends, engaging with the community, producing

desired content, strategic posting cadences and times, and brand building. Social media has the ability to amplify your brand in a desirable light to drive traffic, increase visitation, and build an overall persona. Using the already established Facebook, Instagram, and YouTube, GCMG will create and optimize a social media strategy that aides in Fort Bragg meeting its current objectives.

Organic social media will be measured through analytics on both the platform and a third-party vendor. We like to do a cross comparison because a lot of platforms skew the analytics in their favor. The report Fort Bragg will receive for organic social media will be similar to paid media as it will analyze the desired KPIs, explain what has done well and what hasn't, and then provide suggestions based on our industry knowledge.

6. Overall Strategy and Reporting

This final facet is a "catch-all" that can be seen in each of the outlined avenues above. As industry leaders, GCMG will serve as strategists for Fort Bragg. Though we like our clients to be involved however much they desire, we do not shy away from providing suggestions and reasoning in order to meet objectives. This can involve additional platforms, overall brand voice, etc. It's the reason companies hire agencies; they want a team that is experienced in the space and can take their brand to places they have trouble reaching themselves. This will include all wants outlined in the proposal, from ad placement down to website functionality and how to approach booking. We've been in the industry long enough to have proven solutions that Fort Bragg will be able to benefit from.

As for reporting, this ranges from monthly meetings that go over analytics to working with the City Manager's office all the way to stakeholder meetings. We execute confidently and are well-versed in a variety of meeting settings.

Budget and Schedule of Charges

Not to Exceed: \$174,000

- Personnel Rates: Monthly fee allocated to required departments
 - o Monthly fee of \$13,000 for all services outlined in scope of work
 - Paid Media: \$2,700 per month
 - *Digital ad spend to be covered by client
 - Public Relations: \$2,000 per month
 - *Publication fees to be covered by client
 - Graphic Design: \$2,500 per month
 - Photography and Videography: \$1,800 per month
 - Social Media and Community Management: \$2,750 per month

- Strategy: \$1,250 per month
- Equipment Charges: Equipment and software required included in management of services
- Travel Reimbursement Costs: Airfare, accommodations, and incidentals to be fully reimbursed by the client. Estimated to be \$1,500 per month.
- Job Descriptions of Personnel: Job posts of required positions will be Exhibits B, C, D, E, F, G
- Example of an invoice can be found in **Exhibit H**

Work Schedule

Though we are the experts and are thrilled to be trusted with the success of our clients, we are very hands on and want them to know exactly what is going on so that they still feel in control of their brand. We like to conduct bi-weekly touch bases on Zoom with each client to go over any questions, report any exciting news, prep for special events or promotions, and any other conversation pieces we deem necessary. This does not hinder daily communication between us and our clients, but we like to be "face to face" on a regular basis because we think it helps to grow the partnership. As outlined in the RFP, we can continue with the once a month in-person meetings to go over reports and be present for the stakeholder meetings as desired.

As for content creation, we work on a two-week cycle. For example, content for July 1st, 2024 – July 15th, 2024 is sent on June 27th (three to four days ahead) for the client to review and reply with any edits, feedback or questions. To further the example, content for July 16th, 2024 – July 31st, 2024 will be sent on July 12th, 2024, and so on and so forth. Because the world of digital marketing is ever-changing, we typically keep this two-week cycle because we want to stay in line with trends and give our content strategy the appropriate amount of time to receive accurate engagement. If the client prefers to have the content scheduled further out, we are more than happy to adjust (as we have for multiple clients) and can build out a month to a quarter in advance. Additionally, we are equipped and experienced with last minute requests or content opportunities that don't fall within the two-week period. This is something our team is more than happy to accommodate as we like to be robust and believe that if the content could be beneficial, then it is our job to produce it regardless of the timeline.

To provide a further look into day-to-day account management, each of our team members is required to work on each of their accounts in the morning to ensure everything is moving smoothly and that all deadlines are being met. Once circling through their clientele in the morning, they are required to go back to each account in the afternoon to make sure things are in line for the following day. We like to use this morning and afternoon check-in method because it ensures that all clients are being touched throughout the day, our team is not oversaturated by one account, and we've noticed it makes staying on time with deliverables much easier.

Insurance

Find proof of insurance in Section 13 Exhibit A

Consultant Agreement

The GCMG Agency has no issues with the provisions of the City's standard consulting services agreement.

MISC

Please see **Exhibit I** for sample content that our team put together to showcase creativity and strategy regarding Fort Bragg's objectives of increasing overall visitation (especially during shoulder seasons), length of stay per visit, and spending per day.



Proposal to Provide Strategic and Creative Marketing Services for Visit Fort Bragg

Submitted by Good Kids Creative, Inc.

Date: June 6, 2024 **To:** City of Fort Bragg

Attention: Diana Sanchez, City Clerk

Address: 416 North Franklin Street, Fort Bragg, CA 95437

Introduction

You can't bore people into visiting Fort Bragg. We don't do boring things. Good Kids Creative, Inc. is not just an option; we are THE only choice to amplify Fort Bragg's presence. If you want to stand out, you gotta create some buzz. We capture attention and turn it into intention. That means amplifying frequency of visits, durations, and spend per head. Tap into what makes the area worth talking about. Let's put Fort Bragg in the top 10 of every American's destination this year.

Firm Description

Good Kids Creative, Inc. is a leading full-service advertising agency with a global presence, specializing in destination marketing. Our recent campaigns for Bahia Principe and Tourism Maldives and National Basketball League have resulted in a 30% increase in visitations and a 20% boost in local tourism revenue and a whopping 55% increase in loyalty programs. We've been in the "getting you noticed" game for over 18 years, delivering exceptional results for top brands across various industries. We have it down to a science. You get an award-winning team

who understands the bleeding edge of marketing, particularly for exploration and coastal destinations, making us the ideal partner for Visit Fort Bragg.

Relevant Experience

Our agency has a proven track record in getting people's attention::

Tourism for Destination and Festival: Advertising services for cities, municipalities and tourist destinations, focusing on generating attention through smart strategy, creative content, and effective advertising. They aim to increase reservations, enhance press coverage, and improve ratings by creating bold, shareable campaigns tailored to each locale. This lead to Increased reservations by 20%, enhanced press coverage, and improved booking ratings through smart strategy, creative content, and effective advertising

Link to work

Sun Siyam and Tourism Maldives Using a tourism grant and spearheaded by Sun Siyam resort, we spent six months coordinating, 20,000 miles traveled, 11 creators, 5 islands, 25 shoot days, 52 cameras, 12 TB of footage, 7 months of editing, and 21 versions of the cut... all for a 60 second video that directly was responsible for a 20% spike in booking reservations!.

Stackt Market Holiday Hills

Designed and executed a winter festival and 80s Themed Apres-Ski Day Party for an entire neighborhood in Toronto. The immersive activation included photobooths, music programing, custom fabrication, complimentary s'mores and snow cones, and an 80s dance party, attracting 300 attendees. This creative and nostalgic event generated significant buzz and reinforced Stackt Market's position as a vibrant community hub.

 Tourism for Hotels: Services include creative production, digital marketing, brand strategy, programming, paid advertising, media buying, content planning, SEO/SEM, social media management, and public relations. All of which boosted occupancy rates by 15%

Fairmont Northern Lights

Good Kids Creative executed a powerful rebranding of the Fairmont Hotel by introducing the Northern Lights Igloo concept. This imaginative transformation

captured the essence of luxury and nature, resulting in a significant surge in PR coverage. The innovative campaign achieved a 30% boost in hotel bookings, establishing the Fairmont Hotel as a premier destination for unique and immersive experiences.

• Reimagined Bahia Principe

Reimagined as the ultimate luxury family hotel chain through a captivating 30-second spot. This campaign highlighted the perfect vacation experience, emphasizing family-friendly luxury and activities. The campaign's success resulted in a surge of positive PR and significantly increased brand recognition.

- Tourism for Brand, Positioning and Retention: Services include creative production, digital marketing, brand strategy, programming, paid advertising, media buying, content planning, SEO/SEM, social media management, loyalty programs and public relations. All of which ties a brand concept to a sense of identity. It resonates and keeps people coming back
 - Von D Shoes: Built a brand from the ground up, delivering focused feelings of wearable confidence, power, identity and desire as key emotional drivers to propel this brand into rapid success. Customers resonated strongly and this boosted annual revenue by 500% through strategic brand identity creation, digital marketing, and media buying.
 - Link to work
 - Link to case study
 - New York State: Revamped the brand to increase social engagement and market state government wine organization to drive market penetration, resulting in significant increases in impressions and engagements.
 - Link to work
 - Link to case study
 - H&M Member Days: Designed engaging in-store experiences that drove customer sign-ups and social media interaction, leading to high engagement rates and positive feedback raising loyalty signups by 33000 in a single day.
 - Link to Case Study

Key Personnel Qualifications

- Steve Rock (Founder, Chief Creative Officer): Leads our creative vision with over 20 years of experience in brand strategy. Successfully directed the NBA We The North commercial initiative leading to 15% rise in NBA loyalty and the Von D Shoes campaign resulting in a 500% increase in revenue
 - LinkedIn Profile
- Arron Thomas (Director of Marketing Operations): Ensures seamless execution with a strong background in destination marketing. Managed the <u>Fairmont Northern Lights</u> promotion generation achieving over 5 million shares on social media
 Alder Camile (Art Director): Expert in visual storytelling and brand identity, with a portfolio that includes tourism brands. Led the <u>Tourism Maldives</u> initiative, enhancing brand visual appeal and lead generation.
- Paul Maxwell (Executive Producer): Manages production and ensures high-quality deliverables for tourism campaigns. Produced content for the Ace Hotel chain as well as Marriot Bonvoy.
- Cory Arron (Digital Marketing): Specializes in digital marketing strategies and social media engagement for tourism destinations. Boosted online presence for Von D Shoes and Italian luxury brands with over 500k leads.
- Michelle Easton (Public Relations): Dynamite PR campaigns and media relations,
 promoting travel and tourism destinations. Directed the PR strategy for <u>Tourism Maldives</u>

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References

Von D Shoes:

o Contact: Kat Von D, Founder

 Testimonial: "Good Kids are geniuses. They shaped my brand and significantly boosted our brand presence and revenue."

• **Email**: <u>info@vondshoes.com</u>

Fairmont Hotels:

Contact: Sarah Williams, Marketing Director,

 Testimonial: "Their strategic approach and creative execution led to a significant increase in market penetration and engagement."

• **Email:** <u>sarah.williams@fairmont.com</u>

• H&M:

Contact: Tomoko Watanabe

 Testimonial: "The in-store experiences created by Good Kids Creative drove high engagement and positive feedback from our customers."

o **Email:** Tomoko.Watanabe@hm.com

Scope of Work



"Adventure Awaits"

We will market Fort Bragg an adventure-lover's paradise, emphasizing thrills to 'brag' about::

- Ocean and river kayaking, horseback riding, and cycling.
- Unique attractions like the Skunk Train and Glass Beach.
- Opportunities for beachcombing, hiking, and exploring towering redwood forests.

A Year-Round Destination:

We will emphasize Fort Bragg's appeal throughout the year, focusing on:

- The charm of winter and spring visits with a serene, crowd-free environment.
- Special events and seasonal activities that highlight the rich cultural and culinary scene.
- Highly-rated restaurants, breweries, specialty shops, local events, festivals, and a vibrant downtown.

Detailed Breakdown of Tasks

Phase 1 (Month 1-2): Strategy Development and Initial Creative Concepts

- Conduct market research to define target markets.
- Develop initial creative concepts for the marketing campaign.
- Outline media planning strategies and budget allocations.

Phase 2 (Month 3-4): Media Planning, Buying, and Content Creation

- Finalize media plans and begin media buying.
- Create multimedia content including videos, graphics, and written content.
- Implement SEO strategies and enhance website functionalities.

Phase 3 (Month 5-6): Campaign Launch and Optimization

- Launch marketing campaigns across various platforms.
- Monitor performance and optimize based on real-time data.
- Conduct public relations activities and engage with the media.

Phase 4 (Month 7-12): Ongoing Management, Reporting, and Adjustments

- Provide monthly performance reports and analytics.
- Conduct regular stakeholder meetings and presentations.
- Adjust and refine strategies based on ongoing feedback and results.

Budget and Schedule of Charges

Budget Breakdown: 180 000 USD

Phase	Cost
Strategy Development	\$30,000
Media Planning & Buying	\$50,000
Content Creation	\$40,000
Campaign Launch	\$30,000
Ongoing Management	\$30,000

Personnel Rates:

Steve Rock: \$300/hour
Arron Thomas: \$250/hour
Alder Camile: \$200/hour
Paul Maxwell: \$225/hour
Cory Arron: \$200/hour
Michelle Easton: \$175/hour

Equipment Charges: As per usage

Travel Reimbursement Costs: Actual expenses incurred

Job Descriptions: Detailed in the Scope of Work

Work Schedule

Phase 1 (Month 1-2): Strategy development and initial creative concepts

Phase 2 (Month 3-4): Media planning, buying, and content creation

Phase 3 (Month 5-6): Campaign launch and optimization

Phase 4 (Month 7-12): Ongoing management, reporting, and adjustments

Insurance

We will procure and maintain the following insurance coverage:

• **General Liability:** \$1,000,000 per occurrence

• **Professional Liability:** \$2,000,000 aggregate

• Workers' Compensation: Statutory limits

Proof of insurance coverage will be provided upon request.

Consultant Agreement

We agree to the City's standard professional services agreement and are open to discussing any necessary amendments to meet specific project requirements.

Evaluation Criteria

We exceed all the evaluation criteria set by the City of Fort Bragg, including capabilities, resources, qualifications, experience, and a comprehensive work schedule.

Conclusion

Good Kids Creative, Inc. is not just a good choice; we are THE choice to elevate the Visit Fort Bragg brand. Our comprehensive approach, proven expertise, and passion for creative excellence will ensure that Fort Bragg is recognized as a premier destination on California's North Coast. Boring agencies deliver boring results. We capture attention and turn it into intention, driving tourism growth and economic benefits for Fort Bragg.

Thank you for considering our proposal. We look forward to the opportunity to collaborate and bring your vision to life.

Contact Information:

Good Kids Creative, Inc.

453 S Spring Street Ste 400 Los Angeles, CA 90013 United States (888) 499-6766

Attachments:

- Exhibit A City's Standard Professional Services Agreement
- Scope of Work Marketing and Advertising Services; Design/Creative Services; Public Relations; Social Media Content Creation and Website Design, Development and Deployment for FortBragg.com



June 26, 2024

To our good friends at the City of Fort Bragg,

Speaking for our whole team, I can say with all sincerity that working with the City of Fort Bragg has been one of the most rewarding experiences of our professional careers. Having fully fallen in love with the city also makes the work incredibly personal for us. We are fully invested in the city's success, we have learned so much about what makes it such an amazing destination, and we've come to know and care for the many people who work so hard to promote and help Fort Bragg prosper.

The following proposal is based on processes, approaches, tactics and deliverables that we have refined over four years to optimize success in meeting, often exceeding the goals of the Visit Fort Bragg marketing communications campaign. That doesn't mean, however, that we are fully satisfied with the work or the results. We strive to continuously improve, exploring new and innovative ways to make an even greater impact.

Here at The Idea Cooperative, we thoroughly enjoy helping communities develop a unique sense of identity that promotes tourism while, at the same time, helping to create a sense of local pride. This approach is made even more interesting and effective with a place as unique and compelling as Fort Bragg.

It has been our great honor to work with the city to get to where we are today, and we could not be more excited to continue to engage and grow the Fort Bragg audience and drive visitors to Fort Bragg.

Thank you so much for considering The Idea Cooperative. We look forward to hearing from you.

Sincerely,

Tom Kavanaugh

The Idea Cooperative





A. FIRM DESCRIPTION

The Idea Cooperative is a creative communications firm founded in 2005 and headquartered north of San Francisco.

A Creative Thinking Collective

Founded and run by a small group of acclaimed creative thinkers at the forefront of integrated marketing, The Idea Cooperative brings together teams of accomplished experts around the specific needs of our clients. For the City of Fort Bragg, we will maintain our current core team of best-in-class talent with deep expertise in destination marketing and place branding. That team will be augmented with experts in social media, interactive strategy and SEO, print and video production and any other needs required.

Global Talent In A Regional Agency

The Idea Cooperative is run by strategic and creative professionals with vast experience working in agencies big and small. From global firms creating worldwide campaigns to creative boutiques working closely with smaller projects. When you work with us, you work directly with a level of talent usually only available to large organizations with massive marketing budgets.

Making Brands Meaningful

Our approach to helping our clients surpass their marketing goals is driven by our belief in high-purpose branding. More and more, consumers and constituents are looking to share values with organizations they support. So, processes are designed around helping organizations discover, define and rally around something that truly matters. Because when people believe in what you stand for, it makes all your communications work better.

Inspiring Communities

At The Idea Cooperative, we create communications that bring people together – to learn, to share, to recommend, to discuss and engage. The ultimate goal of our work for the City of Fort Bragg has, and will continue to be, create a gathering place for people to experience and share their love of Fort Bragg, making them feel connected so they look forward to coming back regularly.

Engaged Californians Specializing in Destination Marketing

Having lived and worked in Northern California for over 30 years, the people at The Idea Cooperative have always had a deep passion for our community. This love of place has led us to create groundbreaking campaigns for many of the cities and regions we love. Several of these are shown as project examples in this proposal. Our experience in what we call Place Branding has taught us the importance of being authentic in our communications. By revealing a place as it really looks, feels and sounds through honest, personal and insightful storytelling. In being real, we've been able to not only drive results for our clients but, in some cases, start the process of changing a community for the better from the inside out.

A Fully Integrated Marketing Communications Company

With origins in the earliest explorations in bringing together the full range of marketing disciplines, The Idea Cooperative is adept not just in the many marketing channels and vehicles, but also in making sure they work together seamlessly, consistently and effectively towards the goals of our clients. The Idea Cooperative offers best in class services in:

- Integrated Marketing and Brand Strategy
- Strategic Messaging & Positioning
- Creative Concept and Brand Identity
- On & Offline Paid Media Planning, Buying and Analytics
- On & Offline Earned & Organic Media Planning and Analytics
- On & Offline Direct Marketing Planning, Execution & Analytics
- Content Creation & Storytelling
- Print, Broadcast and Online Advertising
- Digital & Interactive Marketing (social media, email marketing, website development & promotion)
- Event Production & Promotion

B. RELEVANT EXPERIENCE

With a deep passion for Place Branding, The Idea
Cooperative has extensive experience in developing
highly engaging, effective and breakthrough campaigns
for destinations throughout the North Bay and beyond,
including Santa Rosa, Petaluma, Windsor, Rohnert Park,
Sonoma Valley and Livermore Valley. Details on several
of these are included on the following pages.



















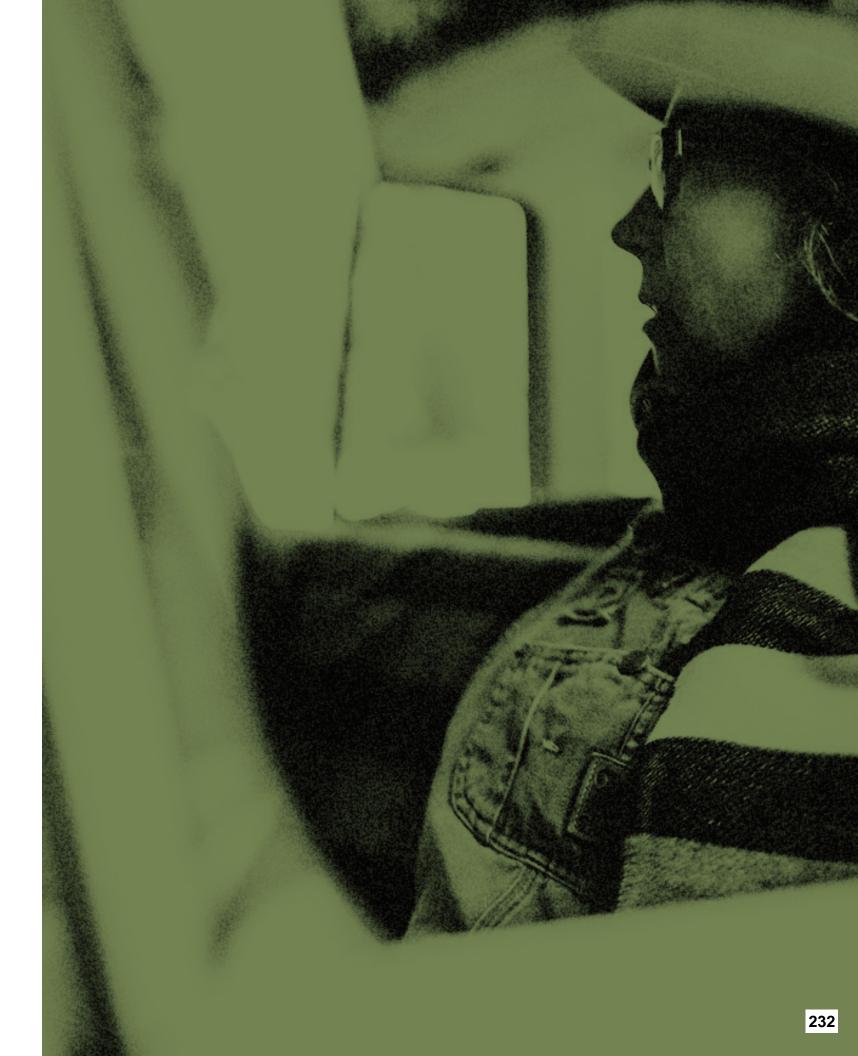












City of Fort Bragg, CA

Of course, our most relevant experience would be our over four-year relationship with the City of Fort Bragg driving the Visit Fort Bragg destination marketing campaign. On the following pages we've outlined some of the major initiatives and accomplishments of the work that has been done to date, and a preview of what we hope still lies ahead.

Our Approach

The Idea Cooperative recognized early on that Fort Bragg needed something more, or different than, a traditional destination marketing campaign. It was clear that people's affinity for the city went beyond the cool air and the coast.

Looking Back

2019 to 2020 - Rebrand, New Website and Prep for Revenge Travel

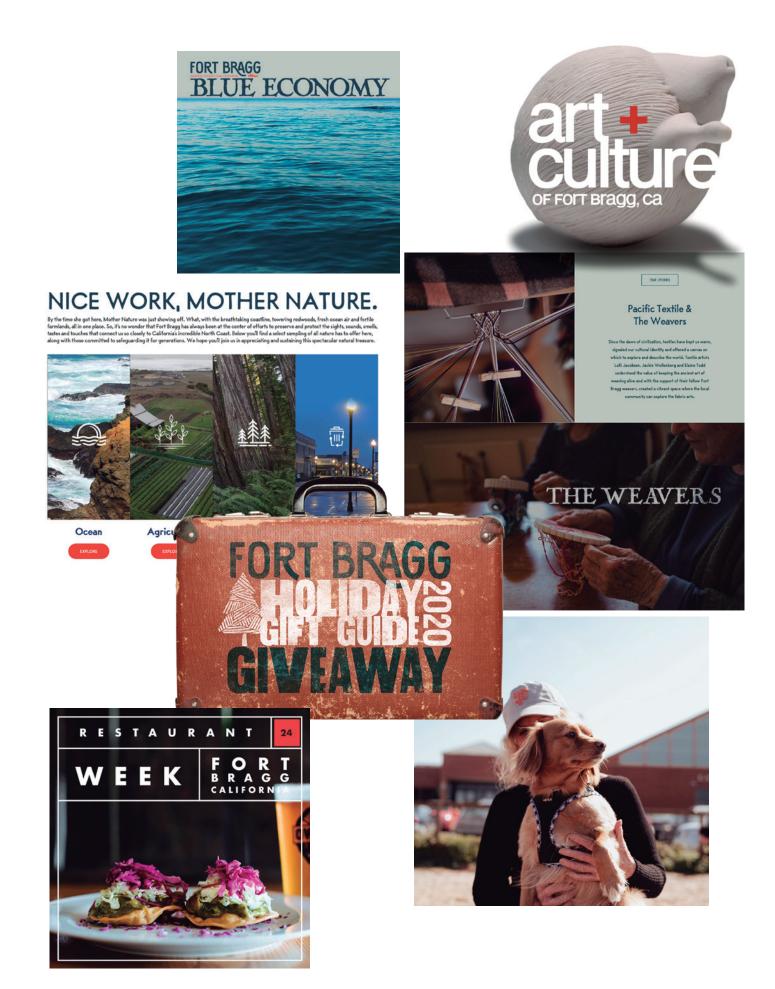
- The Idea Cooperative began working with the City of Fort Bragg in late 2019 and set about developing new messaging and creative concepts more aligned with the real Fort Bragg.
- When the pandemic struck in March, 2020, we shifted to promoting local businesses and keeping our followers engaged and ready to visit when restrictions lifted.
- In September of 2020 we launched a new, far more engaging and "true-to-Fort Bragg" website tapping into the social and newsletter followers we had been nurturing.
- Our efforts yielded near immediate results, with bed tax revenues for fiscal 2020 increasing over 52% from the previous year and nearly \$1M higher than any previous year.

Highlights:

- Revised marketing strategy brand identity
- Fort Bragg 2 Go social distancing food and shopping site build
- Local Mask & Social Distancing Campaign
- Complete website revise and launch campaign
- Unique Our Stories and Fort Bragg Experiences content areas

2021 to 2024 - Increased Engagement and Followers through Online Promotions and Local Events

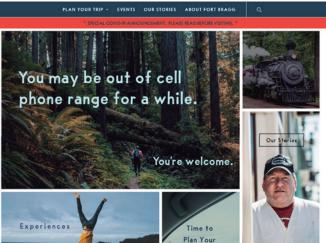
- Entering 2021, with Covid restrictions sporadically lifting, the Visit Fort Bragg campaign focused on:
 - a) Continuous content creation with original photography, audio and video
 - b) Consistent online engagement through social media, email and dynamic website content
 - c) A robust promotion calendar with emphasis on shoulder season
 - d) Support for downtown merchants
- Paid media was used to drive website traffic for visitation promotions and events leading to hundreds of thousands of online impressions and huge spikes in site visitors.
- In 2021 the foundations were laid for the current roster of ongoing Fort Bragg major events, including Restaurant Week, Magic Market, Winter Wonderland and Whale Fest.
- The Blue Economy Symposium and Learning Festival was branded, promoted and documented in May 2022, laying the groundwork for ongoing communications around sustainability and community development.
- In 2023 the groundwork was laid through contacts within the cycling community and State Forest to raise awareness for mountain biking in the Fort Bragg areas, with a promotion launching in July.



B. RELEVANT EXPERIENCE



FORT BRAGG







The Alleyway Art Project is bringing a series of murals to downtown Fort Bragg CA. The project is designed, curated, and managed by Lia Morsell. If you are interested in sponsoring or hosting a mural in downtown Fort Bragg please get in touch! This is one of many arts projects under the banner of The Arts Council of Mendocino County.







2021 to 2024 Highlights

Annual Promotional Campaigns

- Winter Visit
- **Book Early**
- Visit Sustainably
- Holiday Gift Guide (with custom, hosted microsite)
- Fort Bragg Photo Collection (with custom, hosted microsite)
- Beer Month

One-Off or Ongoing Promotional Efforts

- Ongoing Fort Bragg Stories & Profiles
- Wayfinding
- Blue Economy (with custom, hosted website)
- Mountain Biking (Editorial approach with audio)
- Mural Walk (with custom, hosted website)
- Visitor Profiles
- Google Search Engine Optimization

Annual Promoted Events

- Restaurant Week (with custom, hosted website)
- Whale Fest (with custom microsite)
- Magic Market







City of Santa Rosa, CA

Out There, In The Middle of Everything

The Idea Cooperative developed a highly innovative campaign for Santa Rosa with a goal of evolving the perception of the city, both to visitors and to generate a sense of local pride. Built around the theme: Out There In The Middle of Everything, we showcased the hipper, more urban side of Santa Rosa as an alternative, or welcome extension, to a trip to Northern California Wine Country. In March of 2020, however, with the onset of the pandemic, we shifted quickly, creating an online marketplace for local merchants, makers and artists. InsideOutThere.com quickly became a go-to resource for locals, visitors, but mostly to Santa Rosa businesses to help drive business during shelter in place.





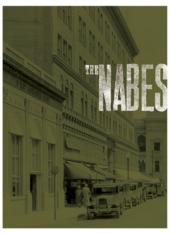














The Task Force has a mission of aligning the wide range of federal, state, local, tribal and private organizations working to improve the health of landscapes across California to make them less prone to catastrophic wildfire. They came to The Idea Cooperative in need of a way to communicate to all those who needed to know and understand the incredibly important work being done. We developed a compelling brand identity that became the foundation for the creation of all Task Force communications vehicles, from an entirely new website and a range of ongoing outbound communications including e-newsletters, web posts, social media, reports and meeting events. Over the last three years, The Idea Cooperative has been instrumental in helping the Task Force engage with the people and partners so critical to aligning resources and reporting on the progress being made.



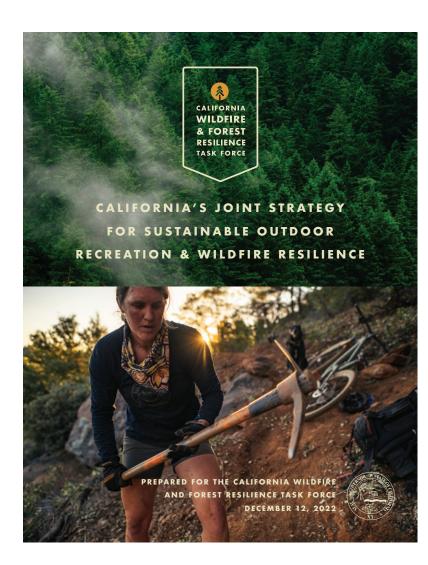








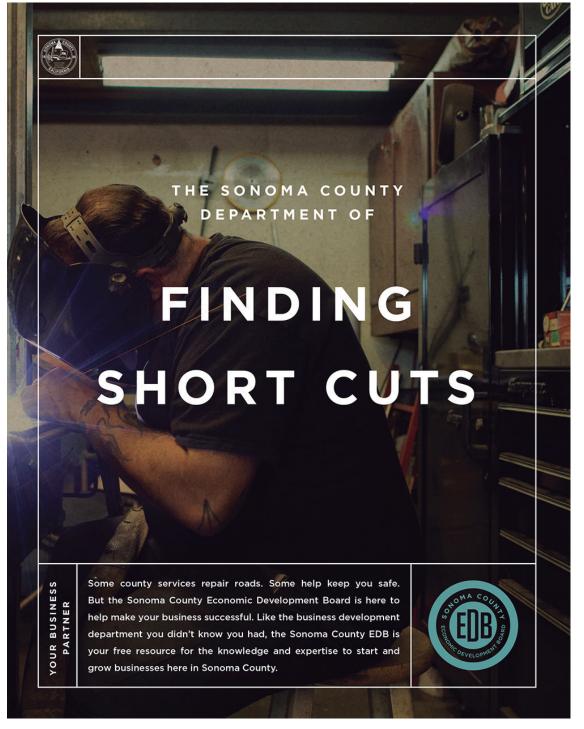




When The Idea Cooperative was tapped to rebrand the Sonoma County EDB, we quickly recognized just how valuable and, in many ways, underappreciated it was. By positioning the EDB as your Biz Dev Team, we showed the many ways they could help businesses succeed. A striking new visual identity and fun creative marketing campaign helped the EDB not only help individual businesses but contribute to a healthy local economy and community here in Sonoma County.







For the City of Petaluma, our team hometown at the time, The Idea Cooperative worked collaboratively with local talent and Petaluma residents to develop a new brand identity, logo design and design guidelines for the city's business development outreach efforts.

We developed materials, digital and print, to attract new business to Petaluma, and to guide new businesses in getting started.







Sonoma Valley Vintners & Growers

A client for over 10 years, The Idea Cooperative developed a strategic messaging platform that resonated with their rich heritage and created a look and feel for SVVGA that aligned with the perceptions associated with wine regions that command the highest prices for their wines. Along with ongoing social media, content creation and newsletter, we developed a comprehensive loyalty program and conceived, planned and produced several regional events.







C. KEY PERSONNEL QUALIFICATIONS



Tom Kavanaugh
Strategic Planning, Creative Direction, Copywriting

Tom founded The Idea Cooperative after leading the creative department at a global integrated marketing agency in San Francisco. It was there that he realized 1) the unlimited opportunities enabled by uniting all marketing disciplines under a single big idea and 2) the virtual impossibility of making it work in a large, traditional–structured advertising agency. Having overseen highly acclaimed creative campaigns for global clients like HP, Microsoft and Sprint, The Idea Cooperative affords Tom the welcome opportunity to work more hands–on with locally–focused organizations such as Sonoma County Ag + Open Space, the Community Foundation Sonoma County, and local makers such as Point Reyes Farmstead Cheese Company.



Tyler Young *Creative Direction, Art Direction, Design*

With an artist's eye and a strategist's brain Tyler is a natural born creative multi-disciplinarian. Having seen the advantages of working outside the traditional agency structure early on, he's also a living testament to the fact that smaller groups can have a big impact. His work in the social and environmental sustainability space, for organizations such as Habitat For Humanity and Urban Revision among many others, has been praised not only for its creativity but its significant contribution to the common good.



Melissa Holberton Account Director, Copywriter

Melissa makes good things happen. With a background in corporate marketing and copywriting, she is an invaluable manager and strategic counsel for our clients. A relentless perfectionist and jack of all trades, Melissa keeps The Idea Cooperative trains running on time with a constant eye on quality control for everything we do. The clients she works with closely, including The California Wildfire and Forest Resilience Task Force, Point Reyes Farmstead Cheese Company, and the City of Fort Bragg, have quickly come to depend on her deep sense of personal responsibility and constant focus on every detail.

Client References:

Kristen Merrill

Program Manager, Senior Environmental Scientist Wildfire & Forest Resilience Task Force (916) 508-6019 kristen.merrill@fire.ca.gov

Karen Gaffney

Director, Strategic Planning & Communications
North Coast Resource Partnership
(707) 583-6757
kgaffney@westcoastwatershed.com

Jill Giacomini Basch

Owner
Point Reyes Farmstead Cheese Company
(415) 663-8880
jill@pointreyescheese.com

Cristal Munoz

Administrative Analyst
City of Fort Bragg
(707) 961-2823 ext. 103
cmunoz@fortbragg.com

Additional references available upon request.

E. SCOPE OF WORK

Notes on RFP Scope of Work and Proposed Tasks

Based on our experience with Fort Bragg and other destinations, The Idea Cooperative is recommending tasks that do not align directly with the tasks outlined in the RFP.

Maintaining Communications Consistency

The Idea Cooperative has established a highly effective campaign of promotions and ongoing communications to drive engagement and grow followers for Visit Fort Bragg. The Scope of Work below aligns closely with the current campaign processes and output, building on the current successes while continuing to innovate and add new elements to surpass objectives.

Proposed Changes in Visit Fort Bragg Communications

While consistency is important, The Idea Cooperative is also proposing several adjustments to the campaign for the coming fiscal year. Below are several initial recommendations, although others may be revealed in the Strategic Plan Refinement, Phase 1.

- 1. Bike Race Promotion in 2025 The groundwork has been laid and the budget is being approved for a bike race in Fort Bragg. Bike Monkey will produce this event and the Visit Fort Bragg campaign will provide a major assist in promotions.
- 2. Music Event Promotion in 2025 A location has been identified for a music festival on Fort Bragg-owned property. The Idea Cooperative has experience in music events and contacts in the industry to provide a range of options on how to promote and produce a successful festival.
- 3. Reduced Direct Merchant and Restaurateur Engagement Multi-year efforts to engage retail shops and eateries has had limited success. Moving forward, we recommend shifting our efforts from individual requests from merchants, and more focus on promoting events such as Restaurant Week and Gift Guide as showcases for Fort Bragg's dining and shopping experience.
- 4. Increased Hotelier Engagement and Interaction Conversely, we recommend increasing individual engagement with lodging establishments, making them aware of the value of the Visit Fort Bragg campaign and offering them opportunities to partner on promotions to increase stays.
- 5. Ongoing Targeted Online Advertising Campaigns In Task 1, The Idea Cooperative will consider a consistent presence online to increase steady web traffic, particularly during shoulder season.

Evaluating Results and Return on Investment

For each of the Tasks outlined below, a process is in place for reviewing analytics to determine strengths, weaknesses and areas of improvement for each communications vehicle. Because there is no direct way to connect marketing activity to hotel occupancy or city revenue, we rely on an informed assumption that increased engagement with the Visit Fort Bragg campaign, particularly site traffic to pages that are designed to guide users towards visitation are positive indicators that visitation is being driven by marketing efforts. We feel very strongly that maintaining the current level of outbound communications is critical to not only sustaining the current levels of city revenue and hotel bookings but continuing to grow them, particularly during the shoulder seasons.

Task 1: Strategic Plan Refinement

The Idea Cooperative will revisit the strategic work that provided the foundation of the campaign created in 2020. Drawing on four years' worth of experience and incorporating available research, the following information will be reviewed and adjusted where necessary.

- Available research from Visit CA and other sources
- Strategic Messaging & Positioning
- Integrated Marketing Plan
- Annual Promotional Roadmap

The resulting 2024 to 2025 Strategic Plan will define objectives and expectations, while serving as strategic direction for all destination marketing through the year.

Timing: July 1 > August 15, 2024

Measuring Results: The Idea Cooperative will track web traffic, social engagement and newsletter subscriber and click rates month to month. A mid-year and year-end comparison will determine if changes to the Strategic Plan were effective.

Task 2: Promotional Development, Execution & Analytics

Working from the approved Integrated Plan and Roadmap, The Idea Cooperative will implement all promotional activities. Promotional activities may vary from previous years, but are likely to include the following:

- Ongoing Seasonal Event Promotion
- Fort Bragg Photo Contest
- Fort Bragg Beer Month
- Holiday Gift Guide
- Restaurant Week
- Whale Fest
- Mendocino Film Fest
- Fort Bragg Bike Race Preparation

Paid Media Promotional Support

In reviewing the 2024 - 2025 promotional calendar, The Idea Cooperative will work with the City of Fort Bragg to determine which promotions warrant additional paid media support. Google ad campaigns have proved most effective in driving engagement and will be scheduled and budgeted in advance based on strategic recommendations in Task 1.

Timing: July 1, 2024 > June 30, 2025

Measuring Results: The Idea Cooperative tracks results of promotions monthly, reporting to the Visit Fort Bragg committee specific analytics related to each promotion. Results are used to adjust and optimize future promotions.

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

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

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

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

Visit California and other Marketing Partnership Opportunities

The Idea Cooperative has been working closely with Visit California to find maximum value for reaching their very large audience of prospective visitors throughout California. To date, those opportunities have been dependent on committing a percentage to marketing out of state and foreign travelers. However, Visit CA has recently introduced a new set of regionally focused programs, some of which fit well with Fort Bragg's specific marketing needs. The Idea Cooperative will continue to explore and take advantage of those opportunities.

Visit Mendocino County is also a key partner with the Visit Fort Bragg campaign and The Idea Cooperative has and will continue to maintain a strong working relationship with VMC. Successful collaboration has led to large increases in engagement and site traffic, particularly around events that piggy-back with VMC events.

Timing: July 1, 2024 > June 30, 2025

Measuring Results: Social media and E-newsletter analytics are reviewed and shared every month with the Visit Fort Bragg Committee with an eye towards what's working best and what can be improved.

F. BUDGETAND SCHEDULE OF CHARGES

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

Budget:

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

\$180,000 12 Month Total

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

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

Schedule of Charges			
Month	Fee	Hard Costs	TOTAL
July, 2024	\$12,000	\$3,000	\$15,000
August, 2024	\$12,000	\$3,000	\$15,000
September, 2024	\$12,000	\$3,000	\$15,000
October, 2023	\$12,000	\$3,000	\$15,000
November, 2023	\$12,000	\$3,000	\$15,000
December, 2023	\$12,000	\$3,000	\$15,000
January, 2025	\$12,000	\$3,000	\$15,000
February, 2025	\$12,000	\$3,000	\$15,000
March, 2025	\$12,000	\$3,000	\$15,000
April, 2025	\$12,000	\$3,000	\$15,000
May, 2025	\$12,000	\$3,000	\$15,000
June, 2025	\$12,000	\$3,000	\$15,000
Totals:	\$144,000	\$36,000	
	TOTAL CONTRACT:		\$180,000

Job Descriptions for Personnel: Tom Kavanaugh

- Strategic Development and Consultation
- Creative Direction
- Copywriting/Creative Concept
- Copywriting/Content Creation
- Interactive Strategy and Consultation

Tyler Young

- Creative Direction
- Art Direction/Creative Concept
- Digital Production Art / Production Design
- Interactive Strategy and Consultation
- Interactive Development & Programming
- Social Media & Content Execution

Melissa Holberton

- Account Direction
- Project Management
- Production Management
- Interactive Development & Programming
- Social Media & Content Execution

Hourly Personnel Rates:

- \$200 Strategic Development and Consultation
- \$200 Creative Direction
- \$150 Art Direction/Creative Concept
- \$150 Copywriting/Creative Concept
- \$100 Copywriting/Content Creation
- \$125 Account Direction
- \$100 Project Management
- \$100 Production Management
- \$100 Digital Production Art /
 Production Design
- \$150 Interactive Strategy and Consultation
- \$100 Interactive Development & Programming
- \$100 Social Media & Content Execution

Support Team / Subcontractors

- \$150 Interactive Strategy and Consultation
- \$100 Interactive Development & Programming
- \$150 Social Media & Content Strategy
- \$150 Media Relations and PR Strategy
- \$125 Media Relations and PR Execution
- \$100 Information Graphic Development

G. WORK SCHEDULE

For Visit Fort Bragg, The Idea Cooperative tracks general creative communications progress through the promotional calendar. A preliminary calendar is below and applies to Task 2. Task 1 will take place in the first month of the contract and Task 2 is ongoing throughout the year.

Preliminary 2024 - 2025 Promotional Calendar

July

•The Great Fort Bragg Photo Collection

August

- Shop Downtown
- Fall Events

September

- Mural Walk
- Fort Bragg Beer

October

- Winter Visit
- Magic Market

November > December

- Winter Events
- Gift Guide

January 2024

Restaurant Week

February > March

• Whale Fest +

April

- Fort Bragg Mountain Biking
- Summer Season Events

Mav

- Mendocino Film Festival
- Kelp Fest

June

Nature/Environmental/Sustainability

Invoice Example

CREATIVE THINKING, INC.

INVOICE

dba: The Idea Cooperative

Job #: FTB-045 Job Title: Creative Marketing
Date: May 31, 2024 Phase: 044 – May 2024

Submitted To: City of Fort Bragg
Contact: Cristal Munoz

March 2024

Agency Fee:	\$12,000.00
Hard Costs:	\$500.00
TOTAL:	\$12,500.00

May TOTAL DUE \$12,500.00

TOTAL PROJECT COSTS:

Month	Fee	Hard Costs	TOTAL
July, 2023	\$12,000		\$12,000
August, 2023	\$12,000		\$12,000
September, 2023	\$12,000	\$2,985.46	\$14,985.46
October, 2023	\$12,000	\$4,623.54	\$16,623.54
November, 2023	\$12,000	\$750.00	\$12,750.00
December, 2023	\$12,000	\$1,175.00	\$13,175.00
January, 2024	\$12,000	\$9,970.00	\$21,970.00
February, 2024	\$12,000	\$4,654.00	\$16,654.00
March, 2024	\$12,000	\$4,416.00	\$16,416.00
April, 2024	\$12,000	\$4,267.00	\$16,267.00
May, 2024	\$12,000	\$500.00	\$12,500.00
June, 2024	\$12,000	\$3,000	\$15,000
TOTAL CONTRACT:	\$144,000	\$36,000.00	\$180,000.00
Invoiced To Date:	\$132,000	\$33,341.00	\$163,841.00
Balance:	\$12,000	\$2,659.00	\$16,159.00

Hard Costs - May

CONTENT	
B. Bruce	\$500
HARD COST TOTAL / MARCH	\$500

TERMS: Payment due within 30 days of receipt of invoice. Please make check payable to: Creative Thinking, Inc.

H. INSURANCE

The Idea Cooperative is current on all insurance required by Fort Bragg. Insurance costs incurred by The Idea Cooperative are shared across several clients with similar requirements. They are considered a cost of doing businesses and are not charged to our client. The percentage of costs incurred for Visit Fort Bragg would be approximately \$3,250 per year.

245



City of Fort Bragg Attention: Diana Sanchez, City Clerk 416 North Franklin Street Fort Bragg, CA 95437

Jun 23, 2024

Dear Ms. Sanchez,

We are pleased to submit our proposal for the Fort Bragg Tourism Marketing Campaign. This collaborative effort between Round Agencies, True Gent, and Hersh Rephun Publicity combines our expertise in marketing, production, and public relations to promote Fort Bragg as a premier year-round destination.

Round Agencies specializes in HD video production and advising on booking engine development. Our work with major hotel chains and tourism boards includes the Booklt.com Word of Mouth Program and high-impact TV campaigns.

True Gent creates compelling visual content for brands like Hyundai, Amazon, and Toyota, delivering high-quality visuals that entertain and inform.

Hersh Rephun Publicity, known as The MESSAGE Therapist™, **ex**cels in media coverage and crafting compelling narratives for clients like Mephisto, Flip Flop Shops, and Sprig.

Our strategy includes market research, content marketing, digital marketing, public relations, website and social media optimization, and stakeholder engagement. We will provide thorough reporting and evaluation to ensure continuous improvement and maximize ROI.

We believe our combined expertise will showcase Fort Bragg's beauty and charm, driving increased visitation and economic growth. We look forward to contributing to Fort Bragg's success. Thank you for considering our proposal. We are available for any questions or discussions. Please feel free to contact any of the team leads below.

Sincerely,

Jim Finlaw
Managing Partner
Founder, Round Agencies
Denver, Colorado
jim@roundagencies.com
303-378-3739

Jordan Brady
Media Director
Founder, True Gent TV
Los Angeles, CA
jordan@truegent.tv
323-816-8860

Hersh Rephun
Communications/PR
The MESSAGE Therapist™
Los Angeles, CA
hersh@ragingartist.com
310-850-2353

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A. Firm Description

Cooperative Effort

This proposal is a cooperative effort between Round Agencies, True Gent, and Hersh Rephun Publicity. By combining our strengths and expertise, we are uniquely positioned to provide comprehensive and innovative solutions that meet the diverse needs of our clients. Together, we offer an unparalleled range of services in marketing, production, and public relations, ensuring a holistic approach to every project.

A Cooperate and MultiState Agency Featuring Round Agencies, True Gent TV and Hersh Rephun - The MESSAGE Therapist™







Round Agencies

Round Agencies is a leading marketing and communications company specializing in HD video production and app development. We have extensive experience working with some of the largest hotel resort chains and tourism boards in the world, delivering innovative and impactful marketing solutions.

Capabilities

- HD Video Production: Creating high-definition video content for a variety of platforms and purposes.
- App Development: Developing iPhone, iPad, and Android apps for health, fitness, and travel sectors.
- Trans-media Strategies: Executing integrated marketing strategies across multiple media channels.

Notable Projects

- Booklt.com Word of Mouth Program: Produced the largest library of testimonial-based online travel content in the world, with over 125 programs for hotels, tourism boards, excursions, and activities.
- Hotel and Tourism Board Accounts: Managed multi-annual accounts with major hotel resort chains including Riu Resorts, Melia Resorts, Holiday Inn, Westin, and Hilton across various markets in the US, Mexico, Costa Rica, Jamaica, Dominican Republic, and Aruba.
- Television Campaigns: Produced television campaigns for Booklt.com aired on Food Network, The Travel Channel, Comcast, Fox News, and CNN; coordinated with media buying agencies.
- Trans-media Campaigns: Created and executed strategies for pre-roll campaigns, embedded video promotions, SpotXChange, YouTube paid videos, and regional campaigns, including Pandora Radio.
- Long Form Commercials: Produced the "Top Five Resorts of Mexico and Caribbean" long-form commercial.
- Customized Sales Collateral: Developed customized business cases, iPad sales kits, market manager presentations, tourism board presentations, iBooks sales kits, and customized sales videos.

Website: Round Agencies

True Gent

True Gent is a cutting-edge production company specializing in creating compelling visual content that resonates with audiences. Our portfolio includes a diverse range of projects from television shows to digital media, showcasing our versatility and creativity. True Gent is committed to producing high-quality content that not only entertains but also informs and engages viewers.

Capabilities

- Commercial Production: Creating impactful commercials that enhance brand visibility and consumer engagement.
- Digital Media: Producing engaging digital content for various platforms.
- Collaborative Projects: Partnering with other agencies and brands to deliver unified marketing campaigns.

Notable Projects

- Hyundai: Produced impactful visual content that elevated the brand's advertising campaigns.
- Amazon (NFL Thursday Night): Created dynamic content that engaged a broad audience.
- Toyota: Delivered compelling videos in collaboration with agencies like Saatchi LA.
- RAM Trucks: Created powerful visual narratives with Sapient Publicis.
- Buick: Crafted visually appealing content with Leo Burnett Detroit.
- Home Depot/Blinds.com: Produced effective marketing content with Oxford Rd.

Website: True Gent

Hersh Rephun Publicity

Hersh Rephun Publicity, also known as The Message Therapist, is a renowned public relations firm known for crafting compelling narratives and securing extensive media coverage for clients. With a deep understanding of the media landscape and a strategic approach to public relations, we help clients build and maintain a positive public image.

Capabilities

- Media Relations: Securing media coverage that enhances client visibility and reputation.
- Brand Strategy: Developing strategies that align with client goals and market positioning.
- Crisis Communications: Managing communications during crises to protect and maintain client reputation.

Notable Projects

- Corner Bakery: Boosted visibility and positive public perception through strategic PR efforts.
- BMW: Reinforced brand prestige and innovation through extensive media coverage.
- Where2Next/Mephisto: Developed an integrated campaign to boost brand awareness and engagement.

Website: Hersh Rephun PR & Communications

B. Relevant Experience

Round Agencies

Round Agencies has significant experience working with rural destinations and major tourist markets, delivering successful promotional programs with proven results. Some of our relevant experiences include:

- Booklt.com Word of Mouth Program: Created over 125 testimonial-based online travel content programs for hotels, tourism boards, excursions, and activities, significantly boosting engagement and bookings.
- Hotel and Tourism Board Accounts: Managed accounts with major hotel chains and tourism boards across various markets, enhancing their visibility and attracting more visitors.
- Trans-media Campaigns: Executed integrated marketing strategies across multiple channels, driving high ROI and increasing tourist engagement.

True Gent TV

True Gent has a proven track record in producing high-quality visual content that effectively promotes rural destinations. Our relevant experience includes:

- Collaborative Projects with Major Brands: Worked with Hyundai, Amazon (NFL Thursday Night), Toyota, RAM Trucks, Buick, and Home Depot/Blinds.com, creating engaging content that resonated with diverse audiences.
- Unified Marketing Efforts: Partnered with other agencies and brands to deliver cohesive and impactful marketing campaigns, ensuring consistent messaging and maximum reach.

Hersh Rephun Publicity

Hersh Rephun Publicity excels in public relations and brand strategy, with a strong focus on enhancing visibility for rural destinations. Our relevant experience includes:

- Media Relations for Rural Destinations: Secured extensive media coverage for clients, boosting their profile and attracting more visitors.
- Collaborative Efforts: Worked with various marketing agencies and internal teams to deliver unified PR strategies, ensuring cohesive messaging and high-impact results.
- Where2Next/Mephisto: Developed a campaign specifically targeting the travel sector to enhance brand visibility and engagement.

C. Key Personnel Qualifications Multistate Talent

Managing Partner
Jim Finlaw, Denver, Colorado
LinkedIn Profile

Jim Finlaw brings extensive experience in marketing and communications, specializing in HD video production and app development. Numerous high-profile projects, including the Word of Mouth Program and multi-annual accounts with major hotel chains and tourism boards.



Media: Jordan Brady, Los Angeles California LinkedIn Profile

Jordan Brady is a seasoned media professional with a wealth of experience in commercial production. As a director and founder of True Gent, Jordan has led numerous successful campaigns for top brands, showcasing his ability to create compelling visual content that engages and informs audiences.



Communications: Hersh Rephun, Los Angeles California LinkedIn Profile

Hersh Rephun is an expert in public relations and brand strategy. With over two decades of experience, Hersh has a proven track record of securing extensive media coverage and crafting compelling narratives that enhance client visibility and reputation.



Digital Strategy: Jeffry Yen, Metro Seattle WA <u>LinkedIn Profile</u>

Jeffry Yen is a digital strategy specialist with extensive experience in developing and executing integrated marketing campaigns. His expertise in digital media and strategic planning has driven significant results for numerous clients, ensuring maximum ROI and engagement.



Al Art Director:Hock Ng, Metro NYC LinkedIn Profile

Hock Ng is an AI Art Director with a deep understanding of AI technologies and their applications in creative projects. His innovative approach to AI-driven art and design enhances the visual impact of marketing campaigns, delivering unique and engaging content.



On Camera Talent/Lifestyle Writer Sheena Steedman Salt Lake City UT

LinkedIn Profile

Sheena Steedman is a versatile on-camera talent and lifestyle writer with a knack for creating relatable and engaging content. Her experience in lifestyle writing and on-camera presentations brings a unique and personable touch to marketing campaigns.



Product Manager Albert Fong, San Francisco California LinkedIn Profile

Albert Fong is a skilled product manager with a strong background in overseeing the development and execution of marketing projects. His expertise in project management and strategic planning ensures that all initiatives are delivered on time and meet the highest standards of quality.



D. References

Below are references who can provide insight into our capabilities and the successful projects we have completed. Each reference is knowledgeable about our work and can attest to the quality and impact of our marketing, production, and public relations efforts.

Fernando Robles

Industry: Travel and Hospitality Title: Marketing Manager Market: Cancun, Mexico

LinkedIn Profile

fernandooaks13@gmail.com

Phone Number is International, Available Upon Request Fernando Robles has worked closely with our team on multiple projects involving high-definition video production and digital marketing strategies.

Michael Aucoin

Industry: Travel and Hospitality
Title: Travel Marketing Executive

Market: New Orleans, LA

<u>LinkedIn Profile</u>

aucoinmr@gmail.com

504 -515-4042

Michael Aucoin has collaborated with us on numerous media production projects. His insights into our ability to create compelling visual content and manage large-scale media campaigns highlight our expertise in the field and our commitment to delivering high-quality results.

Federico Alfaro

Industry: Travel and Hospitality

Hilton Hotels

Markets: Costa Rica, Cancun, Las Vegas

LinkedIn Profile

<u>alfarofederico@outlook.com</u>

Phone Number is International, Available Upon Request

Federico Alfaro has partnered with our team on several public relations and brand strategy initiatives. His experience with our strategic approach and our ability to secure extensive media coverage demonstrates our effectiveness in enhancing client visibility and reputation.

James Rowley

LinkedIn Profile

Founder, Woolloomooloo (former CEO, Mephisto USA)

Industry: Apparel/Footwear Location: Los Angeles, CA

james.rowley@woolloomoolooshoe.com

512-589-9094

E. Scope of Work

Project Background

This proposal outlines a comprehensive marketing strategy to revitalize tourism in Fort Bragg, California. Our goal is to increase overall visitation, particularly during the shoulder seasons of Winter and Spring. Additionally, we aim to extend the length of stay per visit and encourage visitors to spend more per day.

Key Performance Indicators (KPIs)

The success of this campaign will be measured by the following KPIs:

- Increased tourism spending
- Increased gross lodging tax revenues
- Increased gross sales tax revenues
- Increased volume of first-time visitors
- Growth of off-season visitation
- Increased website and social traffic
- Increased overall visitor engagement throughout all outreach channels
- Increased stakeholder engagement throughout the Visit Us program

Scope of Work

1. Market Research & Audience Analysis

- Task: Conduct in-depth market research to understand current visitor demographics, travel habits, and preferences.
- Completion: Analyze existing data from the town, local businesses, and tourism boards. Conduct online surveys and focus groups with target audiences.
- Evaluation: Identify ideal visitor profiles, preferred activities, and pain points (e.g., lack of awareness of off-season attractions).

2. Content Marketing & Brand Storytelling

- Task: Develop engaging content showcasing the unique charm of Fort Bragg across all seasons.
 - Blog posts, high-quality photos and videos, and interactive elements.
- Completion: Create a content calendar with themes and topics relevant to target audiences. Partner with local businesses and influencers to create authentic content.
 - o Cool Hotspots Profile key tourist locations and their unique history

- A Day in the Life at Fort Bragg by persona (Adventurist, Naturalist, etc.)
 covering hotspots, activities
- Local Business Spotlight Interview individual owners about their businesses
- Why Fort Bragg Feature local individuals on why they choose to live there
- Evaluation: Track website traffic, social media engagement, and content downloads to measure content effectiveness. Utilize analytics tools to identify high-performing content.

3. Digital Marketing & Paid Advertising

- Task: Implement targeted digital marketing campaigns to reach potential visitors beyond the shoulder seasons. SEO, PPC advertising, social media advertising, and email marketing.
- Completion: Utilize keyword research tools to optimize website content for relevant search terms. Develop targeted ad campaigns on Google Ads, social media platforms, and travel-specific websites. Integrate email marketing to nurture leads and promote special offers.
- Evaluation: Monitor website traffic sources, analyze ad campaign performance data (impressions, clicks, conversions), and track email open rates and click-through rates to measure ROI.

4. Public Relations & Influencer Marketing

- Task: Secure media placements for Fort Bragg in travel publications, online media outlets, and local/regional newspapers. Partner with relevant travel bloggers and influencers to promote the destination.
- Completion: Develop press releases highlighting new events, attractions, or seasonal offerings. Pitch stories to relevant media contacts and facilitate media visits. Partner with influencers with established audiences who align with the target demographics.
- Evaluation: Track media coverage, monitor social media mentions generated by influencers, and analyze website traffic spikes resulting from media placements.

5. Website & Social Media Optimization

 Task: Enhance the user experience of Fort Bragg's website and optimize social media profiles. Leverage the personas in the "Experiences" section of the website to provide unique perspectives.

- Completion: Ensure the website is mobile-friendly and provides clear information about attractions, events, and accommodation options. Implement user-friendly features like booking engines and interactive maps. Optimize social media profiles with engaging content and relevant hashtags.
- Evaluation: Track website bounce rate, conversion rates, and time spent on site.
 Monitor social media engagement metrics and measure the growth of website and social media followers.

6. Stakeholder Engagement & Industry Collaboration

- Task: Foster collaboration with local businesses, hotels, restaurants, and event organizers. Develop a comprehensive Visit Us program for stakeholders with marketing resources and tools.
- Completion: Organize workshops and training sessions for stakeholders on digital marketing best practices. Facilitate networking opportunities with other tourism destinations in the region.
- Evaluation: Track the participation rate in workshops and events. Monitor feedback from stakeholders through surveys and meetings. Measure their engagement in the Visit Us program and co-marketing initiatives.

Reporting & Evaluation

We will provide comprehensive monthly reports detailing campaign performance across all channels. Reports will include:

- Key performance indicator (KPI) tracking
- Analysis of website traffic and social media engagement
- Insights on campaign effectiveness and recommendations for optimization

Conclusion

By implementing this comprehensive marketing strategy, we are confident in propelling Fort Bragg to become a thriving year-round tourist destination. Increased tourism spending will lead to higher tax revenue for the town, benefiting local businesses and the overall economy. Our data-driven approach ensures continuous improvement and a maximized return on investment.

F. Budget and Schedule of Charges

Deliverable	Description	Not to Exceed
Market Research & Audience Analysis	Conduct surveys, focus groups, data analysis	\$15,000
Content Marketing & Brand Storytelling	Develop blog posts, videos, social media posts, interactive elements	\$25,000
Digital Marketing & Paid Advertising	SEO, PPC advertising, social media advertising, email marketing	\$30,000
Public Relations & Influencer Marketing	Secure media placements, partner with influencers	\$20,000
Website & Social Media Optimization	Enhance website functionality, optimize social media profiles	\$15,000
Stakeholder Engagement & Industry Collaboration	Organize workshops, develop Visit Us program	\$10,000
Reporting & Evaluation	Monthly reports detailing campaign performance and ROI	\$5,000
Miscellaneous Costs	Printing, design, distribution of marketing materials, media buying fees	\$10,000

G. Work Schedule

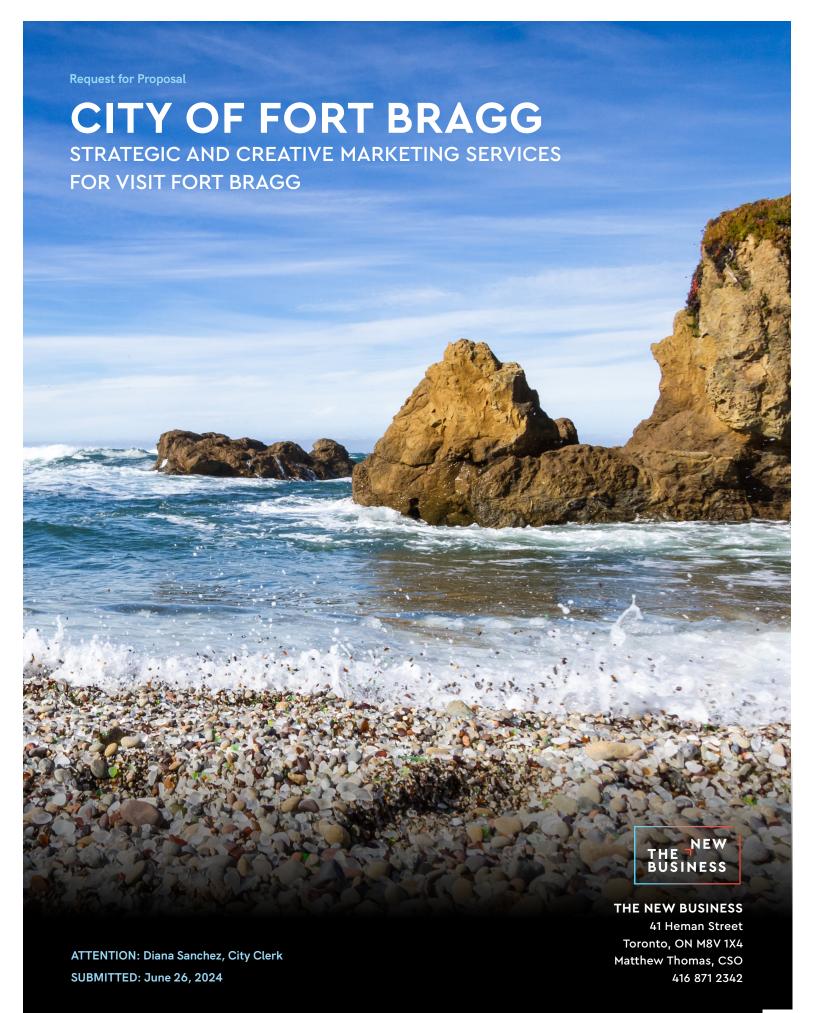
Task	Description	Timeline
Project Kickoff	Initial meeting to discuss project scope, objectives, and timelines	Week 1
Market Research & Audience Analysis	Conducting surveys, focus groups, and data analysis	Weeks 2-4
Content Development	Creating content including blogs, videos, and social media posts	Weeks 5-8
Digital Marketing Setup	Setting up SEO, PPC, and social media advertising campaigns	Weeks 6-8
Public Relations & Influencer Outreach	Developing press releases and partnering with influencers	Weeks 6-9
Website & Social Media Optimization	Enhancing website functionality and optimizing social media profiles	Weeks 7-10
Stakeholder Engagement	Organizing workshops and training sessions for local businesses	Weeks 9-11
Campaign Launch	Launching marketing campaigns across all channels	Week 12
Ongoing Monitoring & Optimization	Continuously monitoring campaign performance and making necessary adjustments	Weeks 12-24 (ongoing)
Reporting	Providing comprehensive reports on campaign performance and ROI	Monthly, starting Week 16

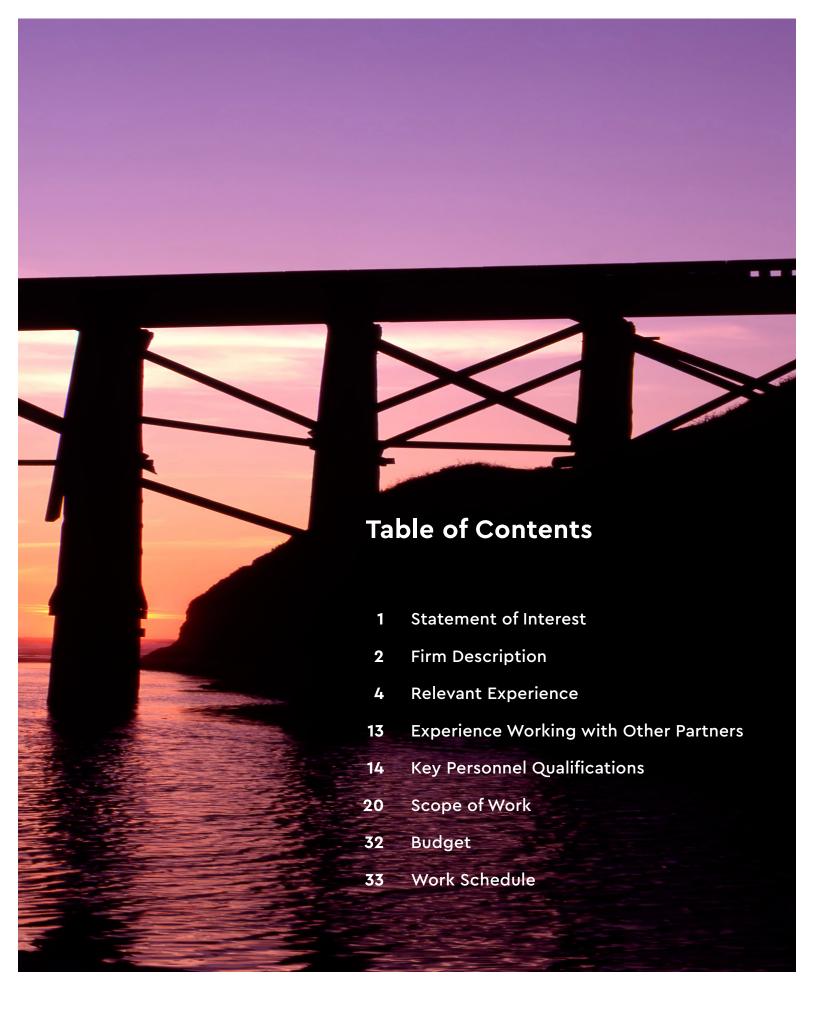
Work Breakdown Schedule

Phase	Task	Subtask	Start Date	End Date	Responsibility
Phase 1: Planning	Project Kickoff	Initial meeting and scope discussion	Week 1	Week 1	All agencies
	Market Research & Audience Analysis	Conduct surveys, focus groups	Week 2	Week 4	Round Agencies
		Data analysis	Week 2	Week 4	Round Agencies
Phase 2: Content Creation	Multichannel Content Development	Create content calendar	Week 5	Week 5	True Gent
		Develop blog posts, videos, social media posts	Week 5	Week 8	True Gent
Phase 3: Digital Marketing	Digital Marketing Setup	SEO, PPC, social media advertising campaigns	Week 6	Week 8	Round Agencies
Phase 4: Public Relations	Public Relations & Influencer Outreach	Develop press releases, partner with influencers	Week 6	Week 9	Hersh Rephun Publicity
Phase 5: Optimization	Website & Social Media Optimization	Enhance website functionality, optimize profiles	Week 7	Week 10	Round Agencies

Phase 6: Engagement	Stakeholder Engagement	Organize workshops, develop Visit Us Program	Week 9	Week 11	Round Agencies
Phase 7: Launch & Monitor	Campaign Launch	Launch marketing campaigns across all channels	Week 12	Week 12	All agencies
	Ongoing Monitoring & Optimization	Monitor performance, make adjustments	Week 12	Week 24	All agencies
Phase 8: Reporting	Reporting	Provide monthly reports on performance and ROI	Week 16	Ongoing	All agencies

Attachments: Standard Professional Service Agreement - Filled Out And Signed - Will be Emailed To Diana Sanchez.







Statement of Interest

Dear Fort Bragg Team,

Our team has a soft spot for rural destinations, and Fort Bragg is no exception. We're excited about the possibility of working with you!

In today's noisy tourism marketing world, it's crucial to stand out. I'm sure you've experienced the hubbub clamoring for attention. Most marketing just adds to the din.

We specialize in building cohesive marketing assets that create a powerful gravitational pull, ensuring smaller destinations like Fort Bragg achieve an outsized return on investment.

Our team is thrilled to craft a campaign that honors your history as a gritty lumber town. We've helped put Northern Ontario on the map — a very similar rural destination — and delivered impressive returns on their investment.

We fully understand the challenges and opportunities you face as a municipal DMO, balancing the roles of destination marketer and manager, particularly with the challenges of the Transient Occupancy Tax and showing ROI to stakeholders. Our Destination Design approach has helped similar destinations navigate these waters.

Your authentic and unpretentious vibe aligns perfectly with our team's culture. As our DMO clients will tell you, we deliver outstanding results through a down-to-earth approach. They'd be more than happy to tell you about our work.

With over 10 years of experience in rural destination marketing, our team is well-equipped to handle all the items in your Scope of Work seamlessly as one integrated team.

Fort Bragg is an incredible destination that more travelers in California—and locations beyond—need to discover. We look forward to the chance to work together.

Warm regards,

Matthew Thomas

Matthew Thomas
CSO, The New Business

Firm Description

The New Business (TNB) is a full-service tourism marketing agency with over a decade of experience working with Destination Marketing Organizations (DMOs).

Our diverse team includes 20 full-time employees, three part-time staff, and three long-term contractors across North America. With our head office in Toronto, our team spans New York, Montreal, Vancouver, Portland, and LA. We work from offices, shared workspaces, and remotely, collaborating to ensure every line of copy and code provides measurable ROI for our destination clients.

Rural Destination Experts

TNB specializes in working with rural and remote destinations. For twelve years, we've partnered with Destination Northern Ontario (DNO), Destination Ontario, and other regional leaders, driving editorial and website services for Northern Ontario's online magazine. Northern Ontario is twice the size of Texas but, like Fort Bragg, it's off the beaten path from large urban areas to the south. We put the destination on the map with integrated marketing campaigns. This year we hit 4.7 million page views with a 20% click-through rate, sending droves of leads to local businesses.

Creative Marketing Services

Our creative team has a proven track record of delivering breakthrough tourism marketing campaigns. Our content strategist is a NYT best-seller, and the team has over 20 destination marketing campaigns under their belt. From billboards to social media campaigns, we bring tourism stories to life.

Public Relations Services

For the PR portion of this project, we partner with Outside PR, a trusted leader in outdoor adventure and leisure PR based in Marin County, California. Outside PR, renowned for its expertise in active lifestyles, and outdoor recreation, collaborates with us to provide exceptional public relations services for Fort Bragg in conjunction with TNB. Outside PR has an impressive portfolio, serving core outdoor brands like Fjallraven, Teva, Gore-Tex, Cotopaxi, and CamelBak, as well as larger consumer goods brands like Epson, Red Bull, Strava, and Athletic Brewing. They also bring extensive travel and tourism experience, having been the agency of record for Sun Valley, ID, MT Sobek, The Hotel Zags, and others.

Tourism Marketing Strategy

TNB developed the Destination Design approach to engage tourism stakeholders and craft the perfect marketing mix for our clients. Our team is made up of seasoned tourism professionals and marketing experts who understand what it takes to make destination managers successful in their communities. Matthew Thomas, your account manager, brings the insider perspective of a former manager of a municipal DMO and globally-recognised marketing expert. Leni Brem, your project manager, bridges the gap between tourism businesses and government with a decade of experience. TNB has managed million-dollar marketing campaigns that delivered measurable ROI for our clients. Last year TNB's marketing strategy resulted in a 58% increase in traffic year-over-year for our new client, with over 10K leads to their business partners.

Digital Marketing Expertise

Our experience with DMOs showed the need for software solutions specifically to help destination managers. So we built them. Now, these solutions are helping more than 14 destinations across North America:

- Whereabouts: A Customer Relationship Management (CRM) platform designed to treat your members like partners, not customers. At its heart, Whereabouts is a central hub for all your stakeholders, consolidating member records into a single, accessible location. It's not just a list; it powers event listings, directories, itineraries, and bookings. The platform's intuitive and user-friendly design ensures a smooth transition for your team. Feedback from DMOs using Whereabouts has been overwhelmingly positive, with many highlighting its ease of use and positive impact on operations.
- **Booker:** A booking referral system that makes your destination's tourism products easy to purchase and track. Booker is your lodging solution, designed to capture the bookings that your marketing efforts deserve, keeping the benefits—and the tax revenue—close to home.
- **Tripper:** An interactive itinerary system with dynamic mapping. It has a serious "wow" factor that makes your itineraries pop. From downtown shopping trips to RV adventures and road trips, Tripper brings your tourism offerings to life. It's designed to move prospective travelers from discovering to planning their stay in your destination.

What a Ride

Getting travelers on the road to your destination is our specialty. Our media brand, **What a Ride**, guarantees website traffic to your DMO and tourism operators. We create content about the best road adventures, using the website whataride.world and a 26,000-strong Facebook following of adventure enthusiasts. We drive traffic and bookings through influencer campaigns, group tours, content packages, and curated itineraries.

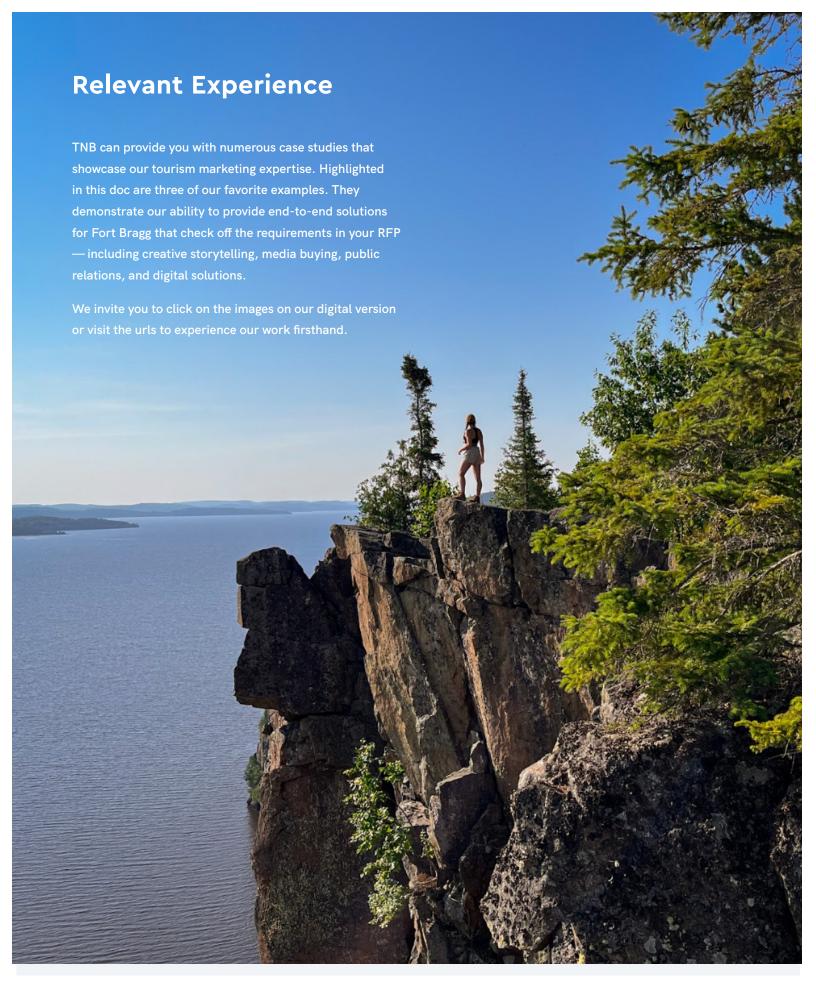
Memberships & Industry Partnerships

Our team stays on the pulse of the industry. We're active participants in organizations like Destinations International and the Travel & Tourism Research Association (TTRA). Our leadership team is often invited to give talks on rural destination marketing. Our team Slack channel buzzes with the latest industry news and trends, and we regularly attend seminars and events to stay ahead. Our extensive network across North America keeps us well-informed and connected, so we can help our clients navigate the ever-changing tourism industry landscape.

The TNB Commitment

Our goal is straightforward: to elevate your destination with better creative marketing and technology and achieve measurable results for your community.

As a tightly-knit team with a shared vision, we're committed to bringing the best marketing and technology solutions to the world of DMOs. That's how we're making a difference, one destination at a time.



Rebranding Rural: How TNB Turned Northeastern Ontario into a Must-Visit Destination

Northeastern Ontario had a problem. The rural destination, just a four-hour drive from Toronto, struggled to attract the city's 3 million residents and tourists to their small towns and outdoor recreation experiences. Adding to the challenge was the world-renowned destination of Muskoka, which stood in the way.

Muskoka, the go-to retreat for wealthy travelers, is famously frequented by celebrities. How could Northeastern Ontario compete against Victoria and David Beckham's favorite outdoor destination?

The DMO turned to our team for help.

We delivered a creative marketing campaign that instantly resonated with audiences looking to escape. The results exceeded our client's expectations.

The Marketing Strategy

Using our Destination Design approach, we conducted market research into Millennial and Gen Z audiences and surveyed their travel preferences. These insights turned into new target visitor personas and profiles. From there, TNB's marketing team developed a winning strategy: an integrated marketing campaign that tackled the issue head-on.

- **1. Focus on Authenticity:** Sure the rich and famous head to Muskoka. But where do real people go? In an era of "quiet-quitting" and rising inflation, our research revealed a genuine desire to escape hustle culture and seek authentic experiences.
- **2.Focus on Nostalgia:** Nostalgia was trending, with shows like Stranger Things bringing the 80s back. Smartphones were out. Polaroid cameras and cassette Walkmans were in. Our campaign tapped into the yearning for the good old days.
- **3. Differentiate from Muskoka:** Position Northeastern Ontario as Canada's true rural experience a frontier beyond Muskoka.

The Big Creative Idea

Toronto's iconic advocate, Drake, famously dubbed the city "The Six." This simple insight was all our creative team needed to build a winning marketing campaign for our client.

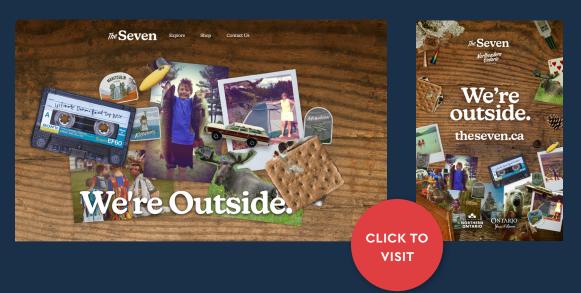
To get people traveling from "The Six" we would turn Northeastern Ontario into "The Seven." The idea instantly resonated with Torontonians and global travelers, inviting them to explore a new destination just a bit further north.

Our Creative team, led by Creative Director Kinnon Elliott, embraced the authenticity of Northeastern Ontario. No false promises here. Marketing copy promised "splinters and sunburns and bug bites" and rainy camping trips that still ended up being the best ever.

REFERENCE

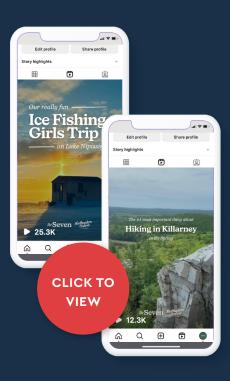
Trevor Beard, Executive Director, | 647-217-5467 | director@neont.ca

The Seven









The campaign used a classic family vacation aesthetic with postcards, grainy photos, and VHS-style influencer videos. All carefully designed to differentiate "The Seven" from Muskoka and position "The Seven" as Canada's authentic outdoor hot-spot.

The Integrated Campaign

With "The Seven" creative assets in place, our media team transformed it into a fully integrated campaign, stretching every dollar to maximize ROI.

Influencer Content: Social media specialist Jessie Stones led the influencer campaign. Influencers who embodied the brand values of The Seven brought fresh perspectives to the destination and captured the true experience. Road trips with hotdog stand pitstops, reeling in the comically small fish from a boat, and small-town shopping trips were captured using the influencers' authentic voice to match the new brand.

Billboards: Billboards throughout Toronto sprung up in strategic areas. Messages like "We're Outside" and "The Six could never" spread the word about Canada's refreshing new rural destination.

Print Media: We placed full page print ads in a popular summer travel magazine that was distributed through two national newspapers to addresses in the Greater Toronto Area.

SEO and Editorial: Our SEO-driven editorial calendar captured search traffic for outdoor recreation and natural getaways near Toronto.

Trip Planning: Our Tripper software offered stop-by-stop trip ideas to bypass Muskoka and explore "The Seven."

Digital Marketing: The campaign included increased social media presence on Instagram, Facebook, and TikTok, with email marketing to keep "The Seven" top of mind.

- Website Traffic: A 58% year-over-year increase and 2,000 virtual guidebook downloads.
- Bookings: Over 10,000 referrals to businesses.
- Social Media Engagement: A 300%+ increase in engagement across our platforms.
- Traditional Media: The rebrand made headlines, featured in national news outlets.
- **Stakeholders:** Northeastern Ontario stakeholders praised the campaign for giving them a renewed sense of pride in their destination.

The Results

Feedback from the client and tourism stakeholders was immediate and overwhelmingly positive.

TNB delivered the following in-house services:

- Branding identity, tagline, and key messages
- Brand positioning and story
- Marketing strategy for target visitor personas and profiles
- Social media and influencer marketing
- Public relations
- Advertising strategy and implementation
- Website design and development
- Content strategy (SEO)
- Booking engine and referral tracking software using Booker
- Customer relationship management with Whereabouts
- Trip itinerary builder using Tripper

They took our ideas and turned them into a beautiful marketing campaign. The results speak for themselves. All our numbers are up.

— Trevor Beard

Aww, shucks. Watch Trevor speak about our work on CTV News.

What this Means for Visit Fort Bragg

The success of this campaign shows how our integrated marketing services will draw visitors from the San Francisco Bay Area to Fort Bragg.

TNB will deliver a creative campaign that gets attention in a noisy world. Our team is eager to draw California tourists up the coast, past wine country, to your destination.

- Increase volume of first-time visitors
- Increase overall visitor engagement throughout all outreach channels

Northern Ontario Travel: How TNB Transitioned the Destination from Struggle to Success

Background

Northern California and Northern Ontario have a lot in common. Like California, Ontario is the largest tourism destination in its country, with 35% of all Canadian tourism spending occurring in the province. Northern Ontario, twice the size of Texas, is the largest tourism region in Ontario. The rural destination is known for its outdoor recreation, including hiking, fishing, horseback riding, kayaking, and small-town events and festivals. Both destinations offer similar bookable products, including hotels, motels, lodges, cabins, bed and breakfasts, and campgrounds. Just as Fort Bragg attracts tourists from urban centers like California's Central Valley and San Francisco Bay Area, Northern Ontario draws visitors from major cities to the south such as the Greater Toronto Area and Ottawa, as well as cross-border traffic from the United States.

A Decade-Long Collaboration with Destination Northern Ontario

For the past twelve years, The New Business (TNB) has partnered with Destination Northern Ontario (DNO), Destination Ontario, and thirteen regional DMOs. We have managed everything from building and maintaining their network of DMO websites to developing content strategies, managing social media campaigns, email marketing, paid ad campaigns, and reporting results to all key stakeholders. Our marketing strategy is "consumer-first," focusing on high-quality content, consistent social media engagement, strategic advertising, and a user-friendly website redesign.

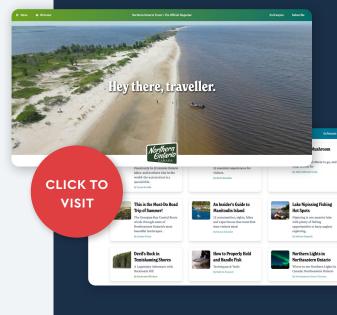
Content, SEO, and Editorial Expertise

Before TNB's involvement, travelers struggled to find information about Northern Ontario's tourism products and experiences. This changed with the creation of the industry-leading website, Northern Ontario Travel. This magazine-style website, led by our content strategist Jennifer McCartney, has attracted over 20 million visitors. Our content team manages hundreds of articles annually with photos and videos, strategically covering all areas of the destination's tourism activities.

REFERENCE:

Stephanie Hopkin, Senior Coordinator, Marketing and Communications 705–297–2400 | s.hopkin@destinationnorthernontario.ca







Now, the website is a trusted source of tourism information, with over 300 articles in Google's first-page ranking and nearly 3,600 organic keywords appearing in Google's top 3 search results. With over 122,000 organic visits per month, DNO enjoys a steady increase in traffic, supported by a massive repository of content powering its social media engine.

Last year, traffic to the website reached an all-time high of 4.7 million visitors, with a 20% click-through rate, driving hundreds of thousands of leads to qualified businesses across the region.

High-Performance Email Marketing

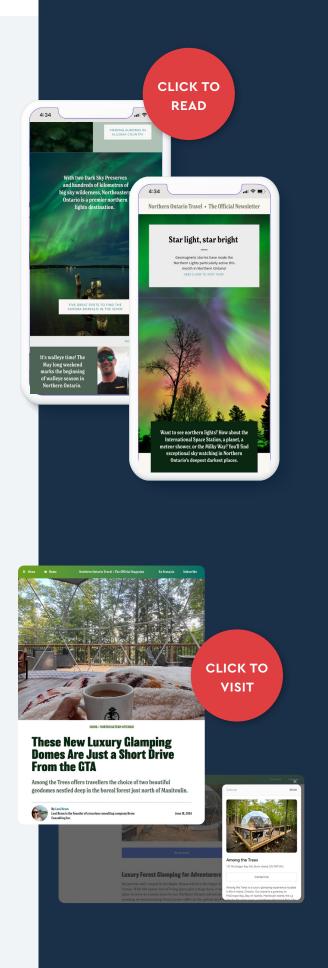
TNB is responsible for DNO's consumer email marketing campaigns. Research into Northern Ontario travelers revealed that nearly 75% of first-time visitors are very likely to return. We used this insight to craft a newsletter strategy that keeps travelers connected by highlighting new opportunities to plan their next trip.

In fiscal year 2023-24, we added over 3,000 new subscribers through social media and the website, achieving a growth rate of 10% per month. Our data-driven approach segments email newsletters to provide highly engaging information based on previous behavior or interests, such as fishing, motorcycling, and family adventures. Our emails achieve an open rate of 51.6%—far above the industry average of 20.44%—and an impressive click rate of 5%.

Increasing Revenue from Bookings

Destination Northern Ontario faced challenges in supporting online bookings. Their DMO website attracted millions of visitors but lacked direct online booking capabilities, redirecting travelers to outdated business websites. Our research revealed significant technological gaps: 50% of the destination's lodge, cottage, and resort websites were not mobile-friendly, and only a small fraction offered online booking, contributing to low accommodation occupancy rates.

To bridge this gap, we created Booker, a comprehensive booking system designed for DMOs and their members. With Booker, DMOs can increase the impact of their marketing spend by offering all of their operators a powerful booking engine, tracking referrals, delivering exceptional booking experiences to tourists, and accessing valuable data to improve their destination marketing strategies. Booker supports a wide range of products, including lodging and optional experiences like canoe rentals and boat tours. For example, the business Among The Trees fully booked its summer season using just Booker, generating bookings from DNO's website and their own social media.



Innovative Trip Planning Tools

Seeing the need to support travelers in planning their trips, TNB assisted DNO by delivering a library of interactive itineraries through Tripper, our modular mapping system. Tripper transformed DNO's traditional itineraries into interactive, stop-by-stop trips of all kinds.

- Long weekend road trips from the big city
- Motorcycle tours to attract new visitors

- RV trips for families to support local businesses
- Hiking trails to keep travels on the right path

Tripper transformed DNO's itineraries into engaging experiences, achieving **78% more engagement** than traditional webpages.

Showcasing Results & ROI

Reporting on the value of our work is essential for destination managers. We made it easier with a series of industry-leading reports clarifying the value of DNO's work to stakeholders. This reporting approach is now included in our CRM software, Whereabouts.

DNO receives comprehensive data reports monthly, quarterly, and annually, focusing on key performance indicators (KPIs). With Whereabouts, their team gets instant access to important KPIs, including social media metrics, website traffic, SEO performance, and booking referrals.

TNB has been our indispensable, trusted tourism marketing partner. They've moved mountains to create world-class tourism solutions for our destination. They make my job much easier.

Stephanie Hopkin, Senior Coordinator,
 Marketing and Communications

TNB delivers the following in-house services:

- Marketing strategy for target visitor personas and profiles
- Social media and influencer marketing
- Advertising strategy and implementation
- Website design and development
- Content strategy, writing, and managing content producers
- Booking engine and referral tracking software using Booker
- Trip itinerary builder using Tripper

What this Means for Visit Fort Bragg

Based on the needs expressed in your RFP, this case study proves our ability to achieve the following Fort Bragg goals:

- 1. Increased tourism spending 🗸
- 2. Increased gross lodging tax revenues ✓
- 3. Increased gross sales tax revenues ✓
- 6. Increased website and social traffic <

Breathing New Life into a True Blue, Classic Destination: The County

Background

Prince Edward County, known affectionately as "The County," sought to redefine its appeal and attract high-value visitors—those who contribute economically and align with values of inclusivity and sustainability. Similar to how Fort Bragg draws visitors from California's Central Valley and San Francisco Bay Area, VTC aimed to attract tourists from Toronto and Montreal, especially during the shoulder seasons.

Challenge

As a newly established DMO, Visit The County (VTC) faced the challenge of engaging with local tourism businesses and managing hundreds of event and business listings. The goal was to introduce a new brand and evergreen marketing campaign that resonates with both visitors and the local community, emphasizing authenticity and sustainability.

Destination Design Approach

To create a comprehensive and authentic marketing strategy, we employed our Destination Design approach, engaging stakeholders across the region to capture the true essence of Prince Edward County.

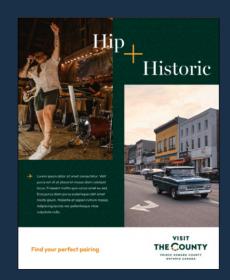
- **In-Depth Field Research:** Visited 8 diverse businesses to understand the region's offerings.
- **Stakeholder Interviews:** Conducted 14 detailed interviews with key stakeholders.
- Comprehensive Online Survey: Launched an online survey with 70 responses to gather broad community insights.

Using these insights, our team identified four key traveler types:

- 1. Families from nearby urban centers (Toronto, Ottawa, Montreal, NY)
- 2. International tourists visiting nearby urban centers
- 3. Luxury & wellness tourists
- 4. Couples from nearby urban centers

VISIT THE COUNTY

PRINCE EDWARD COUNTY







REFERENCE:

Eleanor Cook, Executive Director, | 613-242-8112 | eleanor@visitthecounty.com

Positioning Prince Edward County

Unlike any destination in the region, The County is a hub for trailblazing entrepreneurs, world-class chefs, brewers, winemakers, and creatives, making it a unique and appealing destination for those seeking innovative experiences.

Using our research, we positioned Prince Edward County as a destination for "groundbreakers."

The approach tied all the elements together — the farming history, food culture, winemaking, and new wave of hip, contemporary travelers.

"Groundbreakers Welcome" became the slogan, embraced by locals and target audiences.

The Integrated Marketing Campaign

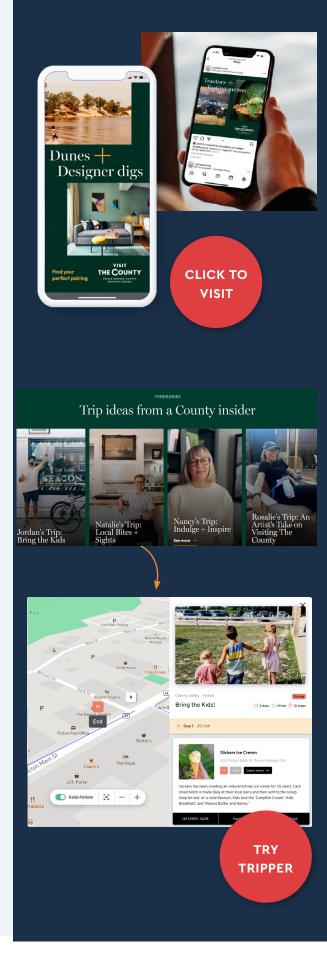
Our team then brought this idea to life, with a creative campaign highlighting the duality of The County — combining rural charm with sophisticated offerings. This was communicated through short, catchy word pairs and image combinations, reinforcing the unique and unexpected nature of The County.

Media Platforms

- Out-of-Home Billboards: Strategic placements with catchy messages.
- Print Media: Guides and advertisements in prominent publications.
- **Digital Marketing:** Increased presence on Instagram, Facebook, and TikTok, along with targeted email marketing campaigns.

Local-Led Itineraries

VTC's digital strategy included interactive, stop-by-stop itineraries curated by local champions. These itineraries not only build trust but also personalize the travel experience, significantly influencing travel decisions and boosting bookings.



Enhancing Online Presence

The new VTC website prioritizes tourism businesses. Listings from Whereabouts CRM are automatically updated and categorized, providing visitors with easy navigation and up-to-date information.

- Business Listings Integration: Onboarded 700 business listings into Whereabouts.
- **Automated Updates:** Event, business directories, and booking information are automatically updated, reducing administrative tasks.
- **Enhanced User Experience:** Visitors can sort listings by category and region, with nearby attractions and accommodations highlighted to encourage bookings.

Results

Our strategic approach and creative marketing campaign have led to significant results:

- Website Traffic: 340% in just the first quarter since the website launch.
- Booking Referrals: Over 3,000 referrals to businesses through our booking system, Booker
- Stakeholder Feedback: Positive response and increased local pride in the destination.

Prince Edward County now stands out as a premier destination, offering a blend of authentic rural experiences and sophisticated offerings, perfectly positioned to attract high-value visitors.

TNB delivered the following in-house services:

- Marketing strategy tailored to both domestic and international audiences.
- Website design and development with an emphasis on user experience and bookable experiences
- Trip itinerary builder using Tripper
- Integration of storytelling elements, featuring local voices and experiences.
- Content strategy, writing, and managing content producers
- Booking engine and referral tracking software using Booker
- Customer relationship management with Whereabouts

What this Means for Visit Fort Bragg

Based on the needs expressed in your RFP, this case study proves our ability to achieve the following Fort Bragg goals:

- Increased tourism spending
- Increased gross lodging tax revenues
- Increased gross sales tax revenues
- Increased website and social traffic

Experience Working with other Partners

Our success in working with partners is evident in our collaborations with Destination Ontario, Destination Northern Ontario, thirteen sector organizations, various Francophone and Indigenous communities, and numerous cities and regions.

TNB's expertise in fostering and managing these partnerships is exemplified by our Centralized Ad Spend initiative. In 2019, we recognized the potential for enhanced advertising outcomes. Our Advertising Manager, Ian Russell, initiated collaborations with each of Destination Northern Ontario's stakeholders to synergize their digital media advertising budgets and creative campaigns. This strategy proved to be more effective than the sum of its parts. By 2023, the Centralized Ad Spend yielded impressive results: 426,000 website sessions for a \$60,000 investment (equating to \$0.14 per visit) and 17,000 outbound clicks (costing just \$3.53 per lead). These figures significantly surpassed the individual achievements of any partner. Additionally, this collaboration fostered agility in our advertising approaches. For example, when the New York Times featured the Lake Superior Ice Caves, we promptly launched targeted ads showcasing relevant archival content to NYT readers.

Further enhancing this partnership, our team devised a comprehensive editorial and SEO content strategy. Our Content Strategist, Jennifer McCartney, oversees editorial collaborations across the regions. By managing a centralized editorial calendar and maintaining regular group and individual consultations, she collaborates with regional representatives to create a blend of SEO-driven and in-depth editorial content. This initiative has led to the production of thousands of articles spanning the full spectrum of tourism activities.

The impact is evident: over 122,000 monthly organic visits, more than 10,000 articles ranked on Google's first page, and nearly 3,600 organic keywords in Google's top three search results. Thanks to this innovative partnership, travelers now have access to a rich array of articles covering Northern Ontario's key attractions across all four regions and the five urban centers.

These partnerships are our most successful initiatives to date, not only overcoming the challenge of aligning diverse goals but also inspiring participants to reconsider the notion of competition among local destinations.

Key Personnel Qualifications

Creative Services



Kinnon Elliott Chief Creative Officer

Kinnon leads the creative team at The New Business, and is the principal designer for all branding and web design projects. An award-winning illustrator and designer, she has worked with TNB for over a decade on print, web, video and

creative ad campaigns that showcase the distinct natural beauty and rich experiences of our partner travel destinations. She has developed visually compelling brands for clients such as The Seven—Northeastern Ontario, CION Cultural Industries Ontario North, and Visit the County. She also worked with Ontario's Highlands to rebrand and modernize their consumer and industry-facing websites, improve the UX and visual interface, and develop a visual treatment that communicated the region's personality and values.



Jennifer McCartney Content Strategist

Jennifer McCartney, a New York Times best-selling author and seasoned content strategist, excels in delivering exceptional content and compelling messaging. With nearly two decades of experience in writing and editing, Jennifer will lead

the content work for your campaign, leveraging her expertise to optimize your brand's visibility and engagement.

Jennifer's role as the Senior Content Specialist for Destination Northern Ontario has demonstrated her ability to drive impressive results. Her strategic approach has led to over 122,000 monthly organic visits and positioned more than 10,000 articles on Google's first page. Currently, her content strategy has achieved top 3 search rankings for over 3,600 organic keywords on Google.

As a writer, Jennifer has published more than a dozen books, translated into 25+ languages. Her notable works include The Joy of Series (W.W. Norton) and The Animal Philosophy Series (HarperCollins UK), along with the humorous guide So You Want to Move to Canada, Eh? (Running Press) and The Rodent Not Taken: And Other Poems by Cats (Countryman Press). Her writing spans diverse topics from utopias to train travel, featured in outlets such as BBC Radio 4, The Atlantic, Architectural Digest, Vice Magazine, Teen Vogue, Curbed, and CBC.



Jessie Stones Social Media Strategist

Jessie Stones is an accomplished content strategist specializing in influencer and social media marketing. Since the inception of TNB, she has been at the forefront of running social media and influencer campaigns, adapting and evolving strategy

with the dynamic digital landscape.

Jessie has led influencer campaigns for prominent clients such as The Seven—Northeastern Ontario and Destination Northern Ontario. These campaigns were not just about broadening reach; they were meticulously crafted to resonate with each destination's unique character. Jessie's approach is strategic and results-oriented. She focuses on delivering campaigns that align with specific measurable goals, closely tied to the objectives and KPIs of the client. Her expertise lies in creating content strategies that not only engage audiences but also drive tangible results in terms of brand awareness, engagement, and conversion.

Her work reflects a deep understanding of how to leverage social media trends and influencer partnerships effectively. This skill is invaluable in creating impactful marketing strategies that resonate with today's digital-savvy travelers. With over 20 years of experience in marketing and communications, and ten years working with tourism destinations, Jessie's role at TNB is pivotal, ensuring that each campaign is not only creative and engaging but also aligned with the strategic goals of the clients—to captivate and inspire their target audience.



Sierra Spinler Video & Photography Specialist

We work with Sierra for multimedia creative on the west coast. She specializes in capturing the beauty of the scenic West Coast. With five-years experience in showcasing international and highly traveled destinations on the rural Oregon Coast,

specifically Cannon Beach, Sierra has the experience of working with locals to create and execute media and campaigns that feel authentic to the destination. Sierra will deliver photo and video assets of Fort Bragg for your creative marketing campaign, influencer itineraries, and content for our media brand What a Ride.

Account Management



Matthew Thomas Partner, Chief Strategy Officer

Matthew Thomas will be your Account Manager and primary point of contact. As Senior Partner and Chief Strategy Officer at TNB, he ensures our creative, content, data, and technology efforts align with and exceed your goals. His extensive experience in destination marketing

and stakeholder relationship management makes him a perfect fit for your project. His leadership has driven innovative solutions in DMOs and destination marketing, bringing a wealth of expertise to the table.

Recognized for his excellence in digital marketing, Matthew received the International Google Online Marketing Challenge's Social Impact Award in 2014. This accolade reflects his knack for crafting impactful digital strategies. As the founder of a successful tourism business, he has earned numerous five-star reviews, highlighting a deep connection with tourism operators and ability to deliver outstanding results. Notably, he led the development of the outdoor Dining District in Guelph, showcasing his ability to unite stakeholders and manage significant funding.

Matthew's blend of strategic foresight, marketing acumen, and hands-on experience positions him as an invaluable asset for driving Visit Fort Bragg's marketing initiatives.



Leni Brem Project Manager

Leni Brem is a seasoned Project Manager at TNB, known for her meticulous attention to detail and exceptional project management skills. With extensive experience across various sectors, including restaurants, hotels, events, sales, and operations, Leni will ensure seamless project

execution and detailed financial management for the City of Fort Bragg.

As a recognized authority in the tourism industry, Leni currently holds positions on the boards of Central Counties Tourism (RTO 6) and the York Region Arts Council. In addition, she recently completed a term as a member of the DEI Advisory Committee for the Culinary Tourism Alliance. Her expertise remains highly sought after by provincial organisations responsible for representing the interests of tourism and hospitality stakeholders.

Leni's exceptional performance extends beyond the boundaries of her designated roles. Regardless of the setting, she consistently seeks out opportunities to innovate and enhance operations. Her meticulous attention to detail is a testament to her commitment to excellence.

Having honed her skills in both small and large-scale operations, including multinational chains, family-run single-unit businesses, billion-dollar corporations, and regional non-profit organisations, it comes as no surprise that Leni is now embracing the natural progression of sharing her acquired knowledge as an act of service. Leni's wealth of experience, coupled with her strategic approach to project management and commitment to inclusive practices, make her an invaluable asset for the City of Fort Bragg's marketing and strategic initiatives.



Pete Jacobs Finance Officer

Pete Jacobs is a seasoned finance executive with an impressive career spanning over 30 years. His extensive experience includes more than two decades as a CEO of various professional, trade, and common-cause associations at both national and provincial

levels. This breadth of experience has given Pete with an exceptional understanding of financial management in diverse organizational contexts.

Notably, Pete has served in leadership roles, such as President or Executive Director, for prominent organizations including the Motorcyclists Confederation of Canada, Real Estate Institute of Canada, Association of Ontario Land Surveyors, and Ontario Restaurant Association. These roles have honed his skills in strategic financial planning, budgeting, and fiscal oversight, making him an expert in managing complex financial structures. His professional credentials are further solidified by his certification as a CAE (Certified Association Executive), a testament to his commitment to excellence in association management and leadership.

Pete is instrumental in ensuring all teams adhere strictly to their budgets. His expertise is not just in enforcing financial discipline; it's about optimizing resource allocation to maximize impact while maintaining financial prudence. His approach to financial management is both strategic and practical, ensuring that projects are financially viable and successful. Pete's extensive experience and proven track record in financial leadership make him an invaluable asset to the team, especially in roles that require meticulous budget management and strategic financial oversight.

Media Planning



Ian Russell Paid Media Manager

Ian Russell is our longtime paid media manager, with expertise in PPC, paid search, paid social, and outdoor media buys. His more than ten years of experience at TNB have shaped him into a master of optimizing digital ad spends. This expertise is further

enhanced by his impressive array of certifications in digital marketing, including Google Ads, Facebook Blueprint, and an advanced specialization in SEO.

What sets Ian apart is his ability to extend his skills beyond mere ad management. He excels in creating custom interactive itineraries, aligning perfectly with the destination's unique needs. Ian's readiness to assist with ongoing projects or other services underscores his commitment to client success. With Ian on your team, you can be confident that your marketing efforts will be both innovative and successful, driven by his blend of technical expertise and creativity.

Technology Services



Adam Rosadiuk Senior Partner, Chief Operations Officer

Adam is a leader in technological innovation within the tourism sector, driving progress through expertise and vision. His leadership of the development and data teams at TNB showcases his profound knowledge and ability to steer complex projects.

With a PhD and degree in Computer Science, Adam's academic background complements over a decade of experience in the tourism industry. This unique combination makes him exceptionally adept at addressing the intricate technology needs of today's dynamic market. Under Adam's guidance, TNB's team of skilled in-house website and software developers thrives. His deep understanding of the technical requirements for DMOs of all sizes is evident in the wide range of solutions he has spearheaded. These include sophisticated databases, customer relationship management systems (CRMs), learning management systems (LMSs), and comprehensive e-commerce solutions. Adam's capacity to deliver innovative and scalable solutions is key to meeting the evolving demands of the tourism sector.

Adam ensures that our clients receive continuous software enhancements and rapid technical support. His active participation in regular client meetings highlights his dedication to collaborative success, ensuring that For Bragg's technology needs are not only met but are continually evolving to stay ahead in the ever-changing landscape of the tourism industry.



Anthony Bradshaw Lead Developer

Anthony is a talented full-stack developer with a proven track record in leading DMO website projects over the last three years, including Come Wander for Ontario's Highlands Tourism Organization. He specializes in database development, software testing, and optimization.



Melissa Picazo Web Developer

Melissa excels at turning design into functional code. Highly skilled in Drupal development, she ensures your site is lightning fast, reliable, search-friendly, and responsive. Recently, Melissa completed a project for Chata, a Calgary startup specializing in conversational Al

technology for business solutions. She will ensure that your new website maintains database functionality, integrates with the events calendar, and works seamlessly with existing e-commerce infrastructure.



Caeli Callaghan Customer Success Specialist

Caeli brings her expertise in e-commerce from her experience as a former support specialist for Shopify, the largest e-commerce platform in the United States, where she helped thousands of businesses set up their online store.

Partner Agency

Public Relations & Travel Trade



Jess Fiaschetti President, OutsidePR

Jess is a seasoned communications and PR professional with a global perspective, hailing from Australia and with roots in Scotland and Canada. Following her university education, she embarked on a transformative yearlong journey spanning over 20 countries, enriching

her understanding of diverse cultures and landscapes.

Over the past decade, Jess has ascended through the ranks at OutsidePR, channeling her expertise into the outdoor, lifestyle, and travel industries. Her leadership prowess and dedication to both clients and team members led to her appointment as President in 2021.

Deeply committed to fostering growth and success, Jess cultivates a vibrant company culture at OutsidePR that prioritizes connection, communication, support, empathy, and balance. Through her strategic vision and unwavering dedication, she continues to shape the company's trajectory in the dynamic world of public relations. When she's not working, you can find Jess running trails or skiing runs in beautiful Sun Valley, ID, where she lives with her husband, daughter and rescue pup Kosci (named for Mt Kosciuszko in Australia).



Alice Baker Account Director

Alice is a consummate mountain girl, living with her husband and son atop the Donner Pass. A Division One runner at the University of San Francisco, Alice is an aficionado of running and outdoor adventures. She has led the PR strategy and execution of

many clients in her nine-year PR career, including HOKA, Tracksmith, CamelBak and The Hotel Zags in Portland, Oregon.



Spencer Moore Account Executive

Spencer is yet another D1 runner inhabiting the roster of OutsidePR staff. Growing up in Oakland, California, Spencer was a phenom in track and ran for UNLV. After graduating, she completed her MBA from Holy Names College, and got her start in PR serving wine

and vineyard brands in Northern California. Today, she is a specialist in media relations for OPR, serving clients like Injinji, Red Bull and KOO Optics.

Scope of Work

Your RFP outlines a comprehensive overview for marketing Fort Bragg as a premier destination. The Transient Occupancy Tax provides the resources needed for impactful marketing and promotions. As your DMO grows, establishing a strong foundation in 2024 is crucial for boosting that fund in the future.

Our team is ready to tackle all the items listed in your Scope of Work. To successfully increase year-round visitation, drive more business to your tourism partners, and strengthen stakeholder relationships, we suggest focusing on the essentials for one year to build traction with stakeholders and set the stage for more aggressive ad campaigns in 2025 and beyond.

Here's our one-year plan to achieve it.

Creative Services

Just like TNB positioned "The Seven" as a nature getaway for Toronto audiences, we'll craft a campaign that positions Fort Bragg as a premier destination on California's North Coast. Our strategy will center around a compelling brand message that guides all marketing and PR efforts.

Using our proven Destination Design approach, we'll develop breakthrough creative that boosts off-season travel and drives bookings.

Step 1: Empathize & Define Needs

We'll meet with you and your stakeholders to understand your unique challenges and opportunities. Reviewing data like website analytics will help us gather insights into the overlapping goals of your stakeholders and the areas where tourism marketing can meet those needs.

Step 2: Choose a Strategy

From these insights, we'll develop a marketing strategy that includes selecting target markets, crafting a media plan, and identifying opportunities to boost year-round visitation. We'll implement ROI programs to track progress and measure effectiveness, aiming to:

- Drive increased traffic to the website to inspire visitation to Fort Bragg
- · Encourage visitation year-round, particularly during shoulder seasons

Step 3: Discover Creative Solutions

Think of how "groundbreakers welcome" captured the DIY spirit of Prince Edward County. Our creative team will develop innovative marketing tactics that resonate with your target audience. This includes digital marketing campaigns, travel-trade partnerships, and public relations.

Step 4: Implement

With a clear strategy and creative solutions, we move towards execution. We'll roll out marketing campaigns and collaborate with stakeholders and industry partners for effective delivery.

Our ads manager, Ian Russel, will create an effective media mix, recommending appropriate media to maximize your budget. Content strategist, Jennifer McCartney, will craft the copy for all media, including creative audio and video scripts. Creative Director, Kinnon Elliott, will produce fresh content for each campaign, fully aligned with your brand, to increase awareness of Fort Bragg and drive traffic to the website to inspire visitors.

Step 5: Evaluate

We assess the impact of our strategies by analyzing the results against key performance indicators and gathering stakeholder and customer feedback. Your account manager, Matthew, will meet with your team monthly to review the insights and discuss their impact on future strategies, ensuring continuous improvement and adaptation to market dynamics.

Achieving Your Goals

This plan will accomplish all the creative services goals outlined in your RFP:

- Provide creative assistance with audio and video scripts
- Provide creative assistance on attaining strategic goals
- Drive increased traffic to the website to inspire visitation to
 Fort Bragg ✓
- Encourage visitation year-round, but specifically in shoulder seasons ✓
- Inspire people to extend their length of stay in Fort Bragg ✓
- Determine efficient and effective media mix, recommending appropriate media

Public Relations Objectives

We partner with Outside PR, a leader in outdoor adventure and leisure PR, to deliver exceptional public relations services for Fort Bragg in collaboration with TNB. Since its founding, Outside PR has consistently operated at the highest levels of public relations, specializing in active lifestyles, outdoor, and endurance sports.

They serve core outdoor brands like Fjallraven, Teva, Gore-Tex, Cotopaxi, and CamelBak, as well as larger consumer goods brands needing access to these communities, such as Epson, Red Bull, Strava, and Athletic Brewing.

Crucially, OutsidePR also boasts a deep background of travel and tourism expertise, including serving as the agency of record for Sun Valley, ID, MT Sobek, The Hotel Zags and others. They are based in Marin County, California.

We are confident that our strategic partnership with Outside PR and their industry knowledge will significantly enhance Fort Bragg's presence as a premier destination on the coast of California.

Expertise and Influencer Network

Outside PR's team at Outside PR consists of active participants and influencers in various outdoor activities, including cycling, trail and ultra-running, skiing, and backpacking. This expertise and credibility ensure authentic and impactful PR campaigns for Fort Bragg.

How We Work

- Briefings: Working with TNB's account team, we meet with Visit Fort Bragg's team through bi-weekly meetings, quarterly in-person visits, and seasonal initiatives.
- Campaign Planning: We work in six-month increments, documented in our Implementation Plans. Additional campaigns or initiatives are outlined in campaign memos and integrated into revised plans.
- Flexible Meetings: We prefer quarterly, in-person meetings but are flexible to meet your needs.
- **Reporting:** We provide customized reporting consistent with your needs and budget, including weekly or monthly reports and on-demand analysis.

The New York Times







These public lands have just as much beauty and far fewer restrictions, often for free

Deliverables

Media Outreach and Partnerships

- **Media Engagement:** Target editors and producers in print, broadcast, and online media to generate feature articles, event listings, and related publicity.
- VIP Travel Opinion Leaders: Engage influential travel opinion leaders to enhance Fort Bragg's visibility.
- Out-of-County Marketing Partners: Collaborate with partners to reach a global broader audience, including international markets where possible.

Collaboration Opportunities

- Visit Mendocino, North Coast Tourism Council, Visit California: Work with these organizations for co-marketing and PR opportunities.
- Brand and Storytelling: Create authentic and on-brand media moments that resonate with target audiences.
- Special Events: Plan and execute special events designed for public outreach and media relations.

Media Activations

- Virtual and In-Person Events: Conduct media activations to promote Fort Bragg.
- Community Focus: Highlight tourism attractions and seasonal campaigns to drive engagement.
- Product Seeding: Distribute products seasonally and ongoing to a wide range of media.
- Amplify Earned Media: Work closely with the PR team to amplify and syndicate earned media coverage

Monitoring and Reporting

We provide reporting consistent with your needs and budget; monthly reporting and on demand analysis.

- Media Monitoring: Track, collect, catalog, and report media results to measure the impact.
- Press Kit Development: Create an official press kit and supporting materials for media outreach.
- KPIs Monitoring: Indicators such as clicks, revenue, total bookings, conversion rates, and active partners.

Contact and References

For media inquiries:

Jeff Dengate:

Deputy Editor, Runner's World Jeff.Dengate@Hearst.com

Steve Mazzucchi

Outdoor Editor, Gear Patrol smazzucchi@gearpatrol.com

Heather Balogh
CNN Underscored

Heather.Balogh@gmail.com

For client references:

Cindy Gronberg Moldin

VP Communications, Cotopaxi
cindy.gronbergmoldin@cotopaxi.com

Miranda Young
PR Manager, HOKA
Miranda.Young@Deckers.com

Massimo Alpian, Global Director, Brand Communications, Tracksmith

Social Media

To deliver on your social media goals outlined in your RFP, we recommend two approaches: Always On and Influencer Campaigns.

Always On Approach

To continuously grow your social media presence, we propose dedicating 20 hours per month of Jessie Stones' time to develop content for Facebook, Instagram, and YouTube. Our focus will be on creating and posting short-form video content that encourages engagement and highlights the latest trends, ensuring Fort Bragg remains top of mind for potential visitors.

The content will represent all area attractions and activities, showcasing the wider Fort Bragg area. Photography and video will be captured by content specialist Sierra Spinler, who will craft a compelling narrative of Fort Bragg to attract the traveling public.

Influencer Campaigns

Success in today's destination marketing hinges on aligning your brand with influencers trusted by your target audience. Jessie Stones will lead four influencer marketing campaigns, pairing influencers with a genuine passion and visual style that resonates with your brand. This includes checking references, analyzing online presence, and ensuring adherence to our content standards. Once selected, Jessie handles all logistics, drafting contracts detailing the required content across various platforms and ensuring all businesses involved are properly credited.

Influencer Campaigns

A unique blend of personality, perspective, and high engagement that can significantly boost social media metrics. We collaborate with content creators from across North America, organizing FAM tours and integrating influencer activities into our campaigns. We'll conduct a review of your target audience and engage with influencers and locals who reflect your audience's values. This includes:

- · Crafting blog posts
- Interactive itineraries using Tripper
- · Social media videos
- · Photo assets

Locals Influencer Campaigns

Travelers crave authentic experiences and want to see Fort Bragg through the eyes of those who

know it best. TNB will work closely with your team to select locals who reflect your audience's values.

We will craft two campaigns, each including:

- Blog post
- Interactive itineraries using Tripper, featuring Fort Bragg businesses
- · Social media videos to show the local perspective

Achieving Your Goals

Our social media approach will accomplish all the goals outlined in your RFP:

- Continuing optimization of social media accounts through brandbuilding
- Continuing to develop followers
- Inspiring people to visit and spend their precious time and money in Fort Bragg
- Encouraging people to engage with Fort Bragg through promotions and posts
- Inspiring people to extend their length of stay in Fort Bragg ✓
- Inspiring and assisting visitors to reach out to friends and family to share their Fort Bragg experience

Website Functionalities

If there's one thing we know better than anyone else, it's how to harness the power of DMO websites to engage travelers and boost bookings. Your current website has the fundamentals in place: blog content, listings, and email newsletter sign-ups. Building on this will be key to achieving your goals: increasing visitation, specifically during the shoulder seasons, Increase length of stay per visit, and increase visitor spending per day. Here's how we'll do it:

Website Content

Our Content Strategist, Jennifer McCartney, is renowned for transforming DMO websites into dynamic travel resources brimming with indispensable content. Your RFP highlights the need for dynamic blog feeds throughout the website. Our content strategy is centered on two pillars: Authority and Relevance.

To boost bookings, travelers need to trust the source of the information. Your website offers the unique advantage of providing travelers with trusted information about your destination that they can't find anywhere else. To solidify this trust, we produce high-quality, human-written content, managed by Jennifer McCartney. Jennifer will work with writers and content producers in your destination to craft this information. We will conduct an SEO audit to uncover the best SEO terms, ensuring that when travelers search for relevant information, your site ranks at the top. Once on the site and engaging with trusted content, we'll boost bookings for your businesses using our booking system, Booker.

Advanced SEO

Authority and Relevance extend into SEO. Google evaluates the authority and trustworthiness of the content provider, which is enhanced through backlinks from other reputable websites. Our simple 3-Step SEO system transforms your DMO's website into a powerful asset that attracts qualified leads eager to book and explore your destination daily.

- 1. SEO Keyword Strategy: We'll enhance your relevance with an SEO audit and keyword strategy, understanding how your content is performing and where we can improve. This involves detailed keyword research and integrating these keywords across the site to improve rankings.
- 2. Link Building: In a world of AI content, authority and reputation matter more than ever. We focus on high-quality backlinks to boost your authority score. We build links for your website every month, positioning your DMO website as an authority in the eyes of Google and travelers.
- **3. High-Quality Content:** Content is the backbone of any successful SEO strategy. We produce high-quality, human-written content that establishes your website as a reliable source. Relevance is about understanding what our audience is searching for and providing the highest quality content, making it a no-brainer for Google to serve it up to them. This is achieved through SEO-optimized articles that provide the information your target audience is searching for.
- **4. Conversion Optimization:** We focus on conversion-rate optimization, ensuring each piece of content converts to increased tourism spending.

Editorial Calendar

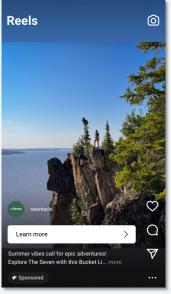
Jennifer will ensure you have a steady flow of relevant, high-quality content for your blog. She will create and manage an editorial calendar that balances SEO-driven content with in-depth articles. We recommend that Visit Fort Bragg invest in one authoritative, long-form article per month, or three per season. These stories, written by Jennifer or one of our trusted travel writers, will include magazine-worthy photography and video, which will also be used in the social media strategy outlined in this document. Repurposing content for social media is key, as engaging written content also makes for engaging video content.

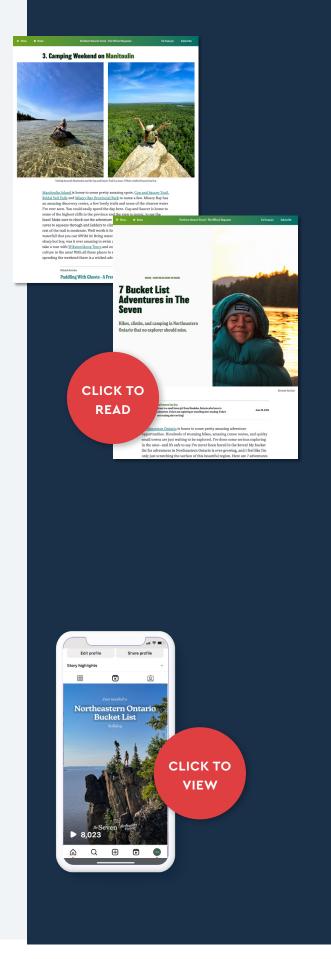
Recommended SEO Package for Fort Bragg DMO Pro Package:

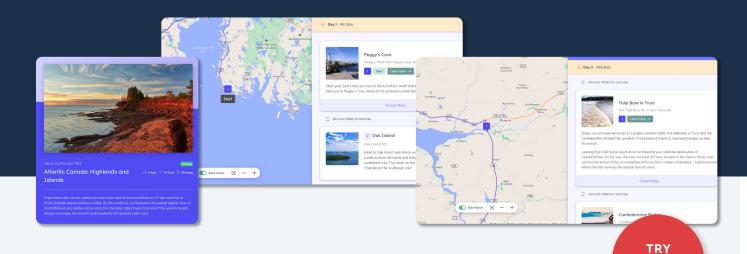
- · 4 Backlinks Delivered Monthly
- 1000 Words Monthly
- SEO Strategy
- Conversion Optimization

By implementing our comprehensive content and SEO strategies, we ensure that your website becomes a trusted and authoritative resource, ultimately driving increased bookings and tourism spending.









Interactive Trip Itineraries with Trippers

You're looking for interactive trip itineraries. Our team will incorporate Tripper, our interactive itinerary tool, into your website and marketing strategy. Tripper has proven to significantly boost web page engagement, increasing it by up to 78%. It gives travelers a mobile-first guide to and around your destination.

We recommend deploying 8 Trippers as part of this marketing strategy, focusing on trips for specific audiences. These will align with the experience types on your website (The Adventurist, Local, Naturalist, etc.). Tripper will provide an interactive map of the city, highlighting businesses and helping travelers plan their trips.

Embed Tripper Everywhere

Let's face it, the App Store is a digital cemetery for outdated trip planning apps. Travelers don't want to download another app to enjoy their trip. Tripper works directly in their browser, allowing them to discover hidden gems, visualize their trips, and book. Whether it's on your DMO website or a partner's site, Tripper is flexible:

- **Tourism Businesses:** Any business featured in a Tripper itinerary can embed it on their own site, providing a cohesive visitor experience.
- **Destination Organizations:** Partner with Visit Mendocino and Visit California by sharing Tripper itineraries, boosting regional tourism collaboration.
- **Media Websites:** Integrate Tripper into media partners' sites. Track all referral traffic through Whereabouts, even from external sites, and showcase the value of your marketing efforts to stakeholders.

We're confident Tripper is the trip planning solution you need to attract more visitors and convert them into guests.

TRIPPER

Listing Lodging Partners with Whereabouts

Your RFP highlights the need for increased stakeholder engagement and guidance on including lodging partners and directories for shopping and dining. Fort Bragg has a golden opportunity to connect with tourism businesses and set the stage for successful marketing campaigns using our member management solution, Whereabouts. Built from the ground up for a new generation of destination managers, it gives your team meaningful ways to collaborate with the businesses and stakeholders that make your destination unique.

Simplify Your Stakeholder Engagement

Whereabouts is more than just a CRM; it's a member management system with powerful engagement and reporting tools. It simplifies stakeholder engagement, making it easy to maintain business listings and directories. It's a simple way to access important info on your members. Your team will have instant access to a live data dashboard, providing real-time updates on important KPIs. The ability to track and highlight everywhere your members are being promoted online. So when a stakeholder asks "what have you done for me?" you can show them the value of your work.

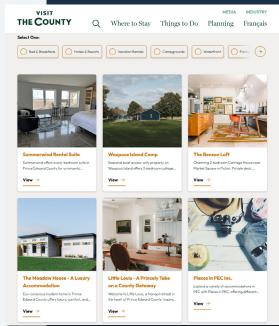
Listing Your Lodging Partners & Shopping Directory

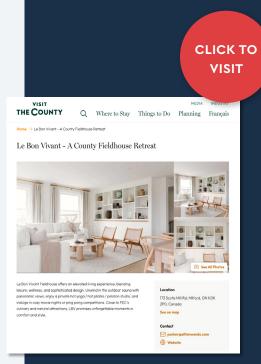
Whereabouts seamlessly integrates with your website to populate your directory and listings. Our smart tagging system is a game-changer, allowing your team to easily sort and organize your members. This system also helps travelers find businesses in your destination. For instance, when travelers find an accommodation, they also see nearby things to do. Likewise, when they discover a tourism experience, they're encouraged to book with nearby accommodation providers.

We made this simple for your team to manage. No more manually updating listings on your website — when businesses change their information, such as hours of operation, it's automatically updated across your site.

Event Calendar

Your RFP highlights the need for a city event calendar. Whereabouts includes a built-in community calendar function to manage and display event listings. Your team can approve and sort listings, which will then seamlessly appear on your website for travelers to see. Additionally, you can curate lists of events tailored to different audiences or special occasions, ensuring that the right events reach the right people.





Boost Your Lodging Bookings with Booker

Your RFP notes that you're looking for recommendations on how to approach booking lodging. We recommend Booker, our tailored DMO booking system designed to streamline the booking process for all your businesses.

Booker provides two solutions in one:

- 1. Booking Referral System: This allows your businesses to list on your website and tracks leads that you send to them.
- 2. Modern Booking Engine: This can be used by operators needing a booking engine or wanting to switch to a more powerful option.

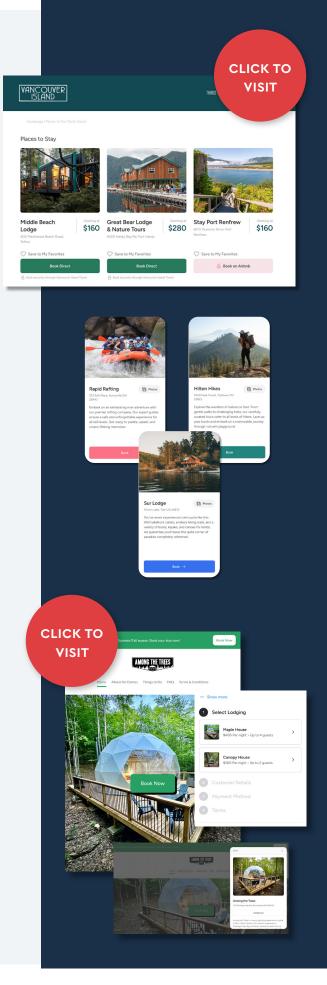
As a referral system, Booker tracks the leads generated by your marketing efforts, regardless of the existing booking systems in place. Unlike other systems that often display incorrect date ranges and guest numbers, Booker ensures accuracy by integrating with Whereabouts. This keeps business listings on your website up-to-date and accurate, providing travelers with the best possible experience and giving your businesses reliable booking management.

Real Benefits for Your Businesses

Booker offers a versatile booking solution for all types of businesses in your community—ranging from motels and short-term rentals to unique tourism experiences. This user-friendly platform ensures even the least tech-savvy members can efficiently manage their operations.

Our booking system boasts the industry's lowest fee, with TNB charging just 4% per transaction. This fee can be shared between the tourism business and the customer, ensuring fairness and transparency.

Fort Bragg has the option to collect a fee from these transactions, creating a new revenue stream for your DMO. This additional income can be reinvested in destination marketing campaigns to further support these businesses. Due to the existing TOT, this may be an option for your tourism experience providers but not for accommodation providers.



Embed Booker Everywhere

With Booker, your business can receive bookings from anywhere online. The booking module can be embedded wherever your members are mentioned. Our system instantly syncs inventory and calendars. For Visit Fort Bragg, this means businesses can have their bookable listings on your website as well as on partner sites. For tourists, it means they can easily book accommodations or experiences wherever they find them:

- Your DMO website's "Where to Stay" page
- · Blog posts
- · Business directories

- · Event listings
- Itineraries
- The business' own website

Booker has consistently driven more bookings for tourism operators, strengthening their relationship with their DMO and benefiting the entire destination.

With Booker, Fort Bragg will:

- Transform your website and social media into powerful conversion tools for businesses.
- Track and share referral and booking data with your tourism businesses, demonstrating the value of your work.
- Provide exceptional booking experiences to travelers and a modern solution for tourism operators.

Achieving Your Website Goals

This plan will accomplish all the website goals outlined in your RFP:

- Dynamic blog feeds throughout the website
- Interactive map of the City
- Advanced SEO work
- Interactive or static trip itineraries
- A calendar of City events
- Advice on whether to list lodging partners and/or a shopping and dining directory
- Recommendations on how to approach booking lodging

Meetings and Presentations to Key Stakeholders

At TNB, we excel in destination marketing and managing stakeholder relationships. Our team, led by Matthew and Leni, will partner with the City Manager's office and the VFBC to drive your project forward.

Dedicated Account Manager

Matthew Thomas will be your go-to person, ensuring seamless communication with the City Manager's office. He'll host bi-weekly online meetings to review progress and tackle any issues. Matthew is available for in-person or virtual meetings with staff and stakeholders as needed during the 12-month plan, with travel costs listed in our budget.

Dedicated Project Manager

Leni Brem, our project manager, will oversee the TNB team, ensuring we hit milestones on time and within budget. Leni and Matthew have a track record of delivering impressive results efficiently.

Onboarding Survey

At the project's outset, we'll distribute a 20-minute online survey to gather insights about key stakeholders, decision-makers, and desired outcomes. Our consulting team will review this information before our first joint meeting.

Inaugural Meeting

We kick off with a 90-minute video conference led by Matthew, aimed at establishing relationships and clearly defining team roles and objectives.

Ongoing Meetings

Bi-weekly meetings between our project team and yours will keep everything on track and within budget. We'll decide together on the best meeting frequency, with meetings recorded and transcribed using Otter.ai. Action items will be documented on our shared project page. We suggest weekly meetings to review results, adjust plans, and discuss new strategies. You'll benefit from the collective expertise of our entire team

Coordination of Project Activities

Leni Brem will ensure all tasks are completed on schedule and within budget, managing schedules, timelines, and deliverables meticulously.

Monthly, In-Person Progress Reports and Budget Tracking

Our team provided regular, in-person updates, providing updates on activities, outcomes, and budget status. Depending on the project phase, Leni, Jennifer, or Kinnon will accompany Matthew during the 12-month plan, with travel costs listed in our budget.

Quarterly Reports

We'll provide quarterly reports to the VFBC team, breaking down data against defined goals and recapping seasonal campaign metrics. This information will also be accessible via our online dashboard, Whereabouts, ensuring you have easy access when needed.

Cost Management

Cost controls are built into our workflow. At every stage, we reconcile project costs with budgets, ensuring transparency and accountability. Pete Jacobs, our finance overseer with 30+ years of experience, meets with our account and project managers weekly to maintain cost control.

Access to Shared Resources

We value transparency. Post-meeting, you'll get access to our shared documents, providing real-time insights into communications, deadlines, and deliverables. Meeting recordings will be password-protected and accessible only to your project team members.

ROI and Investment

Here is why many DMOs hire us for their website:

Higher Value — We deliver tourism-focused results that surpass those of an internal team or competing generalist marketing firms. Our expertise ensures that every effort is tailored specifically to the needs of the tourism sector.

Outcomes, not Effort — We don't report on vanity metrics like traffic or impressions. Our goal is to drive more bookings and attract more travelers to your destination, ensuring a measurable impact on your bottom line.

Specialized Experience — Our clients view us as part of their team. After 10 years in tourism marketing, we've already made the mistakes. You can benefit from our wisdom by steering clear of what not to do.

Budget

Item	Unit Cost	Quantity	Total Cost
Creative Services Multimedia Marketing Plan	\$95/hour	100 hours	\$9,500
Production of Creative Content (audio, video, graphic design) Including Always On Social Media	\$90/hour	240 hours	\$21,600
Media & Ad Spend			\$40,000
SEO - DMO Pro Package	\$1,900/month	10	\$19,000
Project and Account Management including Monthly Reports	\$90/hour	140 hours	\$12,600
Public Relations	\$6,000/month	12 months	\$72,000
Trippers for Website Itineraries	Included w/ Whereabouts	8	Included
Influencer Campaigns & Trippers	\$2,200 each	4	\$16,000
Travel Costs	\$400/day	3 trips (2 days min)	\$3,200
Whereabouts Member Management System Booker and Event App	\$8,200/year	1 year	\$8,200
Total Estimated Cost			\$202,100

Work Schedule

This is our proposed schedule for completion of work.

Month	Activity	Details	Reports
August 2024	Planning Phase	 Kickoff meeting with stakeholders; Define project scope, objectives, and deliverables; Develop detailed project plan and timeline; Distribute onboarding survey 	
September	Research and Strategy Development	 Conduct market research and stakeholder interviews; Analyze website analytics; Develop marketing strategy and creative brief; Begin SEO audit and keyword research 	Destination Design Findings and Recommendations
October	Creative Development & Campaign Planning	 Develop initial creative concepts and messaging; Plan fall and early winter marketing and PR campaigns; Start developing two influencer campaigns for November; Bi-weekly meetings and monthly stakeholder meeting; Continue SEO and content marketing 	 Quarterly report, monthly stakeholder meeting; SEO Audit Results; Marketing Campaign & Fall/Winter Campaign Pan
November	Campaign Launch & Implementation	 Launch 2 influencer campaigns; Implement Always-On social media strategy; Launch fall and early winter marketing campaigns; Launch fall and early winter PR campaigns; Continue SEO and content marketing 	Monthly progress report
December	Holiday Season Campaigns & Optimization	Monitor and optimize campaigns;Continue social media and content efforts;Continue SEO and content marketing	Monthly stakeholder meeting and progress report
January 2025	Winter Campaign Analysis & Spring Preparation	 Review fall and early winter campaign performance; Plan spring marketing and PR campaign; Continue SEO and content marketing 	Monthly stakeholder meeting and progress report
February	Content Creation & Campaign Development	 Develop creative assets for spring marketing and PR campaign; Plan two new influencer campaigns for April; Continue SEO and content marketing 	Monthly stakeholder meeting and progress report
March	Spring Campaign Development & Preparation	 Finalize creative assets for spring campaign; Develop two new influencer campaigns; Continue SEO and content marketing 	Monthly stakeholder meeting and progress report
April	Spring Campaign Launch	 Launch spring marketing and PR campaign; Implement and monitor campaigns; Launch two new influencer campaigns 	Quarterly report and monthly stakeholder meeting
Мау	Campaign Optimization & Ongoing Efforts	 Optimize campaigns based on performance; Continue social media, SEO, and content marketing; Continue SEO and content marketing 	Monthly stakeholder meeting and progress report
June	Campaign Optimization & Remarketing	 Review spring campaign performance; Begin remarketing campaigns to engage visitors; Make final adjustments to strategy; Continue SEO and content marketing 	Monthly stakeholder meeting and progress report
July	Project Conclusion & Final Reporting	 Compile and analyze performance data; Prepare and deliver report; Final stakeholder meeting to discuss outcomes and next steps 	Stakeholder meeting and quarterly report

Thank you.



THE NEW BUSINESS

41 Heman Street Toronto, ON M8V 1X4 Canada



City of Fort Bragg

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

Text File

File Number: 24-928

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5F.

Adopt City Council Resolution Authorizing the City Manager to Execute the Acceptance of Offers of Public Water Line Easements for the Raw Water Line Replacement Project (WTR-00016) Easements obtained to allow staff and contractors necessary access to the City's Raw Water Line that carries untreated water from Waterfall Gulch to the City's Water Treatment Plant vary in width from a minimum of 10 feet to a maximum of 20 feet, depending on the location. Each easement needs to be accepted by the City in order to be recorded. Approval of this Resolution will authorize the City Manager to execute and direct the City Clerk to record the easements obtained on behalf of the Raw Water Line Replacement Project for the parcels shown on Exhibit A.

RESOLUTION NO.____-2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL AUTHORIZING THE CITY MANAGER TO EXECUTE THE ACCEPTANCE OFFERS OF 10 PUBLIC WATER LINE EASEMENTS FOR THE RAW WATER LINE REPLACEMENT PROJECT (WTR-00016)

WHEREAS, the Raw Water Line Replacement Project (Project WTR-00016) is replacing sections of the existing water transmission line that runs from Waterfall Gulch to the City's Water Treatment Plant; and

WHEREAS, much of the new pipeline will be constructed either outside of the existing easements or within a very old easement that the City would like to have replaced with new easements of appropriate widths that vary from 10 feet to 20 feet, depending on the location of the easement; and

WHEREAS, the City is required to obtain access to portions of privately owned property where public infrastructure exists in order to maintain utilities; and

WHEREAS, the conveyance of the Public Water Line Easements will allow City and City Contractors to access, maintain, and improve the facilities in perpetuity; and

WHEREAS, the City Council adopted a Mitigated Negative Declaration for this Project on May 23, 2022; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg does hereby:

- 1. Approve the conveyance of the 10-foot to 20-foot-wide Public Water Line Easements over the parcels shown in attached Exhibit A.
- Authorize the City Manager to execute the Certificates of Acceptance for the Public Water Line Easements and direct the City Clerk to send same to the Mendocino County Recorder's Office for recording.

seconded by Councilmember	ution was introduced by Councilmember, , and passed and adopted at a regular y of Fort Bragg held on the 9th day of September,
AYES: NOES: ABSENT: ABSTAIN: RECUSED:	
	BERNIE NORVELL Mayor
ATTEST:	
Diana Sanchez	

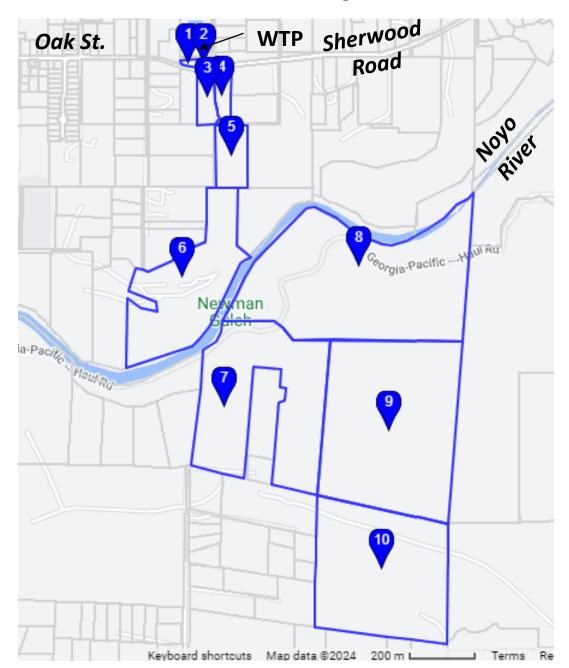
City Clerk

Exhibit A

Raw Water Line Replacement Project

Parcels with New Easements to be Accepted by City

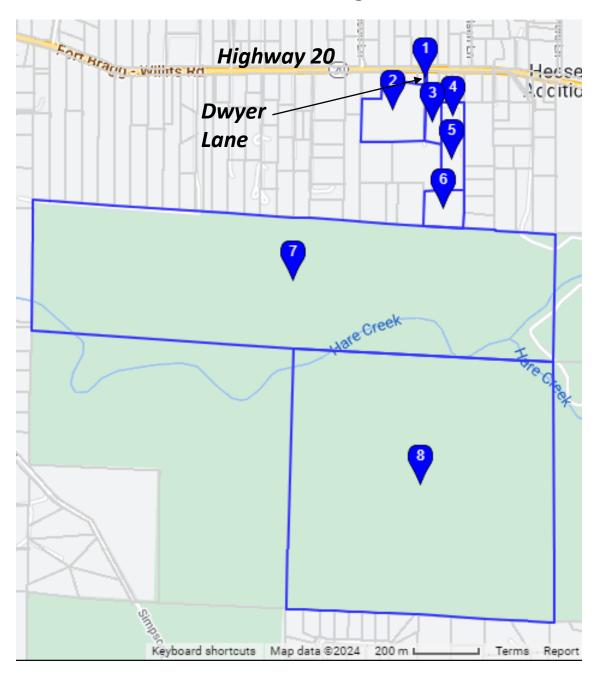
Parcels with Easements - Segments 2 & 3



Assessors Parcel Numbers:

- 1: 020-520-09
- 2: 020-520-10
- 3: 020-520-23
- 4: 020-170-24
- 5: 020-170-04
- 6: 019-610-01
- 7: 019-640-01
- 8: 019-630-05
- 9: 019-640-04
- 10: 019-690-12

Parcels with Easements - Segments 4 & 5



Assessors Parcel Numbers:

- 1: 019-142-21
- 2: 019-142-02
- 3: 019-142-12
- 4: 019-142-13
- 5: 019-142-14
- 6: 019-142-15
- 7: 019-150-01
- 8: 019-150-04

CERTIFICATE OF ACCEPTANCE

	ividual(s) granting property), to City of Fort
Bragg, a municipal corporation, is hereby pursuant to authority conveyed by Resolu	accepted by the City Council of the City of Fort Bragg, ution of the City Council of the City of Fort Bragg, and the grantee consents to the recordation
	CITY OF FORT BRAGG
	By: Isaac Whippy, City Manager
ATTEST:	
Diana Sanchez, City Clerk (S E A L)	

ACKNOWLEDGEMENT

STATE OF CALIFOR	(
COUNTY OF MENDO)ss. CINO)
On	, before me,	, Notary Public, personally
appeared		, who proved to me on the basis of
satisfactory evidence t	o be the person(s) whose na	ame(s) is/are subscribed to the within
instrument and acknow	wledged to me that he/she/the	ey executed the same in his/her/their
authorized capacity(ie	s), and that by his/her/their si	ignature(s) on the instrument the person(s),
or the entity upon beha	alf of which the person(s) actor	ted, executed the instrument.
I certify under PENAL	ΓΥ OF PERJURY under the I	laws of the State of California that the
foregoing paragraph is	s true and correct.	
WITNESS my hand ar	nd official seal.	
Signature of Notary Pu	ıhlic	



City of Fort Bragg

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

Text File

File Number: 24-934

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 5G.

Resolution of the Fort Bragg City Council Approving and Authorizing the City Manager to Execute

a Contract with the City of Ukiah, for Public Safety Dispatch Services.

Approval of a five year contract with the City of Ukiah to provide public safety dispatch service for the Fort Bragg Police Department.

RESOLUTION NO. ____-2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH THE CITY OF UKIAH, FOR PUBLIC SAFETY DISPATCH SERVICES.

WHEREAS, Public safety dispatch services are required for the public to report emergencies, the direction of officers to calls; and

WHEREAS, it is unfeasible for the City of Fort Bragg to develop and sustain it's own Public Safety Dispatch; and

WHEREAS, Fort Bragg and the City of Ukiah have had a successful partnership in which the City of Ukiah provides dispatch services; and

WHEREAS, the City of Ukiah has offered to enter into a five-year contract for Dispatch services with established cost increases; and

WHEREAS, the expense was previously budgeted for; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fort Bragg does hereby approve and authorize the city manager to execute a contract with the City of Ukiah for public safety dispatch services.

	blution was introduced by Councilmember liber, and passed and adopted at a regular
	ty of Fort Bragg held on the 9 th day of September,
AYES: NOES: ABSENT: ABSTAIN: RECUSED:	
	BERNIE NORVELL Mayor
ATTEST:	
Diana Sanchez City Clerk	_





AGENCY: City Council

MEETING DATE: September 9, 2024

DEPARTMENT: Police Department

PRESENTED BY: Chief Neil Cervenka

EMAIL ADDRESS: ncervenka@fortbragg.com

AGENDA ITEM SUMMARY

TITLE:

RESOLUTION OF THE FORT BRAGG CITY COUNCIL APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH THE CITY OF UKIAH, FOR PUBLIC SAFETY DISPATCH SERVICES.

ISSUE:

The current contract with Ukiah for public safety dispatch services has expired and must be renewed. Rising personnel and equipment costs require an increase in contract cost. Public safety dispatching is a required service for the public.

ANALYSIS:

Public Safety Dispatch is a crucial piece of overall public safety. They are the connection between the community in need of emergency response and the emergency responders.

Fort Bragg Police Department has contracted public safety dispatching services for many years. Our most recent contract with Ukiah Police Department has been the most effective and responsive to our needs. We have a cohesive relationship.

Both parties wish to enter into a long-term, five-year contract. This will ease planning for both parties and lock in a standard increase of costs over five years in an amount not to exceed 7%.

Dispatch costs nationally have risen dramatically. There is a shortage of Dispatchers and agencies struggle with recruiting, training, and retaining qualified individuals for this critical role. Developing our own Public Safety Dispatch Center was considered, but will be incredibly cost prohibitive. In fact, the standard across the nation is small dispatch centers are being closed and merged into cooperative regional centers.

Infrastructure costs to build a new dispatch center are estimated to be in the millions of dollars. A proper building, technical work, computers, connections, and software have all risen in cost to near unobtainable levels. The cost of certifying a new dispatch center is also extremely high in equipment and personnel time. It would require a full-time IT staff member for at least a year.

Comparing Ukiah PD and MCSO, the average cost of a single Public Safety Dispatcher including pay and benefits is \$111,495 to \$144,430 annually. A standalone dispatch center would require a minimum of four dispatchers to operate 24 hours per day, with only one person answering 9-1-1, transferring fire and medical calls, and dispatching police. Meaning, a minimally staffed dispatch center would cost \$446,000 to \$577,000 in

personnel costs alone. However, that does not take into account sick days, vacation days, holidays, or any other paid time off. Covering those missing shifts would require additional staffing or a substantial overtime budget.

Ukiah has proposed a cost of \$425,577.64 for FY24/25 with annual increases of \$24,807.45 for the following three fiscal years. Additional increases in FY28/29 and beyond will be capped at 7%. Despite the increases, Ukiah is suffering a loss compared to the true cost of service. They recognize the contract is mutually beneficial and have agreed to sustain that loss.

RECOMMENDED ACTION:

Approve contract and authorize City Manager to execute.

ALTERNATIVE ACTION(S):

Deny contract.

Request Police Department return with additional information/justification.

FISCAL IMPACT:

FY24/25 cost is \$425,577.64, which was adequately budgeted for in the COFB FY24/25 Adopted Budget. Future budgets will require increases of approximately 6% until FY28/29, when a 7% increase will be required.

ENVIRONMENTAL ANALYSIS:

No environmental impacts identified.

IMPLEMENTATION/TIMEFRAMES:

Immediate. No disruption of current services.

ATTACHMENTS:

Attachment #1 2024 FB Dispatch Contract

NOTIFICATION:

City of Ukiah

AGREEMENT FOR THE PROVISION OF EMERGENCY DISPATCH SERVICES JULY 2024 – JUNE 2029

This agreement for the provision of emergency dispatch services (Agreement) dated July 1, 2024 ("Effective Date") between the City of Ukiah ("Ukiah") and the City of Fort Bragg ("Fort Bragg") for the purpose of Ukiah providing Dispatch Services to the Fort Bragg Police Department in compliance with the Warren 9-1-1 Emergency Assistance Act (Gov. Code § 53100 et seq.) and other applicable laws. Ukiah and Fort Bragg are referred to in this Agreement as the Parties."

RECITALS:

WHEREAS Ukiah maintains a Public Safety Answering Point (" PSAP") in its Police Department for dispatching emergency services within the City of Ukiah, including police, fire, emergency medical and after-hours emergency public works/ utility services.

WHEREAS, the City of Fort Bragg on behalf of the Fort Bragg Police Department contracted with The City of Ukiah on behalf of the Ukiah Police Department to dispatch its public safety officers in response to calls to the 9-1-1 emergency assistance phone number.

WHEREAS the Warren 9-1-1 Emergency Assistance Act requires the Parties to establish and have in operation within their jurisdictions an emergency dispatch system. utilizing the 9-1-1 phone number. Such systems may include more than one jurisdiction and may include territory of more than one public agency.

WHEREAS Government Code Section 6502 authorizes the Parties to contract to jointly exercise any power common to the contracting parties.

In consideration of and reliance upon the above recitals and the terms and conditions as set forth below, the Parties agree as follows.

1. STATEMENT OF PURPOSE AND AUTHORITY

The purpose of this Agreement is to set forth the scope of emergency dispatch services that Ukiah will provide Fort Bragg and the terms and conditions of providing those Services including the charges for Services. Pursuant to its authority under Government Code §§ 53109 and 6502, Fort Bragg hereby authorizes Ukiah to provide Dispatch Services for the Fort Bragg Police Department as more fully described in Exhibit "A", attached hereto and incorporated herein by this reference. Ukiah accepts the duties and obligations described herein, on the general terms and conditions hereinafter set forth in this Agreement.

2. PROVISION OF DISPATCH SERVICES

The Ukiah Police Department through its Dispatch Center will provide Dispatch Services to the Fort Bragg Police Department in accordance with this Agreement and as more specifically identified in Exhibit "A" ("Dispatch Services" or "Services").

3. TERM AND TERMINATION

- a. The term of this Agreement shall be from July 1, 2024, through June 30, 2029, provided, however, that Ukiah or Fort Bragg may terminate this Agreement for any reason by giving written notice to the other at least 366 days in advance of the effective date of such termination.
- b. In the event this Agreement is terminated prior to June 30, 2029, Ukiah shall be paid on a prorated basis for only that portion of the contract term during which Ukiah provided services pursuant to this Agreement.
- c. If either Party gives such notice or later retracts the notice prior to the termination date, the other Party may reject any such retraction, in which event the Agreement shall terminate on the date stated in the initial notice of termination.
 - d. This Agreement may be extended upon the written agreement of both Parties.

4. PAYMENT

For services performed in accordance with this Agreement, payment shall be made to Ukiah on a quarterly basis beginning with the amount provided below. Ukiah shall invoice Fort Bragg on a quarterly basis and all invoices shall be due and payable within thirty (30) days of receipt. The total annual amount of compensation due to Ukiah for providing Services under this Agreement shall be \$ 425,577.64 for FY 24-25.

In subsequent years, the annual amount will be increased by \$24,807.45 for FY 25-26, and by \$24,807.45 for FY 26-27, and by \$24,807.46 for FY 27-28 and an amount not to exceed 7.0% each year thereafter, until contract renewal. Ukiah shall notify Fort Bragg of any proposed increase in the annual payment by February 1st of each year.

5. INDEMNIFICATION AND INSURANCE

a. Each Party shall be liable for the negligent or willfully wrongful acts or omissions of its respective officers, agents, and employees in their performance of this Agreement. Each Party shall defend, indemnify, and hold harmless the other Party ("Indemnitee") and pay any settlement or judgment based on any claim against that Party for which the Indemnifying Party isresponsible or liable. The foregoing obligations to defend, indemnify and hold harmless shall be limited to negligent or willfully wrongful

acts or omissions of the Indemnitor's officers, agents, or employees in their performance of the obligations under this Agreement which result in personal injury or property damage. As to a claim in which both Parties are alleged to be responsible or liable for losses or damages relating to the performance of obligations under this Agreement, each Party shall bear the cost of its own defense, but shall be entitled to indemnity in proportion to, and based on, an ultimate judgment, determination, resolution or allocation of proportionate liability or fault.

b. The Parties acknowledge that they are both members of California Intergovernmental Risk Authority (CIRA) and are parties to the Memorandum of Coverage issued and amended annually by CIRA. As long as they both remain members of CIRA and are parties to the Memorandum of Coverage, they do not need to furnish evidence of any other insurance coverage. If either Party intends to withdraw from CIRA, it shall give the other Party notice of that intent, not less than sixty (60) days prior to the effective date of that withdrawal. If the party withdrawing from CIRA does not furnish the other party with evidence of insurance satisfactory to that party, that party may terminate this Agreement.

6. WORKERS' COMPENSATION

Each party shall be responsible for work-related injuries to its employees, while they are performing under this Agreement. Each party shall provide workers' compensation coverage for its employees as required by law and agree to waive subrogation as to each other. Each party shall indemnify the other for any liability of the other party arising from a party's failure to provide the workers' compensation coverage required by this agreement or state law.

7. DOCUMENTS

Upon request from Fort Bragg, Ukiah shall promptly make available to Fort Bragg in electronic or other form which Ukiah can reasonably produce from the software utilized by the dispatch center any data relating to the Dispatch Services provided under this Agreement, including, but not limited to, recording of calls to the dispatch center, recording of radio traffic between the dispatch center and Fort Bragg employees, and data files compiled by the CAD system.

8. REPORTS ON COSTS

Ukiah shall provide Fort Bragg with its approved annual budget for the dispatch center, audited financial statements relating to the operation of the dispatch center and an annual accounting of actual expenditures to provide Dispatch Services under this Agreement upon request by Fort Bragg.

9. GENERAL TERMS AND CONDITIONS

- a. No relationship of employer and employee is created by this Agreement; it being understood and agreed that Ukiah is a contract service provider. Ukiah is not acting in the capacity of an employee of Fort Bragg and Fort Bragg shall not be liable for any acts or omissions by Ukiah nor for any obligations or liabilities incurred by Ukiah.
- b. Ukiah, its officers, agents, and employees shall have no claim under this Agreement or otherwise, for seniority, vacation time, vacation pay, sick leave, personal time off, overtime, health insurance medical care, hospital care, retirement benefits, social security, disability, Workers' Compensation, or unemployment insurance benefits, civil service protection or employee benefits of any kind.
- c. Ukiah shall be solely liable for and obligated to pay directly all applicable payroll taxes (including federal and state income taxes) or contributions for unemployment insurance or retirement pensions or annuities which are imposed by any governmental entity in connection with the labor used or which are measured by wages, salaries or other remuneration paid to its officers, agents or employees and agrees to indemnify and hold Fort Bragg harmless from all liability which Fort Bragg may incur because of Ukiah's failure to pay such amounts.
- d. In carrying out the work contemplated herein, Ukiah shall comply with all applicable federal and state workers' compensation and liability laws and regulations with respect to the officers, agents and/or employees conducting and participating in the work. Ukiah agrees that such officers, agents, and/ or employees shall not be treated or considered in any way as officers, agents and/ or employees of Fort Bragg.
- e. Ukiah does, by this Agreement, agree to always perform Dispatch Services in strict accordance with all applicable federal, state, and local laws, ordinances, regulations, titles, departmental procedures and currently approved methods and practices in the field of emergency dispatching and that the sole interest of Ukiah is to insure that said Services shall be performed and rendered in a competent, efficient, timely and satisfactory manner.

10. ENTIRE AGREEMENT

This Agreement, including all attachments, exhibits, and any other documents specifically incorporated into this Agreement, shall constitute the entire Agreement between Fort Bragg and Ukiah relating to the subject matter of this Agreement. As used herein, Agreement refers to and includes any documents incorporated herein by reference and any exhibits or attachments. This Agreement supersedes and merges all previous understandings, and all other agreements, written or oral, between the parties and sets forth the entire understanding of the parties regarding the subject matter thereof. The Agreement may not be supplemented, amended, or modified except by a written document signed by both parties.

11. ASSURANCE OF PERFORMANCE

If at any time either party reasonably believes that the other party is not adequately performing its obligations under this Agreement or if Ukiah fails to complete the Dispatch Services as and when required by this Agreement, the party who believes the other party is in breach may request from the other party, after providing reasonable notice of the specific performance deficiencies, prompt written assurances of proper performance and a written plan acceptable to the party giving the notice, to correct the observed deficiencies in the other party's performance. The written assurances shall be provided within ten (10) calendar days of the receipt of the request and thereafter the party providing it shall fully perform in accordance with its written plan. The parties mutually acknowledge and agree that any failure to provide such written assurances and written plan within the required time is a material breach under this Agreement.

12. SURVIVAL

The obligations of this Agreement, which by their nature would continue beyond the termination on expiration of the Agreement shall survive termination or expiration of this Agreement.

13. SEVERABILITY

If a court of competent jurisdiction holds any provision of this Agreement to be illegal, unenforceable, or invalid in whole or in part for any reason, the validity and enforceability of the remaining provisions, or portions of them, will not be affected, unless an essential purpose of this Agreement would be defeated by the loss of the illegal, unenforceable, or invalid provision.

14. NOTICES

All notices, requests, demands, or other communications under this Agreement shall be in writing. Notices shall be deemed served for all purposes as follows:

Personal delivery: When personally delivered, notice is effective upon delivery.

First Class Mail: When mailed first class to the last address of the recipient known to the Party giving notice, notice is effective three (3) mail delivery days after deposit in a United States Postal Service office or mailbox.

Certified Mail: When mailed certified mail, return receipt requested, notice is effective on receipt, if delivery is confirmed by a return receipt.

Overnight Delivery: When delivered by overnight delivery (Federal Express, Airborne, United Parcel Service) with charges prepaid or charged to the sender's account, notice is effective on delivery, if delivery is confirmed by the delivery service.

Facsimile transmission: When sent by facsimile to the last facsimile number of the recipient known to the party giving notice, notice is effective on receipt, provided that (a) a duplicate copy of the notice is promptly given by first-class or certified mail or by overnight delivery, or (b) the receiving party delivers a written confirmation of receipt. Any notice given by facsimile shall be deemed received on the next business day if it is received after 5: 00 p. m. (recipient's time) or on a non- business day.

Addresses for purpose of giving notice are as follows:

To UKIAH: CITY OF UKIAH

300 Seminary Avenue Ukiah, CA 95482

Attn: CITY MANAGER

To FORT BRAGG: CITY OF FORT BRAGG

416 N. Franklin Street Fort Bragg, CA 95437 Attn: CITY MANAGER

Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities, messenger, or overnight delivery service.

Any party may change its address or facsimile number by giving the other party notice of the change in any manner permitted by this Agreement.

15. MISCELLANEOUS PROVISIONS.

- a. <u>Governing Law.</u> The interpretation and enforcement of this Agreement shall be governed by California law and any action arising under or in connection with this Agreement must be filed in a Court of competent jurisdiction in Mendocino County.
- b. <u>Waiver</u>. No waiver of a breach of any covenant, term, or condition of this Agreement shall be a waiver of any other or subsequent breach of the same or any other covenant, term or condition or a waiver of the covenant, term or condition itself.

- c. <u>Authority to Execute.</u> Each signatory to this Agreement represents and warrants that she was authorized to execute this Agreement on behalf of the agency for whom her signature appears and that she executed this Agreement in her authorized capacity on behalf of that agency.
- d. <u>Duplicate Originals.</u> This Agreement may be executed in duplicate originals, each bearing the original signature of the Parties. When so signed, each such document shall be admissible in administrative or judicial proceedings as proof of the terms of the Agreement between the Parties.

IN WITNESS WHEREOF, the Parties Hereto have executed this Agreement as of July 1, 2024.

CITY OF UKIAH	CITY OF FORT BRAGG	
Ву:	Ву:	
Sage Sangiacomo	Isaac Whippy	
Ukiah City Manager	Fort Bragg City Manager	
APPROVED AS TO FORM:		
Ву:	Ву:	
David Rapport	Baron J. Bettenhausen	
Ukiah City Attorney	Fort Bragg City Attorney	

EXHIBIT A SERVICES TO BE PROVIDED

1. DEFINITIONS:

- A. "Dispatch Services" are those services routinely provided by a primary PSAP, including, but not limited to:
 - Receipt, recording, dispatching, and forwarding of E911 calls.
 - Receipt, recording, dispatching, and forwarding of TDD calls.
 - Receipt, recording, dispatching, and forwarding of Text to 9-1-1.
 - Receipt, recording, dispatching, and forwarding of non-emergency calls for service.
 - Two-way radio communication with mobile, portable, and base station radios.
 - Mobile Data Terminals (MDTs).
 - Audio recording of radio transmissions conducted on primary use channels.
 - Audio recording of E911 calls.
- B. "E911" means the enhanced 9-1-1 emergency number system, which will provide an automatic display of the caller's telephone number, subscriber's name and subscriber's location to the dispatcher.
- C. "Dispatcher," means a public safety dispatcher, as defined by California Code of Regulations, Title 11, Div. 2, Art. 1, Sec. 1001, subsection (w). "Dispatcher" shall also be synonymous with the Ukiah job classification for the position of "dispatcher".
- D. "CAD," means a computer aided dispatch system: a combination of hardware and software, which allows for the input, tracking, recording, and reporting of calls for service.
- E. "Computer equipment," means computer hardware, software, and peripherals.
- F. "Calls," means a communication that conveys or requests information, assigns or directs action, or requests services. This includes communications between officers and dispatchers.
- G. "May" is permissive.
- H. "Should" is desirable.
- I. "Shall" is mandatory.

2. EXTENT OF SERVICES:

Subject to Fort Bragg performing its obligations hereunder, Ukiah agrees to provide Dispatch Services to Fort Bragg subject to the following terms and conditions:

A. Radio traffic to and from Fort Bragg Police Department mobile units, portables and

base stations will be conducted on the Fort Bragg Police Department radio frequency. Fort Bragg will remain the licensee for this frequency. Fort Bragg grants Ukiah the right to use the frequency for the purpose of fulfilling this contract. While utilizing the frequency, Ukiah agrees to comply with all applicable rules and regulations of the Federal Communications Commission.

- B. Emergency, non- emergency and text calls for service shall be dispatched according to the Ukiah Police Department CAD protocols, pre-arrival instructions and unit recommendations. Fort Bragg and Ukiah agree to meet not less than annually during the term of this agreement to discuss what CAD changes may be needed to reflect the inherent differences between calls in Fort Bragg and Ukiah jurisdictions.
- C. Calls seeking other emergency services, including fire, emergency medical and ambulance services, shall be transferred to (707) 459-5336, provided however, that if the delay in transferring the call could result in immediate harm or risk of harm in a medical emergency, Ukiah Dispatch may provide some or all dispatch services for that medical emergency, as necessary, to avoid that harm or risk of harm.
- D. Radio transmissions by Fort Bragg Police Department personnel to Ukiah Dispatch shall conform to the standards and practices used by Ukiah. This includes but is not limited to the format for notifying Dispatch of officer-initiated activity, the format for requesting automated systems inquiries, and the format for call dispositions.
- E. When Ukiah and Fort Bragg calls are handled jointly by one or more dispatchers, the priority assigned to any call will be determined solely by the nature of the call and without regard to whether the call originated from the jurisdiction of Ukiah or Fort Bragg.
- F. Fort Bragg is responsible for answering Fort Bragg Police Department business calls during normal business hours of Monday through Friday, 8:00 a. m. to 5: 00 p. m. (holidays excluded). Ukiah agrees to accept business calls for the Fort Bragg Police Department only during non-business hours.

3. EQUIPMENT AND PERSONNEL:

- A. Ukiah shall provide and maintain the personnel, equipment, and materials in the dispatch center necessary to deliver Dispatch Services to Fort Bragg, in compliance with applicable E911 regulations, continuously twenty-four (24) hours per day, seven days per week, fifty-two (52) weeks per year. Fort Bragg shall be responsible for providing the personnel, equipment, and materials necessary to utilize these Dispatch Services.
- B. As a condition of Ukiah performing services under this Agreement, Fort Bragg, at its own expense, shall facilitate the connection of its radios, emergency phone lines, and business phone lines to the Ukiah Dispatch Center, ensuring that calls and radio communications within Fort Bragg are properly received by the Ukiah Dispatch Center.

- C. Ukiah shall ensure that its dispatch operations include the necessary equipment and personnel to maintain continuity of services during disruptions, such as power failures or disaster incidents.
- D. Ukiah shall recruit, select, hire, and train the Public Safety Dispatchers required under this Agreement. These individuals shall be employees of Ukiah, and Fort Bragg's personnel rules and regulations shall not apply to them.
- E. All recruitment, selection, hiring, retention, assignment, and training shall comply with Ukiah's current standards, rules, policies, and procedures, as well as the regulations of the California Commission on Peace Officer Standards & Training and applicable state and federal laws.
- F. Ukiah shall be responsible for maintaining and upgrading the personnel, equipment, and materials necessary for Dispatch Services, including computer equipment, radio equipment, and the software used on Mobile Data Terminals (MDTs). Fort Bragg shall be responsible for the purchase and installation of MDTs and any additional licenses required for the software on Fort Bragg's MDTs, while Ukiah will maintain and upgrade the CAD program used on these devices.

Ukiah's IT department may assist Fort Bragg with the installation of MDTs upon request. Ukiah will charge Fort Bragg for these IT services at the rates specified in Attachment A, "IT Billable Hours and Rates." Ukiah's IT department must bill Fort Bragg within 30 days of rendering these services. The agreement allows for an annual increase of up to 5.0% in IT billable hours and rates. Ukiah must notify Fort Bragg of any proposed rate changes by February 1st each year; if no notification is given, a 5.0% increase will automatically apply from July 1st of the same year.

4. SCHEDULING:

A. Dispatch scheduling shall be at the discretion of Ukiah. Fort Bragg agrees to keep Ukiah informed of all planned or reasonably foreseeable events that by their nature could require additional dispatch staffing.

ATTACHMENT A IT BILLABLE HOURS AND RATES

Time of Service	Rates
Business Hours	On site : (T=Tier) / Hour
Monday - Friday, 8:00am - 5:00pm	T1-\$155 T2-\$180 T3-\$215
	Remote : (T=Tier / Hour
	T1-\$125 T2-\$150 T3-\$185
After Hours	On site : (T=Tier) / Hour
Monday - Friday, 5:00pm - 11:00pm	T2-\$215 T3-\$235
Saturday, 9:00am - 5:00pm	
	Remote : (T=Tier) / Hour
	T2-\$175 T3-\$200
Overnight	On site: (T-Tier) / Hour
Monday - Friday, 11:00pm - 8:00am	T2-\$250 T3-\$300
Saturday, 5:00pm - Monday, 8:00am	
	Remote : (T-Tier) / Hour
	T2-\$225 T3-\$250
	On site : (T=Tier) / Hour
	T2-\$300 T3-\$350
Holidays	
	Remote : (T-Tier) / Hour
	T2-\$275 T3-\$325

Problem Severity	Initial Response Time	Escalation	Expected Time to Resolution
Emergency (Business Hours)	1 hour	N/A	Determined by the nature of the event - normally 4 hours
Critical – Site Impact	2 hours/next business day	1 hour	Determined by the nature of the event – normally 8 hours
Major – Departmental Impact	4 hours/next business day	4 hour	Determined by the nature of the event – normally 8 hours
Normal – User Impact	8 hours/next business day	8 hour	Determined by the nature of the event
Nuisance Issues	16 hours/2 nd business day	4 hour	Determined by the nature of the event



City of Fort Bragg

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

Text File

File Number: 24-935

Agenda Date: 9/9/2024 Version: 1 Status: Filed

In Control: City Council File Type: Resolution

Agenda Number: 5H.

Resolution of the Fort Bragg City Council in Support of Proposition 36: The Homelessness, Drug

Addiction, and Theft Reduction Act

Resolution is for public support of Prop 36 which will make changes to Proposition 47 approved in 2014, including: Classifying certain drug offenses as treatment-mandated felonies; increasing penalties for certain drug crimes by increasing sentence lengths and level of crime; requiring courts to warn individuals convicted of distributing illegal drugs of their potential future criminal liability if they distribute deadly drugs like fentanyl, heroin, cocaine, and methamphetamine; and increasing sentences for theft based on the value of the property stolen.

RESOLUTION NO. -2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL IN SUPPORT OF PROPOSITION 36: THE HOMELESSNESS, DRUG ADDICITION, AND THEFT REDUCTION ACT

WHEREAS, While Prop 47 achieved notable success in making California's criminal justice system more equitable, Prop 47 has also led to unintended consequenses over the past decade; and

- **WHEREAS**, Unintended consequenses of Prop 47 include repeat and often organized retail theft, inner-city store closings, and difficulty convincing people to seek drug and mental health treatment; and
- **WHEREAS**, These unintended consequences can only be corrected by the voters at the ballot box with modest amendments to Prop 47; and
- **WHEREAS,** Prop 36, the Homelessness, Drug Addiction, and Theft Reduction Act is a bipartisan measure that provides common sense, targeted reforms to Prop 47 that legislative proposals are unable to deliver; and
- **WHEREAS**, Rampant retail theft harms businesses and California residents because those who commit these crimes know they'll get away with it, even if caught; and
- **WHEREAS,** This measure will hold repeat offenders accountable for the safety of our communities rather than putting them back on the streets; and
- **WHEREAS,** The fentanyl crisis has reached alarming levels and is now responsible for 20 percent of youth deaths in California; and
- **WHEREAS,** Prop 36, the Homelessness, Drug Addiction, and Theft Reduction Act, will define fentanyl as a hard drug, hold individuals convicted of trafficking fentanyl accountable, and grant judges greater discretion in sentencing drug traffickers; and
- **WHEREAS**, Breaking the cycle of repeat offenders means addressing the many root causes of retail theft; and
- **WHEREAS**, Prop 36, the Homelessness, Drug Addiction, and Theft Reduction Act provides critical mental health, drug treatment services, and job training within our justice system for people who are homeless and suffering from mental illness or struggling with substance abuse; and
- **WHEREAS**, It's time for meaningful reforms to our justice system that ensure our communities are safe.

	.VED that the City Council of the City of Fort Bragg e Homelessness, Drug Addicition, and Theft es for our community's safety
, seconded by Councilmember	ion was introduced by Councilmember, and passed and adopted at a regular of Fort Bragg held on the 9 th day of September,
AYES: NOES: ABSENT: ABSTAIN: RECUSED:	
	BERNIE NORVELL
	Mayor
ATTEST:	
Diana Sanchez City Clerk	



City of Fort Bragg

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

Text File

File Number: 24-932

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 51.

Resolution of the Fort Bragg City Council Approving a Professional Services Agreement with Mendocino Coast Humane Society for Provision of Animal Care and Shelter Services and Dog Licensing Program and Authorizing City Manager to Execute Same (Amount Not to Exceed \$63,000 in FY 2024-2025)

RESOLUTION NO. -2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL APPROVING A PROFESSIONAL SERVICES AGREEMENT WITH MENDOCINO COAST HUMANE SOCIETY FOR PROVISION OF ANIMAL CARE AND SHELTER SERVICES AND DOG LICENSING PROGRAM AND AUTHORIZING CITY MANAGER TO EXECUTE SAME (AMOUNT NOT TO EXCEED \$63,000 in FY 2024-25)

WHEREAS, the Mendocino Coast Humane Society (MCHS) is a non-profit organization that has served the Mendocino Coast since 1987 and which operates a "no kill" shelter and animal adoption center; and

WHEREAS, for over thirteen years, the City of Fort Bragg (City) has contracted with the Mendocino Coast Humane Society for animal care and shelter services and for administration of the City's dog licensing program; and

WHEREAS, the City has determined that MCHS's continued services are necessary to ensure continuity in the provision of animal care and shelter services and a dog licensing program; and

WHEREAS, MCHS has agreed to provide animal care and shelter services and a dog licensing program for the City of Fort Bragg for a monthly fee of \$5,250 plus retention of revenues collected from services rendered and in conjunction with the dog licensing program; and

WHEREAS, based on all of the evidence presented, the City Council finds as follows:

- 1. Entering into a one-year contractual agreement with MCHS is the best available option for animal care and shelter services and a dog-licensing program for City residents.
- 2. Continuing the partnership between the City of Fort Bragg and MCHS will result in easily accessible, professional, high quality, and reasonably priced services for City residents and their animals.
- 3. Funds were appropriated in the City of Fort Bragg's FY 2024-25 budget for animal care and control services.

NOW, THEREFORE, BE IT RESOLVED that the Fort Bragg City Council does hereby approve a Professional Services Agreement with the Mendocino Coast Humane Society for provision of animal care and shelter services and a dog licensing program which is attached as Exhibit A and incorporated herein by reference, and authorizes the City Manager to execute the same (Amount not to exceed \$63,000 in FY 2024-2025).

The above and foregoing Resolution	on was introduced by Councilmember
, seconded by Councilmember	, and passed and adopted at a regular
·	e City of Fort Bragg held on the 9th day of
September 2024 by the following ve	, , , , , , , , , , , , , , , , , , , ,
September 2024 by the following w	Jie.
AYES:	
NOES:	
ABSENT:	
ABSTAIN:	
RECUSED:	
RECOSED.	
	BERNIE NORVELL
	Mayor
ATTEST:	•
Diana Sanchez	-
City Clerk	
Oity Olork	

CITY OF FORT BRAGG PROFESSIONAL SERVICES AGREEMENT WITH MENDOCINO COAST HUMANE SOCIETY

THIS AGREEMENT is made and entered into this 1ST day of July, 2024 ("Effective Date"), by and between the CITY OF FORT BRAGG, a municipal corporation, 416 N. Franklin Street, Fort Bragg, California 95437 ("City"), and Mendocino Coast Humane Society, 19691 Summers Lane, Fort Bragg, CA 95437, a California non-profit 501 (c)(3) corporation ("Consultant").

WITNESSETH:

- A. WHEREAS, City proposes to utilize the services of Consultant as an independent contractor to provide animal care, shelter services, and a dog licensing program to the City of Fort Bragg; and, as more fully described herein; and
- B. WHEREAS, City and Consultant desire to contract for the specific services described in Exhibit "A" (the "Project") and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and
- C. WHEREAS, no official or employee of City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.
- D. WHEREAS, the legislative body of the City on September 9, 2024, by Resolution No. ____ 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, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

- 1.1. <u>Scope of Work</u>. Consultant shall provide the professional services described in the Consultant's Proposal ("Proposal"), attached hereto as **Exhibit A** and incorporated herein by this reference.
- 1.2. <u>Professional Practices</u>. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement. Consultant shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times

observe and comply with all such laws and regulations. City officers and employees shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this section.

- 1.3. <u>Performance to Satisfaction of City</u>. Consultant agrees to perform all the work to the complete satisfaction of the City as hereinafter specified. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:
 - (a) Meet with Consultant to review the quality of the work and resolve the matters of concern:
 - (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
 - (c) Terminate the Agreement as hereinafter set forth.
- 1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement. To the extent that this Agreement may be funded by fiscal assistance from another governmental entity, Consultant and any subcontractors shall comply with all applicable rules and regulations to which City is bound by the terms of such fiscal assistance program.
- 1.5. Non-discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability except as permitted pursuant to Section 12940 of the Government Code. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

Consultant shall, in all solicitations and advertisements for employees placed by, or on behalf of Consultant, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender, sexual orientation, or disability. Consultant shall cause the paragraphs contained in this Section

to be inserted in all subcontracts for any work covered by the Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

- 1.6. <u>Non-Exclusive Agreement</u>. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.
- 1.7. <u>Delegation and Assignment</u>. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense. All insurance requirements contained in this Agreement are independently applicable to any and all subcontractors that Consultant may engage during the term of this Agreement.
- 1.8. <u>Confidentiality</u>. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

2.0. COMPENSATION, BILLING AND PREVAILING WAGES

- 2.1. Compensation. Consultant shall be paid in accordance with the fee schedule set forth in **Exhibit A**, for a total amount not to exceed Sixty Three Thousand Dollars (\$63,000.00).
- 2.2. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of work specified in the Consultant's Proposal or which is inconsistent with or in violation of the provisions of this Agreement unless the City or the Project Manager for this Project, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable. Should the City request in writing additional services that increase the hereinabove described "Scope of Work," an additional fee based upon the Consultant's standard hourly rates shall be paid to the Consultant for such additional services. The City Manager may approve contract change orders not exceeding a total of 10% of the approved contract or up to the contingency amount whichever amount is less for any one project.
- 2.3. <u>Method of Billing</u>. Consultant may submit invoices to the City for approval on a progress basis, but not more often than monthly. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction.

City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

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

3.0. TIME OF PERFORMANCE

- 3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence within five (5) days from the issuance of Notice to Proceed. Said services shall be performed in strict compliance with the schedule set forth in the Scope of Work attached hereto as **Exhibit A**. Consultant will complete the services in accordance with this Agreement by June 30, 2025. The Time of Completion may only be modified by a written amendment of the Agreement signed by both the City and the Consultant and in accordance with its terms.
- 3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party. If a delay beyond the control of the Consultant is encountered, a time extension may be mutually agreed upon in writing by the City and the Consultant. The Consultant shall present documentation satisfactory to the City to substantiate any request for a time extension.

4.0. TERM AND TERMINATION

- 4.1. <u>Term.</u> This Agreement shall commence on the Effective Date and expire on June 30, 2025 unless previously terminated as provided herein or as otherwise agreed to in writing by the parties.
- 4.2. <u>Notice of Termination</u>. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing at least ten (10) days prior written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City. If the City suspends, terminates or abandons a portion of this Agreement, such suspension, termination or abandonment shall not make void or invalidate the remainder of this Agreement.

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

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

- a. Be adjudged a bankrupt;
- b. Become insolvent or have a receiver of its assets or property appointed because of insolvency;
- c. Make a general assignment for the benefit of creditors;
- d. Default in the performance of any obligation or payment of any indebtedness under this Agreement;
- e. Suffer any judgment against it to remain unsatisfied or unbonded of record for thirty (30) days or longer; or
- f. Institute or suffer to be instituted any procedures for reorganization or rearrangement of its affairs.
- 4.3. <u>Compensation</u>. In the event of termination, City shall pay Consultant for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination within thirty-five (35) days after service of the notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant. City shall not be liable for any claim of lost profits.
- 4.4. <u>Documents</u>. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

5.0. INSURANCE

- 5.1. <u>Minimum Scope and Limits of Insurance</u>. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent Best's Key Insurance Rating Guide, and approved by City:
 - (a) Broad-form commercial general liability, in a form at least as broad as ISO form #CG 20 01 04 13, including premises-operations, products/ completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) aggregate, combined single limits. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or shall be twice the required occurrence limit. If Consultant maintains higher limits than the specified minimum limits, City requires and shall be entitled to coverage for the high limits maintained by the Consultant.
 - (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, each incident for bodily injury and property damage.
 - (c) Workers' compensation insurance as required by the State of California and Employers Liability Insurance with a minimum limit of \$1,000,000 per accident for any employee or employees of Consultant. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officials, officers, agents, employees, and volunteers for losses arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.

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

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

The Consultant shall also comply with Section 3800 of the Labor Code by securing, paying for and maintaining in full force and effect

for the duration of this Agreement, complete Workers' Compensation Insurance, and shall furnish a Certificate of Insurance to the City Clerk before execution of this Agreement by the City. The City, its officers and employees shall not be responsible for any claims in law or equity occasioned by failure of the consultant to comply with this section.

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

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

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

- officials, agents, employees, and volunteers. Any other insurance maintained by the City of Fort Bragg shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Fort Bragg, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- 5.3. <u>Deductible or Self-Insured Retention</u>. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.
- 5.4. <u>Certificates of Insurance</u>. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement. The certificates of insurance and endorsements shall be attached hereto as **Exhibit B** and incorporated herein by this reference.
- 5.5. <u>Non-limiting</u>. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

6.0. GENERAL PROVISIONS

- 6.1. <u>Entire Agreement</u>. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.
- 6.2. <u>Representatives</u>. The City Manager or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

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

6.3. <u>Project Managers</u>. The Project Manager designated to work directly with Consultant in the performance of this Agreement will be Isaac Whippy. It shall be the Consultant's responsibility to assure that the Project Manager is kept informed of the progress of the performance of the services and the Consultant shall refer any decision, which must be made by City, to the Project Manager. Unless otherwise specified herein, any approval of City required hereunder shall mean the approval of the Project Manager.

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

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

IF TO CONSULTANT: Mendocino Coast Humane Society 19691 Summers Ln. Fort Bragg, CA 95437 Tel: 707-964-7729 IF TO CITY: City Clerk City of Fort Bragg 416 N. Franklin St. Fort Bragg, CA 95437 Tel: 707-961-2823

- 6.5. <u>Attorneys' Fees.</u> In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.
- 6.6. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Mendocino County, California. Consultant agrees to submit to the personal jurisdiction of such court in the event of such action.
- 6.7. <u>Assignment</u>. Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant's interest in this Agreement without City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for

termination of this Agreement. Regardless of City's consent, no subletting or assignment shall release Consultant of Consultant's obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.8. <u>Indemnification and Hold Harmless</u>.

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

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

6.9. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement.

Consultant shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

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

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

- 6.11. <u>Cooperation</u>. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.
- 6.12. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, preliminary notes, working documents, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City, but shall be made available to the City within ten (10) days of request or within ten (10) days of termination. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees,

arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, preliminary notes and working documents, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City. Consultant or Consultant's agents shall execute such documents as may be necessary from time to time to confirm City's ownership of the copyright in such documents.

- 6.13. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 7920.000 et seq.). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code Section 7924.510, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.
- 6.14. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, et seq.) and Government Code Section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.
- 6.15. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to the correction.
- 6.16. <u>Prohibited Employment</u>. Consultant will not employ any regular employee of City while this Agreement is in effect.
- 6.17. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any

document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, the conflict shall be resolved by giving precedence in the following order, if applicable: This Agreement, the City's Request for Proposals, the Consultant's Proposal.

- 6.18. <u>Costs</u>. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.
- 6.19. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.
- 6.20. <u>Headings</u>. Paragraph and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.
- 6.21. <u>Construction</u>. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.
- 6.22. <u>Amendments</u>. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.
- 6.23. <u>Waiver</u>. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.
- 6.24. <u>Severability</u>. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

- 6.25. <u>Counterparts</u>. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.
- 6.26. <u>Corporate Authority</u>. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.
- 6.27. <u>Use of Recycled Paper Products</u>. In the performance of this Agreement, Consultant shall use paper products and printing and writing paper that meets Federal Trade Commission recyclability standards as defined in 16 CFR 260.12.

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

CHY		CON	ISULTANT	
-	Isaac Whippy City Manager		Judy Martin Director	
ATTE	EST:			
Ву: _	Diana Sanchez City Clerk			
APPI	ROVED AS TO FORM:			
By: _	Baron J. Bettenhausen City Attorney	_		

EXHIBIT A

CONSULTANT'S PROPOSAL

(Scope of Work, Fee Schedule and Time Table)

EXHIBIT B

CERTIFICATES OF INSURANCE AND ENDORSEMENTS

EXHIBIT A

CITY OF FORT BRAGG ("CITY") AND MENDOCINO COAST HUMANE SOCIETY ("CONSULTANT")

SCOPE OF SERVICES

- CONSULTANT will provide animal care and shelter services to the City of Fort Bragg as set forth below and as an extension of its existing operations at the Mendocino Coast Humane Society Animal Shelter ("Shelter") in accordance with all applicable State and City regulations.
 - Accept and provide shelter and care for all cats and dogs impounded by the City of Fort Bragg Police Department ("FBPD").
 - b. Accept and provide shelter and care for stray cats and dogs found within the city limits of the City of Fort Bragg. Feral cats will be spayed/neutered and returned to their original location.
 - c. Accept and provide shelter and care for cats and dogs that are surrendered by residents within the Fort Bragg city limits, subject to the CONSULTANT's Shelter capacity. CONSULTANT will maintain a Waiting List for those cats and dogs that they are unable to accept due to capacity. CONSULTANT may charge a Surrender Fee.
 - d. CONSULTANT will maintain reports for all Lost and Found cats and dogs
- 2. The Shelter's public hours of operation shall be, at a minimum: Shelter will be open 6 days per week from 12 p.m. to 5 p.m., excluding Holidays. Shelter shall be open to the public for adoptions and to receive stray cats and dogs from the residents of Fort Bragg during business hours. CONSULTANT will accept cats and dogs from the FBPD six days per week from 8 a.m. to 5 p.m., excluding Holidays. The FBPD will be provided emergency access to the Shelter to drop off stray cats or dogs after hours and emergency telephone numbers for Shelter staff.
- 3. CONSULTANT'S Shelter operations will include shelter and care for all cats and dogs from the City of Fort Bragg, as identified in Section 1, above, except for vicious and aggressive animals; bite cases; quarantined animals; custody animals; and abuse cases. These animals will be cared for at Mendocino County's Ukiah shelter under a separate contract between the City and Mendocino County.
- 4. CONSULTANT will maintain adequate staffing levels to provide contracted services.
- 5. CONSULTANT will provide daily animal care, including:
 - a. leaning and disinfecting kennels at least once per day
 - b. Feeding and watering all animals at least once per day
 - c. Socializing and exercising adoptable animals
 - d. Keeping facility neat and orderly
 - e. Providing or arranging for medical care as necessary in accordance with state and City regulations.
- 6. CONSULTANT will hold all impounded animals for the required stray period as established by State law. All impounded animals will be made available to the public for possible owner redemption during the required stray period as established by State Law.

- CONSULTANT will promote and facilitate adoptions for animals. All cats and dogs
 that are adopted to a new owner will be spayed/neutered unless doing so is
 detrimental to their health.
- 8. CONSULTANT will encourage the use of volunteers to assist with animal socialization, special projects and community fund-raising efforts.
- 9. CONSULTANT will provide animal licensing services to City of Fort Bragg residents. CONSULTANT will notify existing license holders of City licensing requirements and procedures at least 45 days prior to expiration of their current County license. Upon payment of annual license fees, CONSULTANT will issue a serially numbered metallic dog license tag which is stamped with "Fort Bragg" and the year of issuance. CONSULTANT and CITY will establish protocols for sharing and updating licensing information and making it accessible to FBPD staff performing animal control enforcement services. CONSULTANT will also share licensing information with the Ukiah Animal Shelter to assist with owner redemptions of Fort Bragg animals.
- 10. CITY will be responsible for collection of delinquent Fort Bragg City license fees and shall retain all delinquent Fort Bragg City license fee revenues collected.
- 11. CONSULTANT will collect fees for services and fines in accordance with a fee and fine schedule established by resolution of the Fort Bragg City Council. CONSULTANT may waive the surrender, redemption and adoption fees and fines, as necessary, to facilitate redemption and adoption of animals. CONSULTANT may not waive license fees or state-mandated redemption fines for loose and/or unlicensed animals.
- 12. CITY will accept from CONSULTANT dead animals for disposal.
- 13. CONSULTANT and CITY will jointly promote spay and neuter activities, licensing programs, and micro-chipping services.
- CONSULTANT will be responsible for administering rabies vaccines to dogs impounded by the FBPD as required by law. CONSULTANT will hold one Rabies Clinic per calendar year.
- 15. CONSULTANT will coordinate with the FBPD to provide the data necessary for the CITY to complete and file required annual rabies reports.
- 16. CONSULTANT will coordinate with City staff to ensure that all hearing requirements related to impounded animals are met. The City Manager or his/her designee will serve as the hearing officer.
- 17. CONSULTANT will maintain records and prepare reports documenting the following:
 - a. Licensing Report: including dogs licensed for residents of the City of Fort Bragg and licensing revenue collected.
 - b. Animal Statistics Report: for cats and dogs originating in the City of Fort Bragg including: receiving and redemption of animals, adoptions, and euthanasia;
 - c. Animal Statistics Report: for cats and dogs regardless of origination, including: receiving and redemption of animals, adoptions, and euthanasia;

- d. Impound Report: for all cats and dogs brought to the shelter by FBPD and City staff, including: impound and redemption revenue collected.
- e. Any such other reports and records as requested by the City and pertaining to its services as defined in this agreement.

CONSULTANT shall submit said reports to CITY on a monthly basis. The reports shall be submitted in a format that is mutually agreed upon by CITY and CONSULTANT.

- 18. CITY has the right to inspect books and records from which Animal Statistic Reports, Licensing Reports and Revenue Reports are prepared.
- 19. CONSULTANT will provide an annual presentation to the City Council regarding animal shelter operations in September or October of each year.
- 20. Day-to-day contract administration will be provided by the City Manager or his/her designee.



City of Fort Bragg

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

Text File

File Number: 24-938

Agenda Date: 9/9/2024 Version: 1 Status: Filed

In Control: City Council File Type: Consent Calendar

Agenda Number: 5J.

Approve Purchase from GovConnections, Inc. of Servers for Network Security Monitoring and

Read-Only Domain Controllers (amount not to exceed \$33,488.46)



Quote #1: Use This one

SALES QUOTE

GovConnection, Inc. 732 Milford Road Merrimack, NH 03054 Account Executive: Erik Adams

Phone: Fax:

Email: erik.adams@connection.com

25668321.02

PLEASE REFER TO THE ABOVE QUOTE # WHEN ORDERING

Date: 8/

8/23/2024 9/22/2024

Valid Through:

Account #:

Customer Contact: Deb Smith

Email: dsmith@fortbragg.com

Phone: (707) 961-2823 x106

Fax: (707) 961-2822

QUOTE PROVIDED TO:

AB#: 23125605
City of Fort Bragg
Accounts Payable
416 N Franklin St

Fort Bragg, CA 95437-3210

US

(707) 961-2823 x106

SHIP TO:

AB#: 23093516
City of Fort Bragg
Deb Smith

416 N Franklin St

(707) 961-2823 x106

Fort Bragg, CA 95437-3210

US

9962 BKGURGSKU (BJGT)(A), KBT-K-LOV

DELIVERY	FOB	SHIP VIA	SHIP WEIGHT	TERMS	CONTRACT ID#
5-30 Days A/R/O	Destination	Small Pkg Ground Service Level	208.00 lbs	Net 30	

Important Notice: — THIS QUOTATION IS SUBJECT TO THE FOLLOWING Terms of Sale: All purchases from GovConnection, Inc. are subject to the Company's Standard Terms of Sale, which describe important legal rights and obligations. You may review the Company's Standard Terms of Sale on the Company's website: www.govconnection.com, or you may request a copy via fax, e-mail, or mail by calling your account representative. The only exception to this policy is if your order is being placed under any one of our many national, state, educational or cooperative Agreements, in which case the Terms and Conditions of your Purchase Order are already pre-negotiated and stated in that Agreement. No other Terms and Conditions shall apply and any other terms and conditions referenced or appearing in your Purchase Order are considered null and void. Due to the industry-wide constraints and fluctuations, we reserve the right to change pricing at any time. Please refer to our Quote Number in your order.

5 O.	*	Line #	Qty	Item #	Mfg. Part #	Description	Mfg.	Price	Ext
eavy	ACCURATE OF THE PARTY OF THE PA	1	2	41834357	3000180551896	Cust. Prec7960 X5-3423 9 / 21 Dell Direct CTO/Systems	Dell Direct CTO/Systems	\$ 7,465.89	\$ 14,931.78
asoz		2	1	41825122	OPT7020-I7-1470 0	CTO Optiplex 7020 Intel Core i7-14700 Dell Direct CTO/Systems	Dell Direct CTO/Systems	\$ 1,587.09	\$ 1,587.09
ite		3	4	41834227	3000180551895	Cust. City of Fort Bragg OptiPlex 7020 Tower Intel i9 14900 9 / 21 Dell Direct CTO/Systems	Dell Direct CTO/Systems	\$ 2,191.04	\$ 8,764.16
lo DC;		4	4	41834229	3000180551897.1	Cust. City of Fort Bragg OptiPlex 7020 MFF Intel i7-14700T 9 / 21 Dell Direct CTO/Systems	Dell Direct CTO/Systems	\$ 1,368.90	\$ 5,475.60
								Subtotal	\$ 30,758.63
								Fee	\$ 0.00
								Shipping and	7-18-1-18-18-18-18-18-18-18-18-18-18-18-1

	Subtotal	\$ 30,758.63
	Fee	\$ 0.00
	Shipping and Handling	\$ 0.00
	Tax	\$ 2,729.83
-	Total	\$ 33 488 46



ORDERING INFORMATION

GovConnection, Inc. DBA Connection

Please contact your account manager with any questions.

Ordering Address

GovConnection, Inc. 732 Milford Road Merrimack, NH 03054 Remittance Address

GovConnection, Inc. Box 536477 Pittsburgh, PA 15253-5906

Please reference the Contract # on all purchase orders.

TERMS & CONDITIONS

Payment Terms: **FOB Point:**

NET 30 (subject to approved credit)

Maximum Order Limitation:

DESTINATION (within Continental US)

FEIN:

52-1837891 80-967-8782

DUNS Number: Cage Code:

OGTJ3

Business Size:

LARGE

Erate Spin Number:

143026005

WARRANTY: Manufacturer's Standard Commercial Warranty

NOTE: It is the end user's responsibility to review, understand and agree to the terms of any End User License Agreement (EULA).

Important Notice: --- THIS QUOTATION IS SUBJECT TO THE FOLLOWING Terms of Sale: All purchases from GovConnection, Inc. are subject to the Company's Standard Terms of Sale, which describe important legal rights and obligations. You may review the Company's Standard Terms of Sale, which describe important legal rights and obligations. You may review the Company's Standard Terms of Sale on the Company's website: www.govconnection.com or you may request a copy via fax, e-mail, or mail by calling your account representative. The only exception to this policy is if your order is being placed under any one of our many national, state, educational or cooperative Agreements, in which case the Terms and Conditions of your Purchase Order are already prenegotiated and stated in that Agreement. No other Terms and Conditions shall apply and any other terms and conditions referenced or appearing in your Purchase Order are considered null and void. Due to the industry-wide constraints and fluctuations, we reserve the right to change pricing at any time. Please refer to our Quote Number in your order.

If you require a hard copy invoice for your credit card order, please visit the link below and click on the Proof of Purchase/Invoice link on the left side of the page to print one: https://www.govconnection.com/web/Shopping/ProofOfPurchase.htm

Please forward your Contract or Purchase Order to:

SLEDOPS@connection.com

QUESTIONS: Call 800-800-0019

FAX: 603.683.0374



City of Fort Bragg

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

Text File

File Number: 24-941

Agenda Date: 9/9/2024 Version: 1 Status: Filed

In Control: City Council File Type: Consent Calendar

Agenda Number: 5K.

Approve First Amendment with NHA Advisors, LLC. for Consulting, Disclosure Reporting, and

Annual Debt Reporting Services

FIRST AMENDMENT TO PROFESSIONAL SERVICES AGREEMENT WITH NHA ADVISORS, LLC

THIS FIRST AMENDMENT is made and entered into this 9 day of September 2024, by and between the CITY OF FORT BRAGG, hereinafter referred to as "City," and NHA Advisors, LLC, hereinafter referred to as "Consultant."

WHEREAS, the City and Consultant entered into a Professional Services Agreement ("Contract") on October 4, 2021; and

WHEREAS, the Contract states that City proposes to utilize the services for Consulting, Disclosure Reporting, and Annual Debt Reporting Services for a total contract amount Not to Exceed Eight Thousand Eight Hundred Dollars (\$8,800.00); and

WHEREAS, the parties desire to increase the Consultants compensation to allow for further updates to the Ordinance 679 Salary Survey for Police Officers, Sergeants, and CSO's; and

WHEREAS, sufficient funds are budgeted to cover the costs of these services; and

NOW, THEREFORE, for the aforementioned reasons and other valuable consideration, the receipt and sufficiency of which is acknowledged, City and Consultant hereby agree that the Professional Services Agreement for Consulting, Disclosure Reporting and Annual Debt Reporting Services dated October 4, 2021, is hereby amended as follows:

1. Compensation:

Exhibit B of the Agreement is amended to increase Consultant's compensation, by \$7,818.75. Consultant's total annual compensation shall not exceed Sixteen Thousand Six Hundred Eighteen Dollars (\$16,618.75).

- 2. All terms not defined herein shall have the same meaning and use as set forth in the Agreement, as amended.
- 3. All other terms, conditions, and provisions of the Agreement, as amended, shall remain in full force and effect.
- 4. This Amendment may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

IN WITNESS WHEREOF, the parties have executed this Amendment the day and year first above written.

CITY OF FORT BRAGG:

By:	CONSULTANT:				
Isaac Whippy					
City Manager					
	By: Eric Scriven				
	Its: Principal				
ATTEST:					
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Diana Sanchez	_				
City Clerk					
•					
ADDDOVED AS TO FORM					
APPROVED AS TO FORM:					
Baron J. Bettenhausen					
City Attorney					



City of Fort Bragg

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

Text File

File Number: 24-937

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Staff Report

Agenda Number: 5L.

Approval of Final Strategic Planning Report 2024-2028



CITY OF FORT BRAGG

STRATEGIC PLAN

2024-2028+







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Dear Residents, Business Owners, and Community Partners,

t 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.

Asaac Whippy Isaac Whippy, City Manager



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.

Pre 1850s

1850

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

1860

1870

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

1880

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

1890

1889

City of Fort Bragg incorporated

וֹהֹוֹיוֹ

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

1900

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

1910

1912

First Tourists arrive when railroad tracks to Willits allow easy visits



1920

1930

Census population at 3,022 people

1930

19



Damage from the Great Earthquak

City of Fort Bragg

EARLY SETTLERS TO FUTURE RESIDENTS

or 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



e of 1906



MISSION, VISION, AND VALUES

he 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 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

he 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:

- 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

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.

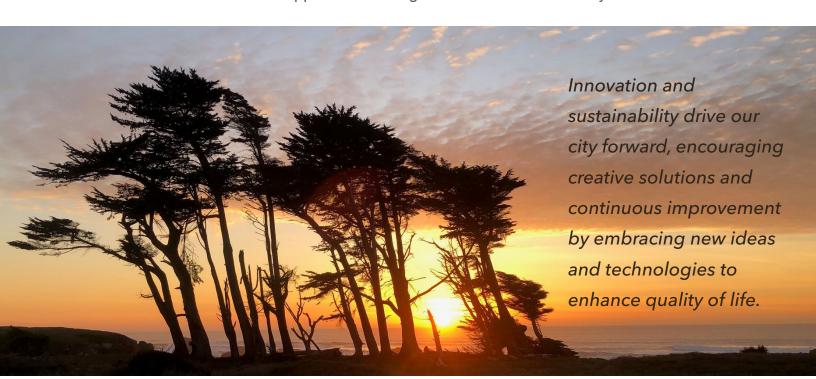
1A. Enliven Fort Bragg through local jobs and business success and develop a Business and Economic Plan that benchmarks and attracts diverse businesses to support our community through enduring blue and green industries and elevates our City as an independent economy that serves local, regional, national,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

- O 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.
 - O Develop educational posters and directional signs featuring Otis Johnson Park and other local attractions such as trails.
 - O Support clean energy through continued development of electric public transit from offsite parking to downtown.
 - O Partner with Noyo Harbor to promote recreational fishing and sightseeing. Consider exhibits along the river to attract travel (e.g., artificial habitats, raptor habitat).
 - O Produce digital media such as a downloadable audio walking tour of historic Fort Bragg or a phone app to increase communication about current events.
 - O 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.



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, nonprofits, 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.

O 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.

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- 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.
 - O 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

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.



City of Fort Bragg

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- 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.
 - O 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.
 - O 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.
 - O 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).
 - O 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.

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).
 - O Update budget-line item for Emergency Planning and Management to be commensurate with other similar cities.
 - O Encourage sustainable local food production, water conservation for personal use, local building supplies, and volunteerism as a way of life.
 - O 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

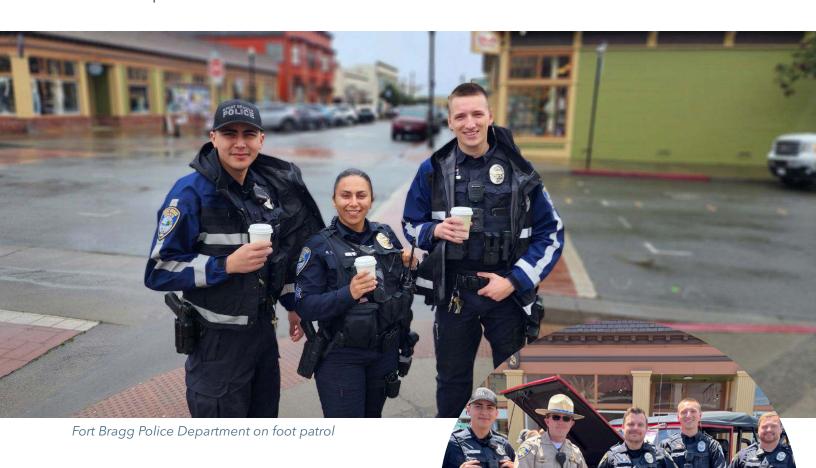
assistance.

- 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.



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



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:
 - O Community Resiliency Center with access to showers, electricity, and internet for public use as a safe space during emergencies.
 - O 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
 - O 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 natureimmersed recreation:
 - O Remove invasive plants to restore with native species.
 - O Repair fencing on Coastal Trails.
 - O Update Noyo Harbor with new access road with shared financial responsibility.
 - O 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.
 - O Consider how to integrate park attributes and accessibility.
 - O 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:
 - O Staff with a curator on weekends (Friday through Monday).
 - O Develop an accompanying audio tour.
 - O Function as a revenue-supporting venue (weddings, receptions, overnights).
 - Convert the Fort building into a cultural learning center.
 - Design historic plagues with audio now-and-then stories with accompanying map.





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 longterm 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



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.
 - O Identify vacancies and open positions informed by succession planning and workload forecasting and develop job postings in advance and place strategically throughout the State.
 - O Evaluate and prioritize key hires critical to our organization as identified in the Staffing Plan.
 - Develop a Recruitment Plan that closes workload gaps.
 - O Model future demand and develop recruitment strategies to ensure the City is keeping up with anticipated turnover and delivering on its obligations and SP28+.
 - O Develop internal recruitment process that is standardized and promotes the diversity and equity of working for the City of Fort Bragg.
 - O 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.
 - O Develop a method for recruiting skilled Council Members and Planning Commissioners.
 - Develop a Retention Plan that encourages long-term employment, advancement, and employee loyalty.
 - O 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.
 - O 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.
 - O Create a Retention Brochure that emphasizes employees' total compensation, including qualitative and quantitative benefits.
 - O 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.
 - O Develop Onboarding Protocols and package to ensure a smooth integration process that encourages training and relationship-building to improve retention and minimize disruption.
 - O 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.
- O 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.
- O 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.
 - O 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.
 - O Foster a positive work culture by recognizing and rewarding employee contributions, seeking employee feedback, and working to address staff stressors.
 - O Build collegiality and inspire teamwork through hosted group activities (e.g., charter a bus to a Giants game or winery, social dance class).
 - O 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



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.

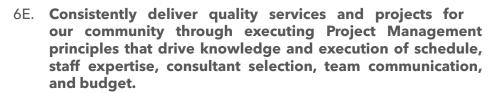
- Present Quarterly Department Priority Pipelines within each department and coordinate interdepartmentally to promote efficiency and teamwork.
- Empower employees to understand the City's priorities and how their departments contribute to our collective success.
- Develop diverse teams that promote 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.
 - O Develop opportunities for inter-departmental gathering to build relationships and promote the One-City Team.
 - O Announce Quarterly Awards to each department for outstanding performance.
 - O Present major priority status updates.
 - O Introduce new hires.
 - O Conduct teambuilding exercises.
 - O Create opportunities for City Council and staff to interact with project kickoffs, ribbon cuttings, and department visits.
- 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.



Largest redwood tree grown in Mendocino County

Communicate regularly and receive feedback from IT about the City's digital presence and upcoming projects, including:

- Online training (e.g., safety education, IT)
- O Ongoing IT support issues and resolutions
- O HR technology project
- O City Clerk technology project
- O 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.





- 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.



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., Oneka Wave 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)

- 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.
- 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.
- 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:

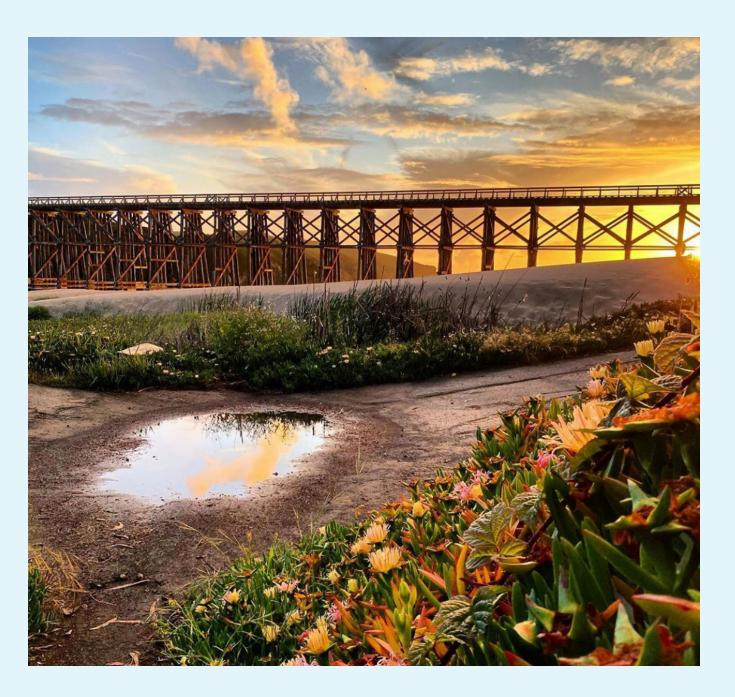
- Isaac Whippy, City Manager
- John Smith, Public Works Director
- Neil Cervenka, Chief of Police
- Chantell O'Neal, Assistant Director of Public Works
- Sarah McCormick, Special Projects Manager
- Cristal Munoz, Administrative Analyst
- Public Works Staff workshop attendees
- Community Development, 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 Aldrige, 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

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City of Fort Bragg

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Text File

File Number: 24-910

Agenda Date: 9/9/2024 Version: 1 Status: Filed

In Control: City Council File Type: Minutes

Agenda Number: 5M.

Approve Minutes of City Council - Special Closed Session of August 15, 2024



City of Fort Bragg

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

Meeting Minutes Special 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

Thursday, August 15, 2024

9:00 AMTown Hall, 363 N Main Street and Via Video Conference, Business Conference Lobby - 780 Mission St., San Francisco, CA 94103

Special Closed Session

CALL TO ORDER

Mayor Norvell called the meeting to order at 9:00 AM.

ROLL CALL

Vice Mayor Godeke and Councilmember Rafanan attended via Zoom from Business Conference Lobby - 780 Mission St., San Francisco, CA 94103.

Present: 5 - Mayor Bernie Norvell, Vice Mayor Jason Godeke, Councilmember Tess Albin-Smith, Councilmember Lindy Peters and Councilmember Marcia Rafanan

1. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

Jacob Patterson.

2. CLOSED SESSION

Mayor Norvell recessed the meeting at 9:04 AM; the meeting reconvened to Closed Session at 9:05 AM.

24-905

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 Railroad

Mayor Norvell reconvened the meeting to Open Session at 7:55 PM and reported that no reportable action was taken on Closed Session items.

ADJOURNMENT

Mayor Norvell adjourned the meeting at 7:55 PM.

BERNIE NORVELL, MAYOR

Diana Sanchez, City Clerk

IMAGED (_____)



City of Fort Bragg

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

Text File

File Number: 24-908

Agenda Date: 9/9/2024 Version: 1 Status: Passed

In Control: City Council File Type: Resolution

Agenda Number: 7A.

Conduct a Public Hearing and (1) Adopt Resolution xxx-2024 Submitting a Local Coastal Plan Amendment Application (LCP 1-24) to the Coastal Commission to a) Amend Map LU-4 of the Coastal General Plan to add a Third Plan Area; and b) Amend Table 2-10 of the CLUDC to Allow a Science Center with a Use Permit in the Public Facilities Zoning District; and c) Amend the General Plan Land Use Map and the Zoning Map to: i) Rezone the Noyo Center Parcel to Public Facilities Zoning District, and ii) Rezone the Coastal Trail Parcels to Parks & Recreation Zoning District and iii) Rezone the Sherwood Valley Band of Pomo (SVBP) Parcels as Low or Medium Density Residential Zoning; and (2) Adopt Resolution XXX-2024 Approving Design Review 3-24 (DR 3-24), Use Permit 7-24 (UP 7-24), Coastal Development Permit 4-24 (CDP 4-24), and Sign Permit 12-24 (SP 12-24) to Construct a 2,400-Square-Foot Warehouse/Workshop, and Associated Access Road, Sewer and Water Lines, and Parking at 331 Jere Melo Road; Categorically Exempt 15303 and 15265.

AGENCY: City Council

MEETING DATE: Sept 9, 2024

PREPARED BY: MJC

PRESENTED BY: Marie Jones

AGENDA ITEM SUMMARY REPORT

APPLICATION NO.: LCP Amendment 1-24 (LCP 1-24), Design Review 3-24

(DR 3-24); Coastal Development Permit (CDP 8-24); Use

Permit 7-24 (UP 7-24) Sign Permit (SP 12-24).

APPLICANT/AGENT: Sheila Siemens

OWNERS: Noyo Center, Noyo Center for Marine Science

Fort Bragg Coastal Trail, City of Fort Bragg

Pomo Parcels, Sherwood Valley Band of Pomo

(SVBP)

REQUEST: This is a two-part request. 1) an LCP amendment is

requested to change two maps of the Coastal General Plan and to change the zoning in the zoning map for parcels owned by the City, SVBP and the Noyo Center; and 2) a Coastal Development Permit, Use Permit, Design Review Permit and Sign Permit to entitle a 2,400 SF La-bone-atory, and the associated access road, sewer and water lines and parking spaces, once the LCP amendment is approved by the Coastal

Commission.

LOCATION: Noyo Center: 331 Jere Melo Street

Coastal Trail: 300 W Elm St, 321 Jere Melo St, 331 Jere Melo St, 654 Cypress St, 90 W Redwood Ave, 955

Main St

SVBP: 130 - 140 Noyo Point Road All properties are in the Coastal Zone.

ASSESSOR'S PARCEL NO.: Novo Center - 018-430-15

<u>Coastal Trail</u> - 018-430-01, 018-430-18, 018-430-15, 018-430-04, 008-020-14, 008-020-10, 008-020-11, 008-010-35,

008-010-38, 018-430-10

Sherwood Valley Band of Pomo 018-430-07, 018-430-07-

71, 018-430-07-72, 018-430-07-73, 018-120-44

SIZE: Noyo Center - 11.6 acres

Coastal Trail – 104 acres

Sherwood Valley Band of Pomo – 5.3 acres

ENVIRONMENTAL DETERMINATIONS:

Categorically Exempt from CEQA under Section 15303 Class C (3) – New Small Commercial Structures of less

than 2,500 SF including on-premise signs.

Categorically Exempt from CEQA under Section CEQA Guidelines§ 15265 (c)) "activities and approvals by a local government necessary for the preparation and adoption of a local coastal program or long-range development plan" pursuant to the California Coastal Act are statutorily exempt from compliance with CEQA. This statutory exemption "shifts the burden of CEQA compliance from the local

agency to the California Coastal Commission."

SURROUNDING LAND USES:

NORTH: Fort Bragg Wastewater Treatment Facility

EAST: Vacant, open space

SOUTH: Vacant, Fort Bragg Coastal Trail
WEST: Fort Bragg Coastal Trail, Pacific Ocean

APPEALABLE PROJECT:

□ Can be appealed to City Council

□ Can be appealed to the Coastal Commission

RECOMMENDED ACTION

Receive report, hold a public hearing, deliberate and adopt:

- 1. Resolution Submitting a Local Coastal Plan Amendment Application (LCP 1-24) to the Coastal Commission to:
 - a. Amend Map LU-4 of the Coastal General Plan To add a Third Plan Area; and
 - b. Amend Table 2-10 of the CLUDC to Allow a Science Center With a Use Permit in the Public Facilities Zoning District; and
 - c. Amend the General Plan Land Use Map and the Zoning Map to: i) Rezone the Noyo Center Parcel to Public Facilities Zoning District, and ii) Rezone the Coastal Trail Parcels to Parks & Recreation Zoning District and iii) Rezone the Sherwood Valley Band of Pomo (SVBP) Parcels as Low or Medium Density Residential zoning.
- 2. Resolution Approving Design Review 3-24 (DR 3-24), Use Permit 7-24 (UP 7-24), Coastal Development Permit 4-24 (CDP 4-24), and Sign Permit 12-24 (SP 12-24) to Construct a 2,400-Square-Foot Warehouse/Workshop, and Associated Access Road, Sewer and Water Lines, and Parking at 331 Jere Melo Road.

ALTERNATIVE ACTIONS

- 1. Receive report, hold a public hearing, deliberate and provide direction to prepare a resolution for denial.
- 2. Receive report, hold a public hearing, continue the public hearing and request additional information.

Planning Commission Recommendation.

On August 14, 2024 the Planning Commission held a public hearing, deliberated and adopted resolutions recommending that the City Council: 1) approve the Planning Permits for the Noyo Center's La-bone-atory and 2) submit an LCP amendment to the Coastal Commission to rezone properties of Noyo Center, Sherwood Valley Band of Pomo and the Fort Bragg Coastal Trail.

If the City Council chooses to approve the planning permit for the La-bone-atory they will become effective only if, and when, the Coastal Commission certifies the LCP amendment. As noted above, this project includes two separate actions, which must be taken together by the highest review authority (City Council) to avoid segmentation under CEQA.

For ease of comprehension, this report first provides the background and analysis for the LCP Amendment and then background and analysis for the planning permits for the La-bone-atory.

1. LCP AMENDMENT

LCP Amendment Background

In 2008, the City completed a comprehensive LCP amendment that required a Specific Plan to rezone the Mill Site. At that time, the City was already working on the Coastal Trail project and had completed considerable planning to accommodate the Noyo Center.

From 2007 until 2012, the City of Fort Bragg, the community, and Georgia Pacific engaged in a collaborative process to prepare a specific plan for the rezoning and eventual redevelopment of the Mill Site (see Attachment 5). A preliminary draft of the specific plan was produced in January 2012, but the process abruptly stopped in the Fall of 2012 when Georgia Pacific withdrew their specific plan application and ceased funding the planning process due to a three party lawsuit between Georgia-Pacific, Office Max and the City of Fort Bragg regarding the liability for remediation of the Mill Site. At the time the Specific Plan was withdrawn, Georgia-Pacific's consultant team, working with input from City staff, had engaged in extensive public outreach, and prepared a draft land use map (Attachment 5), draft policies and regulations for the specific plan, draft revised citywide design guidelines, a draft master tentative map, a draft utility master plan, and numerous resource and background studies for EIR including a botanical survey, a wetland delineation, a traffic study, an archaeology report, and a geotechnical study among other studies. However, GP's consultant had not completed a draft financing plan, infrastructure plan, or EIR for the specific plan. Additionally, the Coastal Commission, during their briefing on the project, provided input to City staff suggesting the need for changes to the draft plan, including reductions in the area and amount of allowable development.

In 2017, the City initiated a new comprehensive planning process for the site. The Planning Commission and City Council held a joint workshop on February 6, 2017, and agreed on a two-step process for restarting the planning process for reuse of the Mill Site. The first step was to (1) process an LCP amendment to change the requirement that a specific plan be prepared to amend the land use designations and zoning districts on the Mill Site and instead require a comprehensive planning process (see discussion below). The second step was to undertake and complete a comprehensive community-based planning process to develop a

major LCP amendment to redesignate and rezone the Mill Site and adopt associated policy changes to the Coastal General Plan and regulatory changes to the Coastal land Use and Development Code. The City was awarded a Community Development Block Grant from the California Housing and Community Development Department in the amount of \$50,000, a Coastal Commission grant of \$100,000, and a Mendocino County of Governments grant of \$48,000 to help fund the Mill Site comprehensive planning process. The City completed about 80% of this comprehensive planning process, including submittal of the proposed Land Use Plan and changes to policies and regulations in the LCP to Coastal Commission staff for comment. This comprehensive planning process included numerous community meetings. Planning Commission meetings and City Council meetings to craft and draft the Land Use Plan (Attachment 5), policies and regulations for the redevelopment of the Mill Site. A new City Manager was hired in 2018, who decided to shelve the project in mid-2019. The Community Development Director, who has taken the lead on this project for 13 years left the organization. No substantive progress has been made on the Mill Site rezoning project since 2019. Additionally, 300+ acres of the Mill Site property was sold to Mendocino Railroad in 2019 and 2022.

However, in 2018 prior to shelving the project, the City submitted an LCP amendment to the Coastal Commission to request revisions to the two key policies of the Coastal General Plan which required a Specific Plan to rezone or process an LCP amendment for the properties zoned Timber Resources Industrial (the mill site) in Fort Bragg. The Coastal Commission approved policy revisions to require a comprehensive planning process instead of a Specific Plan. The two revised policies are included below:

Policy LU-7.1 <u>Changes in Industrial Land Use</u>. Require that any Local Coastal Program (LCP) amendments and rezoning of lands, which are, designated Timber Resources Industrial: 1) be subject to a comprehensive planning process consistent with Policy LU-7.2; and 2) be submitted to, and effectively certified by, the Coastal Commission as an LCP amendment.

Policy LU-7.2: <u>Comprehensive Planning Process Required</u>. LCP amendments that propose to redesignate lands designated Timber Resources Industrial must be developed through a comprehensive community-based planning process that addresses at a minimum an area including one or more of the subareas as shown on Map LU-4. Community participation shall be solicited throughout the planning process in accordance with established City practices and CLUDC requirements. The LCP amendment shall:

- a) Designate new land use dassifications, and include development policies and standards that establish the kinds, locations and intensity of land uses;
- Identify adequate connections for existing and future infrastructure such as roads, utilities, and coastal access to surrounding developed and undeveloped areas, including ensuring adequate public vehicular, bicycle, and pedestrian access is provided from Highway One to the coastal trail within each of the subareas shown on Map LU-4;
- c) Establish orderly phasing for development and future rezoning activities, including ensuring that adequate public services are available for new development;

- d) Include other measures as needed to protect the health, safety, and well-being of the community;
- e) Map land uses and transportation facilities, including coastal access; and
- f) Be consistent with all policies of the Coastal Act and Fort Bragg's LCP.

Amended Map LU-4, as Certified in 2018



LCP Amendment Analysis

However, as noted above the Map would require a comprehensive planning process for the entirety of Parcel B in order to rezone or allow a Marine Science Center at the Noyo Center. Obviously, the preparation of a comprehensive land use plan for Plan Area B is beyond the legal authority of the Noyo Center as they do not own the remainder of this area. This leaves the Noyo Center in legal limbo, unable to request a rezone without completion of a comprehensive land use plan for properties they do not own. The only path forward is to submit an LCP amendment to revise Map LU-4, so that the Noyo Center LCP amendment is part of a comprehensive planning area that includes adjacent lands owned by the City of Fort Bragg and the Sherwood Valley Band of Pomo.

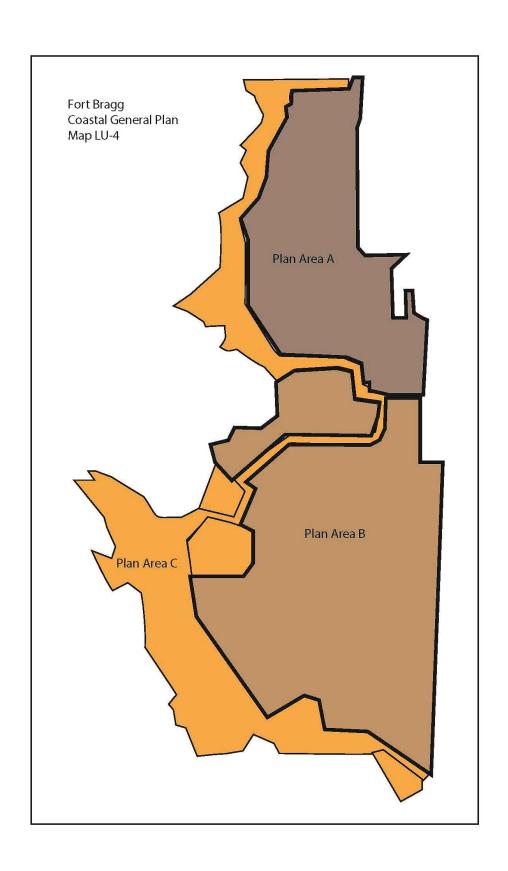
Accordingly, MJC recommends that the City Council submit an LCP amendment to modify Map LU-4 to create a third Planning Area (Plan Area C), which would comprise the lands of the Coastal Trail, the Noyo Center and Noyo Point residences of the Sherwood Valley Band of Pomo (SVBP). This would allow the City to rezone these parcels in conformance with the Land Use Maps that came out of the two Mill Site comprehensive planning processes already described: namely the Georgia-Pacific Specific Plan effort from 2009 to 2011 and the City led LCP amendment process in 2017-2018. For both of these planning processes the City, community and property owners have consistently planned for the following uses for this area (Attachment 5):

1. The Fort Bragg Coastal trail parcels were intended to be re-zoned as Parks and

Recreation. The City acquired this property in sections between 2006 and 2010 and all parcels have a deed restriction that requires they be used for coastal access and recreation. The Fort Bragg Coastal Trail received three Coastal Development Permits (for the three sections) and the entire project was constructed between 2014 and 2017. This coastal access project is now complete.

- 2. The Noyo Center parcel was always designated for a Marine Science Center. The City acquired this property in 2010 with a Coastal Conservancy grant and the property has a deed restriction that limits the use of the site to a Science Center and/or passive recreation. This project is in the planning stage, with the exception of the Crow's Nest which was established in 2015.
- 3. The property occupied by the members of the Sherwood Valley Band of Pomo, has been occupied by members of this Tribe since the 1950s when the Army Corp of Engineers relocated their homes to this parcel to make way for an Army Corp project in the harbor. The community and the tribe have always envisioned this as a low-density residential zoning district which would continue to be occupied by local tribal members. The existing zoning makes it difficult for these residents to make changes to their residences or add second units because the residencies are considered legal non-conforming uses with the current Timber Resources Industrial zoning. This property was transferred from Georgia-Pacific to SVBP in 2021. The SVBP has requested that the property be rezoned as Medium Density Residential in order to make the existing four residential units on two parcels conforming to the zoning district.

Furthermore, as these properties are all held by landowners (City of Fort Bragg, Noyo Center for Marine Science, Sherwood Valley Band of Pomo) who are different then the remainder of the Mill Site (which is owned by Mendocino Railroad), it makes sense to separate these parcel into a third planning area (Plan Area C). See proposed revised Map LU-4.



Additionally, LCP Amendment 1-24 must also either include a text amendment to the use tables to allow a Science Center in the Timber Resources Industrial zoning district or rezone the site to Public Facilities. The pros and cons of each approach are discussed below.

Alternative 1. Add Use Type to Existing Timber Resources Industrial Zoning District.

The City can add Marine Science Center as an allowable use type to the land use tables of the Timber Resources Industrial Zoning district. There is some precedence for this as the Timber Resources Industrial (IT) zoning district already includes regulations for Aquaculture. This alternative would allow this use in any lands designated IT throughout the Mill Site. It provides the least flexibility for the Noyo Center and would not result in rezoning any of the other parcels in Plan Area C. This approach does not meet the standard of a "comprehensive planning process" and neither MJC nor the Planning Commission recommends this approach.

Alternative A would amend the Coastal General Plan as follows:

Timber Resources Industrial (IT)

This designation is intended primarily for timber resource and forest products related manufacturing. It allows a variety of industrial uses relating to forest products processing such as log yards, manufacturing wood products, planing mills, storage of forest by-products, commercial seedling nurseries, and related support activities including railroad lines, truck shipping facilities, boiler and powerhouse operations, and related uses. In addition, it allows aquaculture with issuance of a conditional use permit. Open space, public parks, and recreation use types and public facilities are also permitted in this district.

The uses listed below are examples of the types of uses which may be allowed in this designation. Refer to Coastal LUDC for a more precise definition of permitted and conditional uses.

- Log Yard Activities unloading, loading, and storage of logs.
- Storage and Inventory of finished product and forest by-products, and storage of finished goods inventory, including chips, bark, and hog fuel. Storage includes indoor and outdoor storage.
- Manufacturing and Remanufacturing: sawmills, studmills, veneer plants, plywood and/or layup plants, fence plants, planing mills, portable or fixed wood chip or hog fuel manufacture, dry kilns, and air-dry yards.
- Product Shipping Operations: includes trucking, rail shipping, and maritime operations, wholesale distribution, re-loading facilities and operations.
- Remanufacturing and Secondary, Value-Added Manufacturing of forest products: includes, but not limited to, finger jointing, molding and pattern plants, sash and door plants, window plants, glulam beams, truss and joint fabrication, engineered forest products such as laminated veneer lumber, particleboard or oriented strand board and pallet plants.
- Commercial Seedling Nursery Operations.
- Related Support Facilities and Activities Required to Maintain Manufacturing Operations including: railroad lines that include areas for car storage, boiler and powerhouse operations for timber product manufacture, warehousing of products produced on site, maritime docks, shops for maintenance, fabrication and fueling, water collection, storage, transport, and treatment, fire alarm and

control systems, security systems, areas for storage of salvage and/or recycling of metals, wood, wire, rubber and other materials, and buffer areas or screening used for industrial purposes but which enable the operation to comply with noise, air quality, water quality, and other environmental standards.

- Aquaculture with a conditional use permit.
- Marine Science Center with a conditional use permit.
- Public parks and recreation facilities, open space and conservation uses, and public facilities such as stormwater retention ponds and wetland treatment systems.

And amend the CLUDC as noted below:

17.24.020 - Purposes of Industrial Zoning Districts

C. IT (Timber Resources Industrial) zoning district. The IT zoning district is applied to areas appropriate for timber resource and forest products related manufacturing, including a variety of related industrial uses, as well as related support activities including railroad lines, truck shipping facilities, power generation, and related uses; and aquaculture and marine research and education. The maximum floor area ratio (FAR) is 0.40. The IT zoning district implements and is consistent with the IT land use designation of the Coastal General Plan.

Amend Table 2-10- of 17.24.030 as noted below:

ABLE 2-10 Allowed Land Uses and	Р	Permitt Clearar		•	ing
Permit Requirements for Industrial Zoning Districts	MUP	Minor U Section			equired (see
	UP	Use Per Section			l (see
	S	Permit Specific			-
	-	Use not	t allow	red	
	PERMIT REQU	IRED B	Y DIST	RICT	Specific Use Regulations
LAND USE (1)	IL	IH	IT	HD	

AGRICULTURAL, RESOURCE & OPEN SPACE USES

Aquaculture	_	UP(3)	UP	UP	17.42.046
Marine Science Center	-	-	UP	UP	

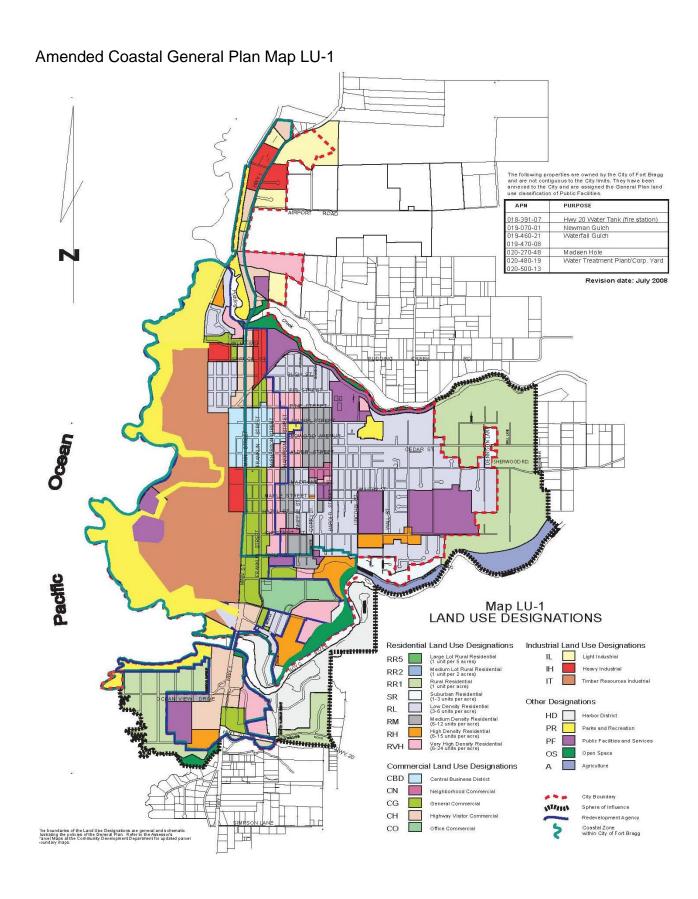
Alternative 2: Amend the General Plan Land Use Map, Land Use Table and the Zoning Map to rezone the parcel to Public Facilities Zoning District and add Science Center as a use type. This approach would also rezone the Coastal Trail and SVBP parcels to Parks and Recreation and Low Density Residential respectively. This alternative would result in a more comprehensive rezoning of the Noyo Center site from Timber Resources to the Public Facilities Zoning District which would be more consistent with the planned re-use of this site for a Marine Science Center. This change in zoning would also allow the Noyo Center to take advantage of the additional relevant use types: education, caretakers' quarters, storage, meeting facility, accessory retail and museum. The requested LCP Amendment would also rezone the Coastal Trail parcels that are owned by the City of Fort Bragg as Parks & Recreation and the residential parcel inhabited by members of the SVBP as Medium-Density Residential. This rezone flows from the City's community based comprehensive planning processes in 2009-2012 and 2017 & 2018 as required by Policy LU-7.2.

This LCP amendment would consist of the following changes:

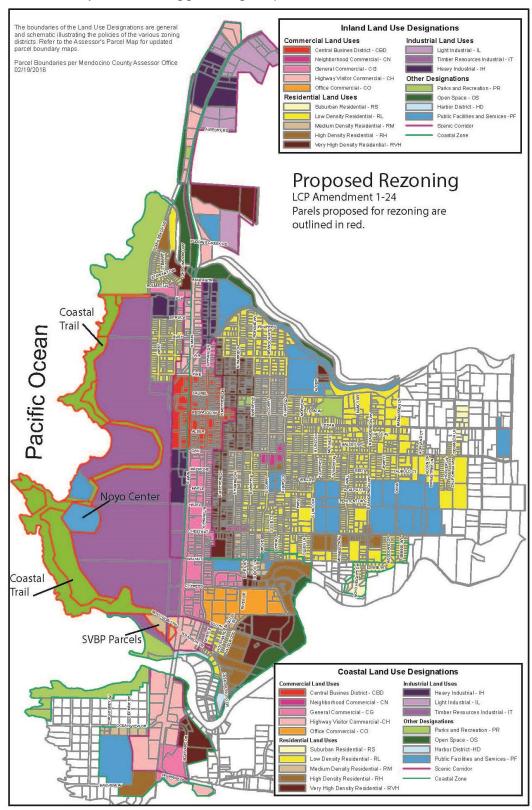
1. Amend Table 2-14 of 17.26.030 to add Science Center to the Public Facilities zoning district as noted below:

as noted below:				
ABLE 2-14 Allowed Land Uses and Permit	P	Permitted Use, Zoning Clearance required		
Requirements for Special Purpose Zoning Districts	MUP	Minor Use Permit required (see Section 17.71.060)		
	UP	Use Permi Section 17		(see
	S		quirement	-
	_	Use not al	lowed	
	PERM	MIT REQUIRED BY DISTRICT Specific Use		
LAND USE (1)	os	PR	PF	Regulations
Nature preserve	Р	Р	Р	
Storage - Warehouse	-	-	UP	
Library, museum, science center	-	UP	UP	
Meeting facility, public or private	-	UP	UP	
School - Specialized education/training	-	-	Р	
Caretaker quarters	MUP	MUP	MUP	
Accessory retail or services	-	Р	Р	

- 2. Amend the Coastal General Plan Land Use Map (Map LU-1) and the Zoning Map as follows and illustrated below:
 - a. Rezone the Noyo Center parcel to Public Facilities, and
 - b. Rezone the Coastal Trail parcels to Parks & Recreation, and
 - c. Rezone the SVBP parcel to Low-Density Residential.



Amended City of Fort Bragg Zoning Map



MJC has prepared a resolution for the City Council's consideration which would utilize

alternative 2 for the LCP Amendment (Attachment 1).

Finally, the City Council will need to make the following findings for adoption of the proposed amendments to the Fort Bragg Coastal General Plan and Land Use and Development Code:

A. Findings for General Plan Amendments and Zoning Map Amendments.

1. The amendment is internally consistent with all other provisions of the General Plan and any applicable specific plan;

The proposed amendment is consistent with the applicable General Plan policies as described in Attachment 4 of the Staff report.

2. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City; and

The proposed amendment would establish a third planning area for rezoning of the former GP Mill Site and adopt changes to the Land Use Plan and Zoning Map which comply with existing uses of those sites. Those uses include open space, public coastal access, residential units of SVBP members and a Science Center. None of these uses would be detrimental to the public interest, health, safety or welfare of the City.

3. The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constituted a hazard to the property or improvements in the vicinity in which the property is located.

The existing SVBP residential units, coastal trail access and Crow's Nest are physically suitable and have not, during their operation, endangered, jeopardized, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located. Additionally, the proposed La-bone-atory is a small building of 2,400 SF located on a flat 11-acre parcel with easy public and emergency vehicular access from Main Street. Utilities are nearby (at the WWTF), and all public services are available to serve this proposed building. The project will not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.

B. Findings for Development Code and Zoning Map text amendments.

- 1. Findings required for all Development Code and Zoning Map text amendments:
 - a. The proposed amendment is consistent with the General Plan and any applicable specific plan; and
 - b. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City.
- 2. The proposed amendment is internally consistent with other applicable provisions of this Development Code.

The proposed CLUDC text amendment would add Science Center to the use category that includes Libraries and Museum. This minor change would be consistent with the

General Plan purpose of the Public Facilities zoning district and as a Science Center is fairly similar to a museum and a library. It would not be detrimental to the public interest, health, safety, convenience, or welfare of the City.

3. Additional finding for Zoning Map amendments: The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the requested zoning designation and the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.

As previously noted, the Coastal Trail parcels and the SVBP parcels are physically suitable for the uses for which they would be rezoned, because those uses are pre-existing and have not endangered, jeopardized, or otherwise constituted a hazard to the property or improvements in the vicinity in which the property is located. Additionally as analyzed and conditioned in the remainder of this report the Noyo Center site is physically suitable for the La-bone-atory and ultimately a Marine Science Center, although that project would be required to get a Use Permit and a more detailed analysis would be completed for that project at the time of application.

The LCP amendment must also address all the requirements of General Plan Policy LU-7.2 points a through f.

Policy LU-7.2: <u>Comprehensive Planning Process Required</u>. LCP amendments that propose to redesignate lands designated Timber Resources Industrial must be developed through a comprehensive community-based planning process that addresses at a minimum an area including one or more of the subareas as shown on Map LU-4. Community participation shall be solicited throughout the planning process in accordance with established City practices and CLUDC requirements. The LCP amendment shall:

a) Designate new land use classifications, and include development policies and standards that establish the kinds, locations and intensity of land uses;

The proposed LCP amendment will redesignate lands to existing zoning districts, which already define the kinds, locations and intensity of land uses allowed in each zoning district. All relevant Certified LCP polices related to the zoning districts for Parks and Recreation, Low Density Residential and Public Facilities will remain in full force. These policies and development standards were certified by the Coastal Commission in the 2008 LCP Amendment, and there is no need to modify them. Please see the attached Consistency Analysis.

b) Identify adequate connections for existing and future infrastructure such as roads, utilities, and coastal access to surrounding developed and undeveloped areas, including ensuring adequate public vehicular, bicycle, and pedestrian access is provided from Highway One to the coastal trail within each of the subareas shown on Map LU-4;

These parcels are already largely developed for their intended uses. Roads, utilities, and coastal access are already provided to the Coastal Trail and the Sherwood Valley Band of Pomo's parcels. The companion Coastal Development Permit includes special conditions to ensure that utilities will be adequately provided as the parcel is developed into the future and public roads and public access are also addressed for this site.

c) Establish orderly phasing for development and future rezoning activities, including ensuring that adequate public services are available for new development;

This LCP amendment would result in zoning changes to bring parcels that are already developed into conformance with the Coastal General Plan and CLUDC. Currently the SVBP parcel has legal non-conforming development (4 residential uses), which makes it difficult for tribal residents to expand their residential structures or add second units. Additionally, the undeveloped Noyo Center parcel is adjacent to already developed parcels, the Coastal Trail and Wastewater Treatment Facility, where there are already utilities and there are adequate public services (police, fire and trash). Any future expansion in utility expansion is addressed through a special condition in the CDP for that Noyo Center project.

d) Include other measures as needed to protect the health, safety, and well-being of the community;

There are no new measures needed to protect the health, safety, and well-being of the community due to these rezoning activities for the SVBP and the Coastal Trail parcels as these are existing uses for ten+ years and no issues have been identified in that time. Furthermore, the Noyo Center site rezone to Public Facilities would result in a Use Permit requirement for a Science Center or Museum. To approve a Use Permit the City would be required to make the following finding: "The site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the type, density, and intensity of use being proposed would not endanger, jeopardize, or otherwise constitute a hazard to the public interest, health, safety, convenience, or welfare, or be materially injurious to the improvements, persons, property, or uses in the vicinity and zoning district in which the property is located."

e) Map land uses and transportation facilities, including coastal access; and be consistent with all policies of the Coastal Act and Fort Bragg's LCP.

This finding can be made, please see attachment 2 for the Coastal Act Consistency Analysis; attachment 3 for an overview of land uses, transportation facilities & Coastal Access; and attachment 4 for the General Plan Consistency Analysis.

2. NOYO CENTER LA-BONE-ATORY PLANNING PERMITS

If approved, the Laboneatory Coastal Development Permit will become effective only after certification of LCP Amendment 1-24 as required by Special Condition 1 below.

Special Condition 1: LCP Amendment Approval. The Coastal Development Permit for this project shall be issued only after final certification of LCP Amendment 1-24 by the Coastal Commission.

PROJECT DESCRIPTION

The goal of this project is the creation of a new structure – dubbed the La-bone-atory – dedicated to preserving, restoring, archiving Marine mammals' skeletons, educating about the marine and coastal environment and a place for researchers to engage in scientific research. It will house equipment (remote-operated vehicles, boats, etc.) associated with the Noyo Center's marine research activities. The La-bone-atory will fill an essential role in Noyo Center's network of research and education facilities by hosting articulation workshops. The La-bone-atory will provide space for research and bone articulation. The Noyo Center's existing two facilities welcome over 40,000 visitors annually and offer free admission to the public and host school field trips.

The La-bone-atory is a 2,400-square-foot building (80 feet x 28 feet) that is one story in height (19 feet 8 inches at the ridge). See Attachment 9 for the Site Plan. It will be sided with cement fiber panels (Hardie-plank) with wood batons and roofed with composition shingle roofing. The building will be constructed on a concrete slab with an uncovered 1,200-square-foot concrete apron. The La-bone-atory will be clad with earth-toned siding and roofing and shore pines will be planted in clusters around its perimeter to help it blend with the surroundings (Attachment 10 for Elevations and Floor Plan and Attachment 13 for paint and roof colors). The design is a low-profile structure similar to storage structures at the nearby WWTF. Exterior lighting for the La-bone-atory project will be minimal, downcast and shielded (Attachment 14 Lighting Plan).

PROJECT BACKGROUND

The City of Fort Bragg has a long history of working towards the development of a marine science center on the Fort Bragg headlands.

- In 2003, the City initiated a community planning process, which prioritized the development of a marine science and education center as a priority reuse option for a portion of the Georgia-Pacific (GP) Mill Site.
- The City began planning for development of a marine science and education center and, in 2006, with the assistance of a group of scientists and administrators of successful biological field stations across the nation, the City prepared a Strategic Plan for the center and coined its name: the Noyo Center for Science & Education at Fort Bragg ("Noyo Center").
- In 2010, the City obtained grant funding to prepare a development program, site plan, floor plans, elevations and schematic designs for the Noyo Center.
- In 2010, the City created a partnership with Sonoma State University to establish a marine research center at the Noyo Center site and applied for a \$4.8 million State Parks

grant. However, it was ultimately not successful because there was no non-profit entity to manage a facility and Sonoma State University backed out of the project due to financial issues. A Coastal Development Permit (CDP), Design Review (DR) and Mitigated Negative Declaration (MND) were approved for this project in 2010. The project was approved as a permitted use within the Timber Resources Industrial (IT) zone as a part of a nature preserve.

- In 2011, the City applied for a Coastal Conservancy grant for \$250,000 to acquire the Noyo Center Site and closed escrow in November 2011.
- In 2011, the City processed a Coastal Development Permit to engage in ecological restoration of the site including the restoration of the site wetland. This project did not receive the anticipated funding from Caltrans for a wetland mitigation project.
- Since 2012, the City has provided some financial support to the Noyo Center through a special sales tax.
- In 2013, the City applied for funding from the Coastal Conservancy to move the Crow's Nest from its location at the GP Visitor Center (which was donated by GP) and place it on a permanent foundation, fund structural improvements to the building and sidewalks, and complete all the permitting for the project. This project was approved as an accessory structure of a Nature Preserve through the CDP process.
- The Noyo Center organization started operating the Crow's Nest in 2014 and it has provided nature education for visitors, residents and school groups ever since.
- In 2018, the City of Fort Bragg used the Noyo Center site for the temporary and permanent storage of soils from the Fort Bragg Wastewater Treatment Facility (WWTF) upgrade. At the conclusion of construction, a significant pile of soil remained on the site, which was spread and seeded with native seed.
- The Noyo Center property was transferred from the City of Fort Bragg to the Noyo Center nonprofit in 2020 via a grant deed with Power of Termination. The termination will go into effect if the Noyo Center does not raise at least \$3 million for the construction of a marine science and education center with a value of at least \$5 million within 10 years of the grant deed.
- The Noyo Center for Marine Science has obtained a grant to complete the design, engineering, resource studies, planning permit and construction of the La-bone-atory.

Project Location. The project site is an 11.64-acre parcel (APN # 018-430-15; 39.437552° latitude; 123.815382° longitude). It is located within the southern portion of the former GP Mill Site in Fort Bragg, California. The project site is east of the City of Fort Bragg's Noyo Headlands Park, which extends along the entire 3+-mile coastline of the former mill site. The site lies to the east of an abandoned runway, which is within Noyo Headlands Park. The Crow's Nest Visitor Center and the Wastewater Treatment Facility are located just north of the project site. Lands to the south and east are currently undeveloped.

Vehicular access to the project site is provided via West Cypress Street and Jere Melo Street. West Cypress Street extends from a signalized intersection at Main Street (State Route 1) to a parking lot for Noyo Headlands Park. From there, an access road extends up an abandoned runway and onto a gravel road to the WWTF. The gravel road also provides access to the Crow's Nest Visitor Center and the project site. The access road that extends up the runway and to the WWTF is named "Jere Melo Street" in memory of a former mayor and councilmember who worked for GP and was deeply involved in the planning for reuse of the Mill Site property and the Noyo Center. The project site has not yet been assigned an address on Jere Melo Street.



SITE DESCRIPTION. The project site and approximately 400+ acres of surrounding lands were formerly part of the GP Lumber Mill (GP Mill Site) which closed in 2002. The La-bone-atory project site was formerly part of a log deck where cut timber was stacked prior to being milled. This history has resulted in many unique features to the site.

- Toxic Hazards. Environmental remediation of the GP Mill Site was performed by its former owner, GP, under the oversight of the State of California Department of Toxic Substances Control (DTSC). No remediation was required for this parcel and a "no further action" letter was issued by DTSC, which indicated that this location has achieved the highest "clean up" level of a residential use standard.
- **Site Disturbance**. The project site is a heavily disturbed, graded and rocked industrial log storage area. The site bedrock consists of dark gray to brown sandstone, shale and volcanic rocks that are generally little too closely fractured, moderate hard to hard, and little weathered. The bedrock is partially covered by as much as 10 feet of Pleistocene terrace deposits and human placed fills. The bedrock terrace deposit is generally flat lying. The terrace deposits consist of silty fine sand, sandy silt with clean sand and minor sandy clayey silt. The site is covered with a deposit of gravelly fill (18 inches to 3 feet), with another deposit of sandy loamy soil (6 inches to 2 feet) on top, which was added to a portion of the site in 2019 as part of the WWTF upgrade project.
- **Site Restoration.** In 2019 and 2020, the site was restored using graded materials from the WWTF project. This area was seeded with the seed mix from the Coastal Trail, which included plants associated with rare plant communities (although they are not rare plants themselves). According to the biologist, this area does not constitute an ESHA. The City discussed the project with Coastal Commission staff, and they concurred with the determination that it does not constitute an ESHA.

• **Site features.** The site includes a jurisdictional wetland (drainage ditch) which was used to drain stormwater from the log deck to the ocean.

The La-bone-atory will be located near the southeast corner of the 11.64-acre parcel. This remote location will allow for storage and processing of marine mammal bones in an area where occasional odors will not impact visitors to the Ocean Science Center or Noyo Headlands Park.

COASTAL GENERAL PLAN POLICY ANALYSIS

The project is consistent with the following relevant policies of the Coastal General Plan:

Relevant Policy	Analysis
Land Use Element. Policy LU-5.1 Additional	While not a primary use of the facility, the La-
Sites for Visitor-Serving Commercial: Continue	bone-atory will provide coastal recreation
to provide for and encourage additional visitor-	and education opportunities for visitors.
serving commercial facilities.	
Policy LU-5.6: The use of private lands	The proposed project is a coastal-dependent
suitable for visitor-serving and commercial	industry and so appropriately has priority
recreational	over other uses of this site.
facilities designed to enhance public	
opportunities for coastal recreation shall have	
priority over	
private residential, general industrial, or	
general commercial development, but not over	
agriculture or coastal-dependent industry.	7
Policy LU-5.7: Adequate parking should be	The proposed project provides sufficient
provided to serve coastal access and	parking (as required by the CLUDC) not to
recreation uses to the extent feasible. Existing	interfere with public access or recreational
parking areas serving recreational uses shall	uses.
not be displaced unless a comparable	
replacement area is provided. Policy LU-6.2: In areas designated for	The proposed project is a second dependent
industrial land uses, coastal-dependent and	The proposed project is a coastal-dependent industry and so appropriately has priority
coastal related industrial uses shall have	over other uses of this site.
priority over other industrial uses on or near	Over other uses of this site.
the shoreline.	
Policy LU-7.3 Siting New Industrial	The proposed project would include scientific
Development: Site new industrial development	research in support of a Nature Preserve. As
so that it is contiguous with, or in close	such, it could be considered a light
proximity to, existing developed areas able to	manufacturing facility, though a good fit is
accommodate it, or	inexact. The proposed project would be sited
where such areas are not able to	relatively close to the WWTF (an industrial
accommodate it, in other areas with adequate	use) and would be served by adequate public
public services and where it will not have	services.
significant adverse effects on coastal	
resources, either individually or	
cumulatively	

Policy LU-10.3: The location and amount of new development shall maintain and enhance public access to the coast by providing non-automobile circulation within the development that includes circulation connections outside of the development	As conditioned, the project would include trail connections to the Fort Bragg Coastal Trail.
Policy LU-10.7: Priority for Coastal Dependent Uses. Coastal-dependent developments shall have priority over other developments on or near the shoreline. Except as provided elsewhere in this division, coastal-dependent developments shall not be sited in a wetland. When appropriate, coastal-related developments should be accommodated within reasonable proximity to the coastal-dependent uses they support.	The proposed use is a coastal dependent use and implements this policy.
Public Facilities Element. Policies related to water and wastewater capacity, which includes the following relevant policies PF-1.1, PF-1.2, and PF-1.3.	The proposed project complies with public facilities policies because the project is a coastal dependent use and there is adequate water and sewer capacity to accommodate all proposed development in Fort Bragg at this time.
Conservation and Open Space Element. ESHA policies relevant to this project include OS-1.1, OS-2.1, OS-1.6, OS-1.7, OS-1.8, OS-1.9, OS-1.12, OS-1.13, and OS-1.16.	As analyzed later in this report, the proposed project includes a human-made restoration project which included a plant type which can indicate a rare plant community, however the California Department of Fish and Game (CDFW) and the Coastal Commission have concurred that the presence of this indicator plant (which is not itself a rare plant) does not meet that standard for a natural community and, therefore, the parcel does not include upland ESHA. The project also includes wetlands which and the CDP would include Special Conditions (as detailed later in this report) which would ensure that the wetlands are not impacted by the project.
Conservation and Open Space Element. Archaeological policies relevant to this project include OS-4.1, OS-4.2, OS-4.3, OS-4.4 and OS-4.5, CD-7.1.	As analyzed later in this report, the proposed project, as conditioned, will comply with all archaeological resource policies.
Conservation and Open Space Element. Biotic resource policies relevant to this project include OS-5.1, OS-5.2, OS-5.3 and OS-5.4, OS-11.8	The proposed project will retain approximately 10 acres of the site as open space. There are no existing healthy trees that would be removed as part of the project.

	·
	As conditioned, the proposed project would landscape with locally native plants, shrubs and trees. The project complies with these policies.
Conservation and Open Space Element. Water quality policies relevant to this project include OS-9.1, OS-9.2, and OS-5.4, OS-10.1, OS-10.2, OS-10.3, OS-11.1, OS-11.3, OS-11.4, OS-14.1, OS-14.2, OS 14.3, OS-14.4, OS-14.5.	As analyzed in this report and conditioned, the project will comply with all water quality policies in the Coastal General Plan. The project does not qualify as a development of Special Water Quality Concern.
Circulation Element. Policy C-2.8 Continuation of Streets: Require the continuation of streets and bicycle and pedestrian paths through new developments wherever possible. Policy C-11.2: Handicapped Access. In conformance with State and Federal regulations, continue to review all projects for handicapped access and require the installation of curb cuts, ramps, and other improvements facilitating handicapped access.	As conditioned, the project will include a trail connection between the La-bone-atory and the Coastal Trail. The project site provides ADA parking and an ADA path of travel as required by state law.
Community Design Element. Visual resource policies relevant to this project include CD-1.1, CD-1.3, CD-1.4, CD-1.9, CD-2.5	As conditioned and analyzed in the report, the proposed project will not impede coastal views of the ocean. Additionally, all outdoor lighting is night sky compliant and downward facing.
Design Review policies relevant to this project include CD-2.1, CD-6.2	As conditioned, the project complies with the Design Review Policy of the Coastal General Plan.

There are no policies in the Safety, Noise or Housing elements, which are relevant to this project. The project as analyzed and conditioned in this staff report is consistent with the Coastal General Plan.

CLUDC CONSISTENCY ANALYSIS

Table 2-14 of CLUDC Sec. 17.26.030 indicates that a Use Permit is required for construction of a new Museum or Science Center in the Public Facilities district; however a storage warehouse is permitted by right. The proposed project could be considered either as accessory to a Science Center (UP required) or a warehouse (permitted by right). This permit analysis includes a Use Permit analysis for the Project.

DEVELOPMENT STANDARDS

Building Setbacks and Height Limits. The new building would comply with all setback and height limitations of the proposed Public Facilities zoning district, as the Public Facilities zoning district does not have setback, height or FAR regulations. The chart below includes setback for the proposed building.

Standard	Proposed Building
Front Setback (north)	150 feet
Side Street Side	270 feet
(northeast)	
Side – Interior (west)	830 feet
Rear (South)	260 feet
Height	19 feet, 8
	inches
FAR	.004

Parking. Table 3-7 of the CLUDC stipulates the quantity of parking spaces required for each land use. Commercial recreation facilities require "1 space for each 400 SF of floor area." The proposed 2,400-square-foot La-bone-atory would require six parking spaces. The CLUDC also requires that one of the six spaces be an ADA space and the UBC requires an EV parking space as well. The site plan includes six regular parking spaces and one ADA space. MJC recommends Special Condition 2.

Special Condition 2: EV Parking. The applicant shall replace one of the regular parking spaces with an EV parking space on the site plan submitted with the building permit application.

LANDSCAPING STANDARDS. The applicant did not submit a landscaping plan with the project application. Upon request, the applicant submitted a preliminary landscaping plan (Attachment 11), which does not meet the minimum requirements of the CLUDC. While the applicant's preliminary landscaping plan indicates six shore pines, the City has found that shore pines do not survive well in this environment without significant wind screening from the northwest Finally, this project may require the installation of a backflow device. The backflow device must be landscaped so that it is screened from public view. Therefore, Special Condition 3 is recommended.

Special Condition 3: Resubmit Landscaping Plan. Prior to issuance of a building permit, the applicant shall resubmit the site plan with a landscaping plan that includes the following required features:

- An 8-foot landscaping strip between the building and the parking lot exclusive of the two garage doors, and a 5-foot-wide strip of landscaping surrounding the project site, which is at least 42 inches in height at maturity.
- All landscaping shall be from local native plant or seed stock.
- At least three shore pines shall be planted on the lee side (east) of the building, two planted on the south side, and two planted on the north side. Each shore pine shall be protected either by earthen berms or other measures as necessary to ensure their successful adaptation to the high wind environment on the project site. The tree plantings shall be monitored for five years and any trees that do not survive shall be replaced during this five-year period.
- The backflow device shall be screened from view by native shrubs and

vegetation.

 All landscaping and irrigation shall comply with the requirements of the State of California Model Water Efficient Landscape Ordinance (MWELO).

Fencing. The proposed project includes cyclone fencing around the south and west face of the building. Per Section 17.31.050B the fence cannon be more than 6 feet in height and per Section 17.31.050 E3, chain-link fence is not within the front or side yard setback. Furthermore, if outdoor storage is proposed for this location, the fence must comply with the requirements of 17.42.140, which requires a solid wall fence. Therefore, Special Condition 4 is recommended.

Special Condition 4: Resubmit Fence Design. The applicant shall submit a revised fence design to the which complies with the requirements of 17.31050 and 17.42.140. The alternative fence design shall be reviewed and approved by the Director of Community Development prior to issuance of the building permit.

Utilities. Utilities (water, sewer and power) are accessible from the WWTF. These utilities will traverse the City of Fort Bragg's Coastal Trail property. Public Works recommends that the following Special Conditions be adopted for the project:

Special Condition 5: Utility Connections.

- The Applicant is responsible for installing all required offsite improvements for sewer and water connections. In addition, the Applicant shall restore any portion of the coastal trail and Jere Melo Drive that are disturbed for the installation of new utilities. If the installation of underground utilities requires the applicant to disrupt access on the Coastal Trail, the applicant shall install: details of when coastal access will be temporarily disrupted shall install temporary A-frame signage that: 1) notifies users at least two weeks in advance of the planned detour and construction; and 2) warning and detour signage and protective fencing during utility installation. The applicant shall keep the trail open as much as possible by placing a steal panel over the utility ditch. Every effort will be made to reduce impacts to public access to as short a time as possible in coordinate with the Public Works Department. Public access shall not be disrupted for more than five business days in total.
- The location of utility connections within Jere Melo Road shall be coordinated with public works staff and shown on the site plan submitted with the building permit application.
- Public Works anticipates that the applicant shall connect to the Sewer and Water lines located near the entrance to the Wastewater Treatment Facility or at the connections near the Wastewater treatment lab or the public bathroom on the trail. The applicant may need to install a force main to connect to one of these connections.
- A Public Utility (or similar) Easement shall be recorded for the private utility lines within the public right of way.
- Because the WWTF water line is limited in capacity, any future development by the applicant (or others) in the area will require installation of a new water

main at their cost with corresponding public utility easement and City dedication. At the time of the water main install, the existing water connection for the La-bone-atory project will need to be removed, and a new connection to the new water main will be required.

- An approved backflow device is required for all water connections. Please contact Heath Daniels at 707-813-8031 for more information.
- Applicant shall pay connection fees (which vary depending on desired connection and meter sizes) based on the cost to the City to make the connections. The applicant shall specify what size of connections will be needed for this project, including any fire connection for sprinklering purposes. Please notify the Public Works Department as soon as possible once the desired connection size(s) has/have been determined.
- The applicant shall contact Underground Service Alert (USA), Dial 811 or 1-800-227-2600, at least 48hrs prior to construction.

Special Condition 6: Encroachment Permit. The applicant shall apply for an encroachment permit for any activity occurring in the public right of way during construction. This includes the installation of sewer and water lines, placement of dumpster, construction vehicles not parked in conformance with parking codes, and installation of any frontage improvements. Please submit the relevant encroachment permit application 2 weeks prior to anticipated construction date(s) to allow adequate time for processing.

Special Condition 7: Impact Fees. The applicant shall pay all required Impact Fees prior to final of the Building Permit, which are estimated as follows: (actual fees to be calculated at time of building permit submittal based on final proposed use):

- a. Water 2,240 SF increase in garage/workshop space is \$1,983.86.
- b. Sewer 2,240 SF increase in garage/workshop space is \$1,537.73.
- c. Drainage 11,064 SF increase in impervious surface is \$8,187.36
- d. Police Facilities 2,240 SF of Industrial Space is \$1,752.04
- e. Fire Facilities 2,240 SF of Industrial Space is \$413.26

Lighting. The applicant has proposed eight down-facing lights on the east and north faces of the building. The submitted lighting fixtures are night-sky compliant. (Attachment 14).

USE PERMIT ANALYSIS

Approval of a use permit requires the City Council to make the following findings:

1. The proposed use is consistent with the General Plan, any applicable specific plan, and the Local Coastal Program;

As conditioned, and upon approval of LCP Amendment 1-24 by the Coastal Commission, the proposed project would be consistent with the land use designation for this zoning district and will have no conflicts with the Coastal General Plan or the LCP.

2. The proposed use is allowed within the applicable zoning district and complies with all

other applicable provisions of this Development Code and the Municipal Code;

As conditioned, and upon approval of LCP Amendment 1-24 by the Coastal Commission, the proposed project is consistent with the General Commercial Table 2-14 Allowed Land Uses and Permit Requirements for Special Purpose Zoning Districts in CLUDC §17.26.030.

3. The design, location, size, and operating characteristics of the proposed activity are compatible with the existing and future land uses in the vicinity;

The proposed La-bone-atory is consistent with the Coastal Trail and Wastewater Treatment Facility in the area. It would likely not be compatible with the reuse of the Mill Site as a sawmill, which could be approved in the future with a Use Permit and Coastal Development Permit. However, due to economic conditions it is unlikely that this site will be reopened as a lumber mill, because most of the forestlands in and around Fort Bragg are owned by Mendocino Redwood Company, which has a mill in full operation in Ukiah. Additionally, the Mendocino Railway seems intent on redeveloping the Mill Site for a mix of uses, as is the City Council. Additionally, in all past community planning processes to rezone the Mill Site, the area mapped in land use plans (Attachment 5) as a combination of open space, urban reserve and light industrial zoning. The envisioned future rezoning of this area would allow low intensity development, which would be compatible with a science center.

4. The site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the type, density, and intensity of use being proposed would not endanger, jeopardize, or otherwise constitute a hazard to the public interest, health, safety, convenience, or welfare, or be materially injurious to the improvements, persons, property, or uses in the vicinity and zoning district in which the property is located.

This large site can easily accommodate the proposed project. Emergency vehicles can access the site from both Jere Melo Drive and the Old Mill Road on the east side of the property. Public sewer and water will be accessed from the WWTF. The site includes an existing storm drain; however, the project is designed to infiltrate stormwater on site. The applicant proposes to haul solid waste from the site and not access the services of the solid waste collection services. This is a low-intensity land use which would not constitute a hazard or be materially injurious to anyone or any property.

5. The proposed use complies with any findings required by Section 17.22.030 (Commercial District Land Uses and Permit Requirements).

This finding is not relevant to this project because it is not located in a commercial district.

COASTAL DEVELOPMENT PERMIT ANALYSIS

This project is in the Coastal Zone and is not exempt from requiring a Coastal Development Permit (CDP) because it "is located between the sea and the first public road paralleling the sea." (see CLUDC Section 17.71.040(B)(4)

This project has the potential to impact three types of coastal resources — archaeological, visual and biological, which are analyzed below. The project will not impact coastal access, as coastal access is limited through this site by the vacant and fenced Mill Site to the east. The project site is also adjacent to the Coastal Trail, which provides coastal access. Furthermore, the project can be considered an ocean dependent use and so it implements this Coastal Act priority as analyzed above in the Coastal General Plan analysis.

VISUAL IMPACTS

The project will not significantly impact views to the ocean. As illustrated in the photos below, most public views to the sea from Cypress Street are blocked by the adjacent wastewater treatment buildings. Views to the sea from Highway 1 are partially blocked by a 5-foot-high fence and the views are so distant that even the wastewater treatment buildings are barely visible. Views from the runway and coastal trail are not out to the sea, but instead are looking back towards the land. These onshore views are not protected by the Coastal Act. The La-bone-atory would not be visible from the ocean as it is significantly back from the shoreline.







The view from the Cypress Street gate towards the building is very distant and will be screened by the two shore pines, which will be planted per Special Condition 3. A very small distant ocean view is blocked by this building. The building blocks less than 2 percent of the ocean view from this point. More of the ocean is blocked by the nearby WWTF and the old log ramp.



The view from the Coastal Trail's runway towards the building is a view away from the ocean and inland towards our City, distant trees, and the distant mountains. As such, it is not protected by the visual policies of the City's certified LCP.



The building is most visible from Jere Melo Drive. Special Condition 3 requires the applicant to plant at least three shore pines on this side of the building to screen and soften the building facade. As this view is not to or along the ocean, it is not protected by the visual policies of the City's certified LCP.



Likewise, Special Condition 3 would require two shore pines in front of the building from this view from the north. The trees would add visual interest to the building. As this view is not to or along the ocean, it is not protected by the visual policies of the City's certified LCP.

ARCHAEOLOGICAL RESOURCES

A pre-construction archaeological survey was prepared for this site in 2011 by Archaeologist Thad Van Burean. The survey was difficult to conduct because more than 70 percent of the site is covered in Pitt Rock between 24 inches and 4 feet in depth. The study found one small deposit that is located more than 500 feet from the proposed location. There is a chance that the project could impact cultural resources, although given the depth of fill on the parcel it is not likely. MJC consulted with the Sherwood Valley Band of Pomo regarding the proposed project, and they requested the following special conditions:

Special Condition 8: The Applicant shall contact Sherwood Valley Band of Pomo three weeks prior to the start of excavation to schedule a Tribal Monitor. The Tribal Monitor will remain on site during excavation until he/she determines that disturbance of cultural resources is unlikely.

Special Condition 9: If archaeological remains are discovered during project construction, the following actions shall be taken; 1) the construction contractor shall cease and desist from any further excavation or disturbance of the soil within 25 feet of the discovery; 2) the project manager shall notify the Fort Bragg Community Development Department within 24 hours of the discovery; and 3) the City shall notify the Sherwood Valley Band of Pomo Cultural Resources Officer and retain a professional archaeologist to determine appropriate actions in consultation with stakeholders including the Coastal Commission.

Special Condition 10: The Applicant shall install a small plaque on the La-boneatory near the building entrance, which includes the following language: "This is the unceded traditional territory of the coastal Pomo (indigenous) People past and present. Honoring of the land itself by stewardship has and does happen throughout the generations. This land acknowledgement encompasses us all to continue to learn how to be better stewards of the land."

Stormwater Analysis. The Department of Public Works reviewed the project and recommends the following Special Conditions be included to ensure conformance with Section 17.64 Stormwater Runoff Pollution Control.

Special Condition 11: LID. Storm water runoff shall be minimized by incorporation of Low Impact Development (LID) strategies that minimize impermeable areas, maximize permeable areas, and that slow, spread, and sink runoff so as to recharge groundwater and minimize runoff. Runoff that is expected shall be collected at vegetative swales or bio retention facilities and overflow finally conveyed by a storm drain system approved by the City Engineer.

Special Condition 12. Treatment Control BMPs shall be sized and designed to retain and infiltrate runoff produced by all storms up to and including the 85th percentile (.83" in 24-hours).

Special Condition 13. Because this project proposes to replace >5,000 SF of impervious surface, it's defined as a "regulated project", and installation of LID features in compliance with regulations outlined in the County of Mendocino Low

Impact Development Standards Manual (LID Manual) will be required. https://www.mendocinocounty.org/home/showpublisheddocument/43360/637583 284035530000

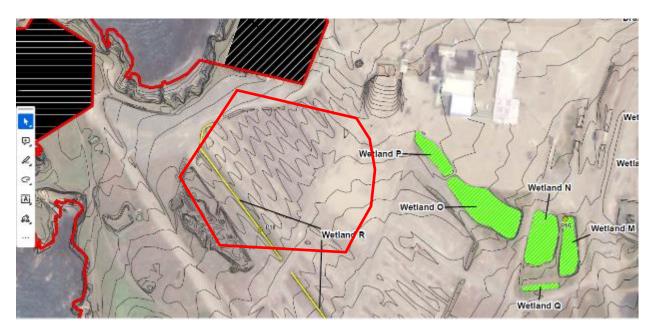
Special Condition 14. The site plan currently shows a bio retention area, but the feature has yet to be designed. The feature must be sized based on the total area of impervious surface being created by this project. Completed design in accordance with the LID manual must be submitted at the time of building permit submittal. In order to comply with Low Impact Development requirements, the new parking lot must be sloped toward the bio retention area. The downspouts of the new workshop shall also direct stormwater to the bio retention area.

Special Condition 15. Applicant must follow instructions in Part C of the Lid Manual. Applicant to complete and provide to the City the appropriate Site Design Measure Sheet(s) from the Appendices of the Mendocino County LID Manual.

Special Condition 16. If construction is to be conducted between October and April (the rainy season) approval from the Public Works Department and additional construction BMP's will be required.

BIOLOGICAL RESOURCES

In 2005, a wetland delineation was completed for the site as part of the Mill Site reuse planning process. That study included a map of all delineated jurisdictional wetlands on the site. The map below illustrates the Section 404 wetlands located near and on the property.



Wetland R is a potential Section 404 Jurisdictional wetland, which is located on the parcel at a distance of more than 400 feet from the proposed project. Additionally, the project is located more than 400 feet from wetland P, which is located off-site.

The Study Area has been included in many biological assessments over the years,

including 2005, 2009, 2010, and 2013 (WRA 2005, WRA 2009, WRA 2010, WRA 2013). The most recent assessments were in support of the Fort Bragg Coastal Trail in 2010 and 2013. Results of each of the assessments determined no ESHA, including special-status species or sensitive land cover types (i.e., native grassland or aquatic resources) to be present in the Study Area.

Additionally, in 2013, the City of Fort Bragg completed and certified a MND for the development of a Discovery Center on the Project parcel. The MND concluded as follows:

"Most of the site is developed industrial land, characterized by highly compacted and graveled former log storage decks, with occasional weedy ruderal vegetation. No rare or endangered plants were found on the site. No rare or endangered plants were found within 100 feet of the site boundary. The project will therefore have **no impact** on sensitive or rare plant species."

A new biological report was prepared for this project in 2024 by WRA. See Attachment 15. The report, "Biological Resources Report Noyo Center for Marine Sciences Laboneatory Fort Bragg, Mendocino County, California" describes the site as follows: "50 percent of the land is covered by impervious surfaces and about 25 percent consists of soils that have been altered by cutting, filing, and grading for development. Native soils make up small portions of Urban Land Drainage, permeability, surface runoff, and available water capacity are extremely variable. Within the Study Area, Urban Land is mapped as 75 percent Urban Land and a mix of several native soils for the remaining 25 percent. (CSRL 2024)."

Additionally, the Biological Report notes that "The Study Area is dominated by non-native grassland with patches of coyote brush (Baccharis pilularis) and Himalayan blackberry (Rubus armeniacus). Existing access roads of compacted gravel, as well as areas of compacted gravel from previous development are also present. The Study Area was used as a log deck during operations of the Georgia-Pacific Mill, up to approximately 2000, with the log deck empty by 2005 (NETR 2024). Since the mill ceased operations, the Study Area has been used by the City for placement of excavated/dredged soils, with soils placed or the area graded in 2010, 2013, 2016, and as recently as 2018 (NETR 2024). Following the completion of fill placement in 2018, the area of fill was seeded with native seeds, including coastal Tufted Hair Grass (Deschampsia cespitosa ssp. holciformis), coast buckwheat (Eriogonum latifolium), coyote brush (Baccharis pilularis) and other native plants (personal communication)."

Further, the report noted: "Personal communication to WRA disclosed that the area of fill and surrounding land was seeded with native seeds, including coastal tufted hairgrass and coyote bush, following placement of the fill soil. As the native grass is only present in the areas on and near the fill soil, the presence of the grass is presumably due to the seeding, and not from natural recruitment."

While the Biological report identified two potential ESHAs (Tufted Hair Grass Meadow and Artificial Seasonal Wetland) on the site and completed an alternatives analysis to reduce impacts to those potential ESHAs as much as feasible, the report ultimately

concluded that the potential ESHAs do not qualify as ESHAs under the City's LCP (see bold highlighted text).

"The proposed Project will utilize existing gravel roads for access and areas most recently disturbed through the placement of fill soils in 2018. Development is proposed within 100 feet of artificial seasonal wetlands and coastal tufted hairgrass meadow (Figure 4). As described in Section 5.1.1 above, the wetlands are presumed to be artificial, and the coastal tufted hairgrass meadow is present due to seeding following fill soil placemen; as such, these areas do not meet the criteria of ESHA and are not considered as ESHA. However, as the designation of non-ESHA of those areas is in the professional opinion of WRA, a reduced buffer analysis and alternatives analysis are included in the following sections to identify potential impacts to these areas and identify appropriate avoidance measures to reduce potential impacts should regulators disagree with the non-ESHA designation and consider the areas as ESHA. Additionally, avoidance measures are provided for nesting special-status and resident/migratory nesting birds."

MJC sent the biological report and a referral/request for comment to both CDFW and the Coastal Commission for their determination on this issue. Coastal Commission staff agreed that these sites are not ESHA under the City's LCP. MJC met with CDFW and the Water Board on site regarding the project on June 19, 2024. The Water Board determined that the two season wetlands meet Water Board wetland delineation requirements and requested a Special Condition to ensure that stormwater does not enter the wetlands. See Special Condition 17.

Special Condition 17: To eliminate storm water runoff from the access road getting into wetland SW-2 and Wetland SW-1, the applicant shall resubmit a site plan and grading plan, for approval by the City of Fort Bragg in consultation with the Water Board, which achieves the following; 1) reposition the road on the old gravel road so that it is located as far as feasible from each wetland; 2) slope the road so that stormwater does not enter either wetlands; 3) design bioswales to infiltrate stormwater from the road on site; 4) insure hydrologic discontinuity between the bioswales and the season wetlands. The site plan and grading plan shall be approved prior to issuance of the Building Permit. If the applicant is unable to design a system which ensures that road runoff and fugitive dust from the road do not enter the wetland, the applicant must obtain a 401-wetland permit from the Water Board.

Likewise, CDFW wants to ensure that people and or vehicles do not inadvertently enter the wetlands and therefore recommends Special Condition 18.

Special Condition 18: The applicant shall install symbolic fencing (such as the log barriers that are located throughout the Coastal Trail) at the edge of the access road on both sides that is placed the furthest extent feasible from the seasonal wetlands to prevent additional encroachment into the ESHA. Install signage that identifies the area as an environmentally sensitive habitat area to promote education of native species and habitats.

Finally, CDFW asked for the following Optional Special Condition.

Special Condition 19: The Applicant shall engage in target the removal of non-native invasive species for a period of five years.

Supplemental Findings for Projects Located within ESHA. The CLUDC requires that the review authority make the following supplemental findings for development located within Environmentally Sensitive Habitat Area.

17.71.045 (I2h): Supplemental findings for projects located within Environmentally Sensitive Habitat Areas:

i) The resource as identified will not be significantly degraded by the proposed development; and

The applicant's biologist and staff of the Coastal Commission concurred that the identified "Tufted Hair Grass Meadow" is not an ESHA as it is only an indicator plant and was planted by the City of Fort Bragg as part of a restoration project on non-native soils, which were placed on a former pit rock log deck. Therefore, there is no rare plant ESHA to be degraded by the project. The proposed project area contains two small wetlands, for which the various experts had a divergence of opinion. The Biologist and Coastal Commission staff concurred that it is not a wetland ESHA because it is artificial. However, the Water Board has different criteria and found that it is a wetland. The project includes a special condition that will ensure that the Water Board wetland would not be degraded by the project.

- ii) There is no feasible less environmentally damaging alternative; and

 The biological report included an alternative analysis and determined that the
 proposed location of the driveway is the least environmentally damaging
 alternative, as it would be located on an existing road alignment.
- iii) All feasible mitigation measures capable of reducing or eliminating project related impacts have been adopted.

Two special conditions are recommended to eliminate impacts to the Water Board wetland.

PUBLIC ACCESS

Additionally, the following supplemental findings must be made for projects located between the first public road and the sea.

- j. Supplemental findings for projects located between the first public road and the sea required by Section 17.56.070 of this Development Code.
- 1. A statement of the individual and cumulative burdens imposed on public access and recreation opportunities based on applicable factors identified pursuant to Section

17.56.070(B) of this Development Code. The type of affected public access and recreation opportunities shall be clearly described.

Coastal access is provided by the adjacent 92-acre Coastal Trail, which was designed to accommodate upwards of 20,000 daily visitors. The trail currently provides coastal access for about 15,000 visitors/day on a busy summer holiday weekend. The proposed project will allow a limited number of scientists to engage in scientific study with by-appointment-only nature education opportunities for school groups and other groups. Total annual visitors to the La-bone-atory will not exceed 2,000 people per year or about 5 people per day. It will not result in usage rates that are greater than project design.

2. An analysis based on applicable factors identified in Section 17.56.070(B) of this Development Code of the necessity for requiring public access conditions to find the project consistent with the public access provisions of the Coastal Act.

Public access is not feasible through the proposed project site to the Coastal Trail, because the adjacent eastern parcel (mill site) is vacant and fully fenced.

3. A description of the legitimate governmental interest furthered by any access condition required.

No public access is required for this project.

4. An explanation of how imposition of an access dedication requirement alleviates the access burdens identified and is reasonably related to those burdens in both nature and extent.

Not applicable.

HAZARDS

Because the site was remediated under a DTSC clean up order, a Soil Management Plan is required for all earth moving activities. Therefore, Special Condition 20 is required.

Special Condition 20: The applicant shall prepare a Soil Management Plan for review and approval by DTSC prior to undertaking any grading activities on site. The Soils Management Plan shall be implemented during ground disturbing activities.

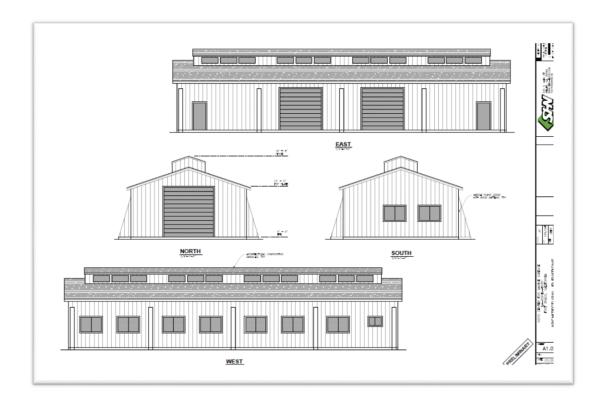
DESIGN REVIEW ANALYSIS

The project involves significant exterior remodels and expansion of an existing structure, which requires a Design Review Permit per Section 17.71.050 of the CLUDC. As conditioned below, the proposed project would meet the Design Review criteria. See Attachments 9, 10, 11, 13 and 14.

17.71.050(E). Project Review Criteria. The review authority shall evaluate each application to ensure that the project:

Complies with the purpose and requirements of this Section;
 The proposed design, as conditioned below, is consistent with the purpose and requirements of Design Review.

2. Provides architectural design, building massing, and scale appropriate to and compatible with the site surroundings and the community. This finding can be made. The proposed building would be similar in design to the utilitarian buildings of the WWTF, though it would have better design quality and be clad in higher quality materials (board and batten). The buttresses on the building mirror those of the Crow's Nest building.



The surrounding land uses are public facilities mostly with utilitarian design, as follows:





Figure 3 - Wastewater Treatment Facility to the Northwest



Figure 4 - Loading Ramp to the Northeast



3. Provides attractive and desirable site layout and design, including building arrangement, exterior appearance and setbacks, drainage, fences and walls, grading, landscaping, lighting, signs, etc.

This finding can be made as described in detail below:

- Site Layout and Design. The project is proposed for the northeast corner of an 11-acre site and the majority of the site will be left in its current regenerative state. The site layout includes a short driveway, so that the building is set back from the Coastal Trail and Jere Melo Drive. The parking is proposed for the east side of the building, where it will be less visible from the public right-of-way.
- Exterior Appearance. As noted in the analysis below, the building exceeds design guideline requirements for buildings in heavy industrial zoning districts.
- Setbacks. All proposed development would meet the Public Facilities

- zoning district setback requirements.
- Drainage. The project site is currently covered with a mix of impervious gravel surfaces, drainage ditches, and stockpiled soils that have been spread onsite for restoration purposes.
- Fences, walls, lighting, or landscaping. No fences or walls are proposed for the project. The project will require new landscaping per Special Condition 3. The proposed lighting complies with CLUDC requirements.
- 4. Provides efficient and safe public access, circulation, and parking.

This finding can be made. The site plan includes seven parking spaces which are located conveniently to the building. A sidewalk or trail connection for pedestrians should be provided, and Special Condition 21 is included.

Special Condition 21. The applicant shall resubmit a site plan with pedestrian access (trail or sidewalk) from Jere Melo Drive to the La-bone-atory as part of the building permit application.

5. Provides appropriate open space and landscaping, including the use of water efficient landscaping.

As conditioned, the project would include appropriate landscaping. The project is surrounded by open space.

6. Is consistent with the General Plan, any applicable specific plan, and the certified Local Coastal Program if located in the Coastal Zone.

This finding can be made. As conditioned, and upon approval of LCP Amendment 1-24 by the Coastal Commission, the proposed project would be consistent with the land use designation for this zoning district and will have no conflicts with the Coastal General Plan or the LCP.

7. Complies with and is consistent with the City's Design Guidelines.

The project's design complies with all five mandatory standards and three out of four preferred standards for industrial buildings in the Citywide Design Guidelines. See table below.

Mandatory Standard	Compliance
1. Large unadorned and un-fenestrated wall	Even though this building does not
expanses are permissible for industrial	qualify as a large building, the building
buildings. However, large expanses shall be	facade is "broken up with expansion
broken up with expansion joints, reveals,	joints, and changes in texture and
and/or changes in texture, color or materials.	color."

2. Large expanses of highly reflective surface and mirror glass exterior walls shall be avoided to prevent glare impacts on adjacent public streets and properties.

The building does not include large expanses of reflective surfaces.

3. The mass and scale of large, box-like industrial buildings may be reduced through the incorporation of varying building heights and setbacks along the front and street side building façades.

The building incorporates "varying building heights" even though it is not a large "box-like" structure.

4. Street side facades of large industrial buildings, that are visible from a public street, shall include architectural features such as reveals, windows, openings, and changes in color, texture, and material to add interest to the building elevation and reduce visual mass.

The street side façade includes both "changes in texture" and "windows" even though it is not a large industrial building.

5. The following table identifies materials that are encouraged, acceptable, and discouraged for use on building façade: Wood and hardie panel are preferred materials.

The building façade would be clad in hardie panel with wood battens (for a board and batten appearance). The buttresses are concrete. The roof would be composition shingle (antique brown color).

Preferred Standards

Compliance

- 1. The mass and scale of large, box-like industrial buildings may be reduced through the incorporation of varying building heights and setbacks along the front and street side building facades.
- 2. Light industrial buildings in the Mill Site Light Industrial zoning district should have an industrial or contemporary architectural character that is consistent with the historic fabric of the Mill Site or the development patterns of the nearby Skunk Train industrial buildings.
- 3. Street-side facades of large industrial buildings that are visible from a public street should include architectural features such as reveals, windows, openings, and changes in color, texture, and material to add interest to the building elevation and reduce visual mass.
- 4. Primary building entries should be readily identifiable and well defined through the use of projections, recesses, columns,

- The project includes clerestory windows and varying roof heights.
- 2. The building includes features (buttresses and wood cladding) of the adjacent Crow's Nest building. Overall, the building is traditional industrial, which is in keeping with the Mill Site's current limited building character.
- 3. The building includes windows, changes of materials, buttresses and garage doors, which all add interest and reduce the visual mass of the building. The building will be painted mushroom brown (Behr_M Q2-57).
- 4. The primary building entry is not "readily identifiable and well-defined through the use of columns, roof

roof structures, or other design elements.	structures," awnings and color. As this
	is not a mandatory requirement,
	optional Special Condition 22 is
	recommended.

Optional Special Condition 22: The applicant shall submit revised elevations that include an awning and small "entrance" sign adjacent to the entrance door for the building as part of the building permit application.

SIGN PERMIT & SIGN DESIGN REVIEW

The applicant's proposed signage meets the size limitations of the CLUDC (Attachment 12). However, the height of the sign is not noted on the application. Therefore, Special Condition 23 is recommended.

Special Condition 23. The Monument Sign shall be limited to 42 inches in height, and the sign permit copy for the Monument Sign shall be reviewed by the Community Development Director.

The proposed sign conforms to location requirements. The proposed sign complies with the Citywide Design Guideline sign standards as described below:

- 1. The sign has been "designed to relate to the architectural features of the building on which they are located."
- 2. The proposed sign "coordinate with the building design, materials, color, size, and placement" as illustrated below. The wood color and material of the sign will match the wood tones of the building.
- 3. The proposed signage also complies with sign legibility preferred standards with regards to:
 - Providing a brief message
 - Avoiding faddish and bizarre typefaces
 - Using significant contrast
 - Using easy to read lettering styles.

Sign Color. The sign colors will match those of the Crow's Nest and increase cohesion between the two buildings, and the sense that one is at a place.

Sign Illumination. The proposed sign would not be internally illuminated.

Monument Sign. The monument sign complies with the other requirements of the Design Guidelines, as follows:

- It is "placed perpendicular to the street."
- As conditioned, it will be "placed so that sight lines at entry driveways, pedestrian throughways, and circulation aisles are not blocked."
- It provides "architectural elements on the sides and top to frame the sign pane(s)."
- It incorporates materials and colors that are "compatible with materials and colors of the development the sign serves."
- It is in "scale with its adjacent building."

• While it does not "incorporate landscaping at the Sign Base", the site is a restored nature landscaping and artificial landscaping would be out of place at the foot of this sign.

As conditioned, the proposed La_BONE-atory, landscaping and signage are consistent with the City's Design Guidelines.

ATTACHMENTS

LCP Amendment Attachments

- A Resolution of the City Council Submitting a Local Coastal Plan Amendment Application (LCP 1-24) to the Coastal Commission to
 - a) Amend Map LU-4 of the Coastal General Plan to add a Third Plan Area; and
 - b) Amend Table 2-10 of the CLUDC to Allow a Science Center With a Use Permit in the Public Facilities Zoning District; and
 - c) Amend the General Plan Land Use Map and the Zoning Map to: i) Rezone the Noyo Center Parcel to Public Facilities Zoning District, and ii) Rezone the Coastal Trail Parcels to Parks & Recreation Zoning District and iii) Rezone the Sherwood Valley Band of Pomo (SVBP) Parcels as Low or Medium Density Residential zoning.
- 2. LCP Amendment Coastal Act Consistency Analysis
- 3. LCP Amendment Land Use & Transportation Analysis
- 4. LCP Amendment Coastal General Plan and CLUDC Consistency Analysis.
- 5. Overview of the Comprehensive Planning Process for the LCP Amendment.
- 6. Maps from the comprehensive planning process illustrating proposed zoning changes.
- 7. A Resolution of the Fort Bragg Planning Commission recommending that the City Council submit LCP Amendment 1-24 to the Coastal Commission to: 1) amend MAP LU-4 of the Coastal General Plan to add a third plan area; and 2) amend table 2-10 of the CLUDC to allow a Science Center with a use permit in the Public Facilities zoning district; and 3) amend the zoning map to: a) rezone the Noyo Center parcel to Public Facilities zoning district, b) rezone the coastal trail parcels to Parks & Recreation zoning district and c) rezone the Sherwood Valley Band of Pomo (SVBP) parcels as Low or Medium Density Residential zoning.

Noyo Center Planning Permit Attachments

- 8. A Resolution of the Fort Bragg City Council approving Design Review 3-24 (DR 3-24), Use Permit 7-24 (Up 7-24), Coastal Development Permit 4-24 (CDP 4-24), and Sign Permit 12-24 (SP 12-24) to construct a 2,400-square-foot warehouse/workshop, and associated access road, sewer and water lines, and parking at Jere Melo Road.
- 9. Site Plan
- 10. Proposed Building Elevations
- 11. Landscaping Plan
- 12. Signage Plan
- 13. Color Swatches
- 14. Lighting Fixtures
- 15. Biological Report and Alternatives Analysis
- 16. A Resolution of the Fort Bragg Planning Commission recommending that the City Council

approve Design Review 3-24 (DR 3-24), Use Permit 7-24 (Up 7-24), Coastal Development Permit 4-24 (CDP 4-24), And Sign Permit 12-24 (SP 12-24) to construct a 2,400-square-foot warehouse/workshop, and associated access road, sewer and water lines, and parking at Jere Melo Road.

RESOLUTION NO. -2024

RESOLUTION OF THE FORT BRAGG CITY COUNCIL SUBMITTING A LOCAL COASTAL PLAN AMENDMENT APPLICATION (LCP 1-24) TO THE COASTAL COMMISSION TO:

- a) AMEND MAP LU-4 OF THE COASTAL GENERAL PLAN TO ADD A THIRD PLAN AREA; AND
- b) AMEND TABLE 2-10 OF THE CLUDC TO ALLOW A SCIENCE CENTER WITH A USE PERMIT IN THE PUBLIC FACILITIES ZONING DISTRICT; AND
- c) AMEND THE GENERAL PLAN LAND USE MAP AND THE ZONING MAP TO: I) REZONE THE NOYO CENTER PARCEL TO PUBLIC FACILITIES ZONING DISTRICT, AND II) REZONE THE COASTAL TRAIL PARCELS TO PARKS & RECREATION ZONING DISTRICT AND III) REZONE THE SHERWOOD VALLEY BAND OF POMO (SVBP) PARCELS AS MEDIUM DENSITY RESIDENTIAL ZONING.

WHEREAS, California Constitution Article XI, Section 7, enables the City of Fort Bragg (the "City") to enact local planning and land use regulations; and

WHEREAS the authority to adopt and enforce zoning regulations is an exercise of the City's police power to protect the public health, safety, and welfare; and

WHEREAS the City of Fort Bragg ("City") adopted a General Plan in 2002 which established policies for all lands within Fort Bragg city limits; and

WHEREAS, the City adopted a Coastal General Plan ("Coastal GP") as the Land Use Plan portion of the Local Coastal Program on May 12, 2008 which established policies for all land within the Fort Bragg Coastal Zone; and

WHEREAS, in August 2008 the California Coastal Commission certified the City's Local Coastal Program (LCP) which includes the Coastal GP as the Land Use Plan; and

WHEREAS, the City Council adopted Resolution 3162-2008 on May 12, 2008 adopting the Coastal General Plan; and

WHEREAS, the City adopted a Coastal Land Use and Development Code in 2008 as the implementing portion of the Local Coastal Program on May 12, 2008, which established all land use regulations for the Coastal Zone; and

WHEREAS, on April 23, 2018, the City Council adopted a resolution to submit LCP Amendment 3-17 to the Coastal Commission to revise Policy LU-7.1 and Policy LU-7.2 and Map LU-4 to require a comprehensive planning process instead of a Specific Plan for any future LCP amendment impacting land zoned Timber Resources Industrial; and

WHEREAS, on September 12, 2018 the California Coastal Commission certified the City's LCP Amendment 3-17 submittal without making any changes; and

WHEREAS, the Coastal General Plan includes policies to: (1) advance the orderly growth and development of the City's Coastal Zone; (2) protect coastal

resources; (3) incorporate sustainability into the development process so that Fort Bragg's coastal resources and amenities are preserved for future generations; (4) respond to current environmental and infrastructure constraints; (5) protect the public health, safety and welfare; and (6) promote fiscally responsible development; and

WHEREAS, Map LU-4 defines two Plan Areas for all future LCP amendments related to the Mill Site; and

WHEREAS, the City of Fort Bragg, the Noyo Center and the SVBP own significant property on the Mill Site, which has been through two comprehensive planning processes and these property owners are seeking to rezone their properties based on those comprehensive planning processes; and

WHEREAS, These property owners are not financially able to undertake a comprehensive planning process for lands owned by Mendocino Railway as currently required by Map LU-4; and

WHEREAS, the land owned by the City of Fort Bragg, the Noyo Center and SVBP total 126.3 acres or 36% of the Mill Site and therefore comprise a significant portion of the Mill Site for a comprehensive planning process; and

WHEREAS the City, SVBP and the Noyo Center for Marine Science, seek to change the zoning of their respective properties to conform with current uses and proposed uses as follows: a) rezone the Noyo Center parcel to Public Facilities, and b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Medium-Density Residential; and

WHEREAS, the City, Community and Coastal Commission engaged in countless community meetings from 2003 through 2018 which all envisioned, and for which there was community consensus, that these specific parcels be rezoned as proposed; and

WHEREAS the Planning Commission held a duly noticed public hearing on September 9, 2024, to consider the LCP amendment, accept public testimony and adopted a resolution recommending that City Council submit an LCP amendment to rezone the parcels owned by the City of Fort Bragg, SVBP and the Noyo Center; and

WHEREAS the City Council held a duly noticed public hearing on September 9, 2024, to consider the LCP amendment, accept public testimony; and

WHEREAS, The project is exempt from CEQA, as the "activities and approvals by a local government necessary for the preparation and adoption of a local coastal program or long range development plan" pursuant to the California Coastal Act are statutorily exempt from compliance with CEQA, and this statutory exemption "shifts the burden of CEQA compliance from the local agency to the California Coastal Commission (CEQA Guidelines § 15265 (c)); and

NOW, THEREFORE, BE IT RESOLVED that the City of Fort Bragg City Council, based on the entirety of the record before it, which includes without limitation, CEQA, Public Resources Code §21000, et seq. and the CEQA Guidelines, 14 California Code of Regulations §15000, et seq.; the Fort Bragg Coastal General Plan; the Fort Bragg Coastal Land Use and Development Code; the Project application; all reports and public testimony submitted as part of the City Council meeting of September 9, 2024 and City

Council deliberations; and any other evidence (within the meaning of Public Resources Code §21080(e) and §21082.2), the City Council of the City of Fort Bragg does hereby make the following findings and determinations:

<u>SECTION 1:</u> COASTAL LAND USE AND DEVELOPMENT CODE AMENDMENT FINDINGS

Pursuant to Fort Bragg Municipal Code Section 17.94.060, the City Council makes the following findings for adoption of the proposed amendments to the Fort Bragg Coastal General Plan and Land Use and Development Code per the findings analysis incorporated herein by reference to the project staff report, dated September 9, 2024:

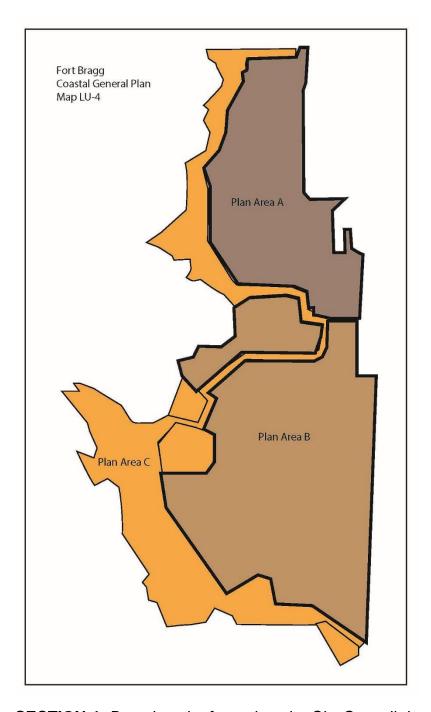
- A. Findings for General Plan amendments.
 - 1. The amendment is internally consistent with all other provisions of the General Plan and any applicable specific plan;
 - 2. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City; and
 - 3. The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.
- B. Findings for Development Code and Zoning Map text amendments.
- Findings required for all Development Code and Zoning Map text amendments:
 - a. The proposed amendment is consistent with the General Plan and any applicable specific plan; and
 - b. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City.
- 2. Additional finding for Development Code amendments: The proposed amendment is internally consistent with other applicable provisions of this Development Code.
- 3. Additional finding for Zoning Map amendments: The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the requested zoning designation and the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.

SECTION 2: GENERAL FINDINGS:

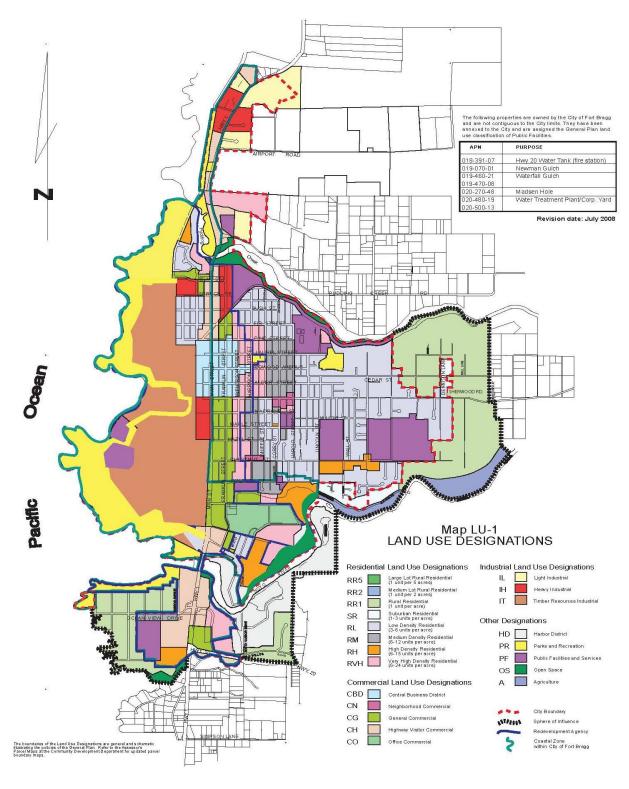
- a. The foregoing recitals are true and correct and made a part of this Resolution; and
- b. The documents and other material constituting the record for these proceedings are located in the Community Development Department.

<u>SECTION 3:</u> Based on the foregoing, the City Council does hereby submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-4 to add Plan Area C as follows:

Map LU-4: Mill Site Plan Areas for Comprehensive Planning Processes



SECTION 4. Based on the foregoing, the City Council does hereby submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-1 as follows.



<u>SECTION 5.</u> Based on the foregoing, the City Council does hereby submit LCP Amendment 1-24 to the Coastal Commission to amend Table 2-14 of 17.26.030 to add Science Center to the Public Facilities and Parks and Recreation zoning districts as noted below:

Requirements For Special Purpose Zoning Districts Minor Use Permit required (some special Purpose Zoning Districts MUP Section 17.71.060)				quired (see	
	UP	Use Permit required (see Section <u>17.71.060</u>)			
	s –	Permit requirement set by Specific Use Regulations Use not allowed			
	PERM	IIT REQUIF		Specific Use	
LAND USE (1)	os	PR	PF	Regulations	
Nature preserve	Р	Р	Р		
Storage - Warehouse	-	-	UP		
Library, museum, science center	-	UP	UP		
Meeting facility, public or private	-	UP	UP		
School - Specialized education/training	-	-	Р		
Caretaker quarters	MUP	MUP	MUP		
Accessory retail or services	-	Р	Р		

Р

required

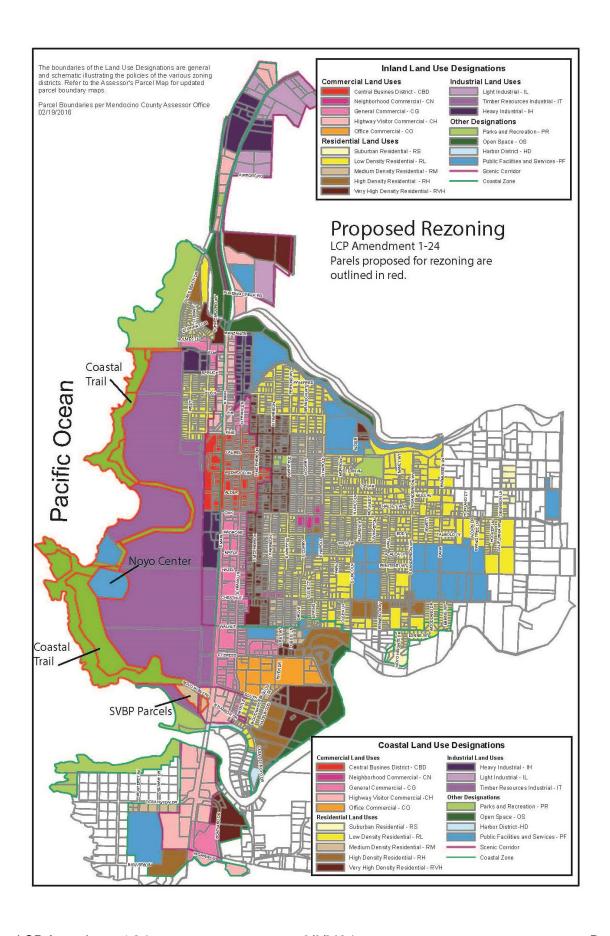
Permitted Use, Zoning Clearance

ABLE 2-14

Allowed Land Uses and Permit

SECTION 6. Based on the foregoing, the City Council does hereby submit LCP Amendment 1-24 to the Coastal Commission to amend the Coastal General Zoning Map as follows:

- a. Rezone the Noyo Center parcel (018-430-15) to Public Facilities, and
- b. Rezone the Coastal Trail parcels (018-430-01, 018-430-18, 018-430-15, 018-430-04, 008-020-14, 008-020-10, 008-020-11, 008-010-35, 008-010-38, 018-430-10) to Parks & Recreation, and
- c. Rezone the SVBP parcels (018-430-07 and 018-120-44) to Medium-Density Residential.



BE IT FURTHER RESOLVED that the Fort Bragg City Council does hereby submit LCP Amendment 1-24 to the Coastal Commission to: 1) amend Map LU-4 of the Coastal General Plan to add Plan Area C; 2) amend Map LU-1 to add Land Use Designations for Plan Area C; 3) amend Table 2-10 of the CLUDC to allow a science center with a use permit, and 4) amend the Zoning Map as follows: a) rezone the Noyo Center parcel to Public Facilities, b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Medium-Density Residential.

BE IT FURTHER RESOLVED that this Resolution shall become effective

immediately upon its passage and adoption.

The above and foregoing Resolution was introduced by ______ seconded by _____, and passed and adopted at a regular meeting of the City Council of the City of Fort Bragg held on the 9th day of September 2024, by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:
RECUSE:

Bernie Norvell, Mayor

ATTEST:

Diane Sanchez, City Clerk

Attachment 2 - Coastal Act Consistency Analysis

This attachment reviews the constancy of the LCP amendment with the Coastal Act. Per the analysis, the LCP Amendment is consistent with the Coastal Act. It also directly implements many Coastal Act policies.

Coastal Act	Consistency Analysis			
ARTICLE 2. Public Access [30210 - 30214]				
30211. Development shall not interfere with the public's right of access to the sea where acquired through use or legislative authorization, including, but not limited to, the use of dry sand and rocky coastal beaches to the first line of terrestrial vegetation.	The proposed rezoning of the Coastal Trail to parks and open space would ensure public access along 3.3 miles of Coastal Bluff. No new development is proposed as part of the LCP Amendment.			
30212.(a) Public access from the nearest public roadway to the shoreline and along the coast shall be provided in new development projects except where (1) it is inconsistent with public safety, military security needs, or the protection of fragile coastal resources, (2) adequate access exists nearby, or (3) agriculture would be adversely affected. Dedicated accessway shall not be required to be opened to public use until a public agency or private association agrees to accept responsibility for maintenance and liability of the accessway.	No new development is proposed as part of this LCP amendment. The proposed rezoning of the Coastal Trail to parks and open space would ensure public access along 3.3 miles of Coastal Bluff.			
30212.5. Wherever appropriate and feasible, public facilities, including parking areas or facilities, shall be distributed throughout an area so as to mitigate against the impacts, social and otherwise, of overcrowding or overuse by the public of any single area.	The Coastal Trail includes well distributed and sufficient parking facilities at the Cypress Street entrance, Oak Street entrance and Elm Street entrance. The Noyo Center site shall provide additional parking when it is developed. Existing parking meets current coastal access demand.			
30213. Lower cost visitor and recreational facilities shall be protected, encouraged, and, where feasible, provided. Developments providing public recreational opportunities are preferred.	The rezone of the Coastal Trail property will help protect public recreational opportunities. The rezone of the Noyo Center site will enable ocean-dependent visitor serving recreation and educational facilities.			

Coastal Act	Consistency Analysis
ARTICLE 3. Recreation [30220 - 30224]	
30220. Coastal areas suited for water-oriented recreational activities that cannot readily be provided at inland water areas shall be protected for such uses.	The rezone of Timber Resources Industrial lands of the Coastal Trail to Parks and Recreation would preserve Glass Beach for water-oriented activities.
30221. Oceanfront land suitable for recreational use shall be protected for recreational use and development unless present and foreseeable future demand for public or commercial recreational activities that could be accommodated on the property is already adequately provided for in the area.	The proposed rezone of lands currently zoned Timber Resources Industrial to Parks and Recreation and Public Facilities would prioritize these lands for recreational uses.
30222. The use of private lands suitable for visitor-serving commercial recreational facilities designed to enhance public opportunities for coastal recreation shall have priority over private residential, general industrial, or general commercial development, but not over agriculture or coastal-dependent industry.	The proposed rezone of lands currently zoned Timber Resources Industrial lands to Public Facilities zoning will ensure that visitor-serving commercial recreation and enhance public opportunities for coastal recreation at the Noyo Center and thus will give these uses priority over Timber Resources Industrial uses.
30222.5. Oceanfront land that is suitable for coastal dependent aquaculture shall be protected for that use, and proposals for aquaculture facilities located on those sites shall be given priority, except over other coastal dependent developments or uses.	The proposed rezone will leave over 300 acres of the Mill Site zoned as Timber Resources Industrial which allows aquaculture activities. Additionally, the rezone of the Coastal Trail and the Noyo Center parcels is preferred because it would prioritize coastal dependent uses.
30223.Upland areas necessary to support coastal recreational uses shall be reserved for such uses, where feasible.	The rezone of the Coastal Trail would preserve 104 acres for coastal recreational uses.
30224. Increased recreational boating use of coastal waters shall be encouraged, in accordance with this division, by developing dry storage areas, increasing public launching facilities, providing additional berthing space in existing harbors, limiting non-water-dependent land uses that congest access corridors and preclude boating support facilities, providing harbors of refuge, and by providing for new boating facilities in natural harbors, new protected water areas, and in areas dredged from dry land.	The rezoning of the Noyo Center site from Timber Resources Industrial to Public Facilities will allow a dry storage area for the Noyo Center facility, which has wet storage in the harbor.

Coastal Act	Consistency Analysis
ARTICLE 4. Marine En	vironment [30230 - 30236]
30230, 30231, 30232, 30233.	The LCP amendment will not modify the Coastal General Plan policies related to the protection of marine resources, the biological productivity of streams, or the diking, filling, or dredging of open coastal waters, wetlands, estuaries. All implementing regulations in the CLUDC regarding these issues will also remain unchanged. These policies and regulations would be utilized when preparing a CDP.
	The Noyo Centers mission is to enhance and restore marine resources and so will help to implement Section 30220 and 30231.
30234. 30234.5. 30235. 30236.	The LCP amendment will not modify the Coastal General Plan policies related to the commercial fishing facilities, revetments, breakwaters, groins, harbor channels, seawalls, cliff retaining walls, or other substantial alterations of rivers and streams. All implementing regulations in the CLUDC regarding these issues will also remain unchanged. These policies and regulations would be utilized when preparing a CDP for future development. The Noyo Centers mission is to enhance and restore fisheries and so will help to implement Section 30234.

Coastal Act	Consistency Analysis
ARTICLE 5. Land Resources [30240 - 30244]
30240. (a) Environmentally sensitive habitat areas shall be protected against any significant disruption of habitat values, and only uses dependent on those resources shall be allowed within those areas. (b) Development in areas adjacent to environmentally sensitive habitat areas and parks and recreation areas shall be sited and designed to prevent impacts which would significantly degrade those areas, and shall be compatible with the continuance of those habitat and recreation areas.	The LCP amendment will not modify the Coastal General Plan policies related to ESHA or parks or the related implementing regulations in the CLUDC. These policies and regulations would be utilized when preparing a CDP for future development.
Sections 30241.5. 30242. 30243.	These sections of the Coastal Act do not apply to this project. The proposed site is not suitable for agricultural uses (due to clean up levels) or timber lands as the parcels are located in an urbanized area.
30244. Where development would adversely impact archaeological or paleontological resources as identified by the State Historic Preservation Officer, reasonable mitigation measures shall be required.	The LCP amendment will not modify the Coastal General Plan archaeological policies or implementing regulations in the CLUDC. These policies and regulations would continue to be utilized when preparing a CDP.

Coastal Act **Consistency Analysis ARTICLE 6. Development [30250 - 30255]** 30250. (a) New residential, commercial, or All parcels recommended for rezoning are industrial development, except as otherwise located contiguous to or in close proximity provided in this division, shall be located to existing developed areas. within, contiguous with, or in close proximity The Noyo Center, SVBP and Coastal to, existing developed areas able to Trail parcels are in close proximity to accommodate it or, where such areas are not public services (sewer, water and power). able to accommodate it, in other areas with adequate public services and where it will not No land division are proposed for this have significant adverse effects, either project, and more than 50 percent of individually or cumulatively, on coastal usable parcels in Fort Bragg have been resources. In addition, land divisions, other developed. than leases for agricultural uses, outside The proposed LCP amendment would existing developed areas shall be permitted only where 50 percent of the usable parcels rezone parcels currently zoned for in the area have been developed and the hazardous industrial development to created parcels would be no smaller than the Parks and Recreation. Public Facilities average size of surrounding parcels. and Residential. (b) Where feasible, new hazardous industrial The Coastal Trail and Noyo Center are development shall be located away from both visitor serving facilities and they are existing developed areas. located on parcels adjacent to the ocean (c) Visitor-serving facilities that cannot and thus are attractive to visitors. feasibly be located in existing developed areas shall be located in existing isolated developments or at selected points of attraction for visitors. 30251. The scenic and visual qualities of The LCP amendment will not modify the coastal areas shall be considered and Coastal General Plan policies related to protected as a resource of public importance. the protection of scenic and visual Permitted development shall be sited and resources or the related implementing designed to protect views to and along the regulations in the CLUDC. These policies ocean and scenic coastal areas, to minimize and regulations would continue to be the alteration of natural land forms, to be used when preparing a CDP. visually compatible with the character of surrounding areas, and, where feasible, to restore and enhance visual quality in visually degraded areas. New development in highly scenic areas such as those designated in the California Coastline Preservation and Recreation Plan prepared by the Department of Parks and Recreation and by local government shall be subordinate to the character of its setting. 30252. The location and amount of new The proposed LCP amendment would development should maintain and enhance maintain and enhance public access to public access to the coast by (1) facilitating the coast through the rezone of the the provision or extension of transit service, Coastal Trail and Noyo Center parcels.

(2) providing commercial facilities within or adjoining residential development or in other areas that will minimize the use of coastal access roads, (3) providing non-automobile circulation within the development, (4) providing adequate parking facilities or providing substitute means of serving the development with public transportation, (5) assuring the potential for public transit for high intensity uses such as high-rise office buildings, and by (6) assuring that the recreational needs of new residents will not overload nearby coastal recreation areas by correlating the amount of development with local park acquisition and development plans with the provision of onsite recreational facilities to serve the new development.

The Fort Bragg Coastal Trail project includes 5.4 miles of the State's Coastal Trail and includes adequate parking facilities (200+ spaces).

When processed, the CDP for the Noyo Science Center would be a high intensity use and public transit connections would be required per the CLUDC at the time of permitting.

The proposed rezone of four acres to residential use will not overburden the 104-acre coastal trail facility.

30253. New development shall do all of the following: (a) Minimize risks to life and property in areas of high geologic, flood, and fire hazard. (b) Assure stability and structural integrity, and neither create nor contribute significantly to erosion, geologic instability, or destruction of the site or surrounding area or in any way require the construction of protective devices that would substantially alter natural landforms along bluffs and cliffs. (c) Be consistent with requirements imposed by an air pollution control district or the State Air Resources Board as to each particular development. (d) Minimize energy consumption and vehicle miles traveled. (e) Where appropriate, protect special communities and neighborhoods that, because of their unique characteristics, are popular visitor destination points for recreational uses.

The LCP amendment will not modify the Coastal General Plan policies related to geotechnical risk management, stormwater management, air quality, energy consumption, visitor serving resources or the related implementing regulations in the CLUDC. These policies and regulations would continue to be used when preparing a CDP.

30254, 30254,5,

30255. Coastal-dependent developments shall have priority over other developments on or near the shoreline. Except as provided elsewhere in this division, coastal-dependent developments shall not be sited in a wetland. When appropriate, coastal-related developments should be accommodated within reasonable proximity to the coastal-dependent uses they support.

These public works related policies are not applicable to this project.

The proposed rezoning will ensure that the coastal dependent uses of the Coastal Trail and the Noyo Science Center will have priority over other development along this beautiful stretch of California shoreline.

The LCP amendment will not modify the Coastal General Plan policies related to development in wetlands or the related implementing regulations in the CLUDC.

Coastal General Plan policies relations the related implementing regulation the CLUDC. 30261, 30262, 30263, 30264 The proposed amendment will rediamount of land zoned for Timber Resources Industrial uses. However Timber Resources Industrial zonin district does not allow tanker facilities and gas development/refineries, petrochemical facilities, or thermal generating plants. As such the professing will not constrain the abilities such uses to continue to be accommodated in the City's Heavy Industrial zoning districts. Furtherm the proposed LCP amendment does propose any changes to policies or regulations regarding offshore or one energy development or processing. 30265 and 30265.5 These findings, declarations and prequirements are not relevant to, not constrain the additional constraints.	Coastal Act	Consistency Analysis
Coastal General Plan policies relations the related implementing regulation the CLUDC. 30261, 30262, 30263, 30264 The proposed amendment will rediamount of land zoned for Timber Resources Industrial uses. However Timber Resources Industrial zonin district does not allow tanker facilities and gas development/refineries, petrochemical facilities, or thermal generating plants. As such the professing will not constrain the abilities such uses to continue to be accommodated in the City's Heavy Industrial zoning districts. Furtherm the proposed LCP amendment does propose any changes to policies or regulations regarding offshore or one energy development or processing. 30265 and 30265.5 These findings, declarations and prequirements are not relevant to, not constrain the additional constraints.	ARTICLE 7. Industrial Development [30260 -	30265.5]
amount of land zoned for Timber Resources Industrial uses. However Timber Resources Industrial zonin district does not allow tanker facilities, and gas development/refineries, petrochemical facilities, or thermal generating plants. As such the progrezoning will not constrain the abilities such uses to continue to be accommodated in the City's Heavy Industrial zoning districts. Furtherm the proposed LCP amendment does propose any changes to policies or regulations regarding offshore or one energy development or processing and 30265 and 30265.5 These findings, declarations and prequirements are not relevant to, not seem to seem the proposed seem to relevant to, not seem to seem the proposed seem to relevant to, not seem to seem the proposed seem to relevant to, not seem to seem the proposed seem to relevant to, not seem to seem the proposed seem to relevant to, not seem to seem the proposed seem to see the	30260	The LCP amendment will not modify the Coastal General Plan policies related to Coastal Dependent industrial facilities or the related implementing regulations in the CLUDC.
30265 and 30265.5 These findings, declarations and p requirements are not relevant to, n	30261, 30262, 30263, 30264	Resources Industrial uses. However, the Timber Resources Industrial zoning district does not allow tanker facilities, oil and gas development/refineries, petrochemical facilities, or thermal electric generating plants. As such the proposed rezoning will not constrain the ability of such uses to continue to be accommodated in the City's Heavy Industrial zoning districts. Furthermore, the proposed LCP amendment does not propose any changes to policies or regulations regarding offshore or onshore
would they be impacted by the pro	30265 and 30265.5	These findings, declarations and process requirements are not relevant to, nor would they be impacted by the proposed

Coastal Act

Consistency Analysis

ARTICLE 8. Sea Level Rise [30270-30270.]

30270. The commission shall take into account the effects of sea level rise in coastal resources planning and management policies and activities in order to identify, assess, and, to the extent feasible, avoid and mitigate the adverse effects of sea level rise.

- The Coastal Trail lands are located within 100 feet of the bluff edge and range from 30 above sea level on the North trail to 105 feet above sea level on the south trail. The trail facility was developed sufficiently back from the bluff to last for approximately 30 years as per the geotechnical study prepared for this site. The coastal trail width of 100+ feet was acquired to ensure that coastal access be available for 100 years.
- Noyo Center the Noyo Center Parcel is located 60 feet above sea level and from 100 to 1,200 feet from the bluff edge. The proposed development for the Laboneatory would be 750 feet inland from the bluff edge. This facility would not be directly impacted by sea level rise.
- SVBP parcel The SVBP parcel is located 90 feet above sea level and inside the Noyo Harbor as such it will not be impacted by sea level rise or wave-induced bluff erosion.

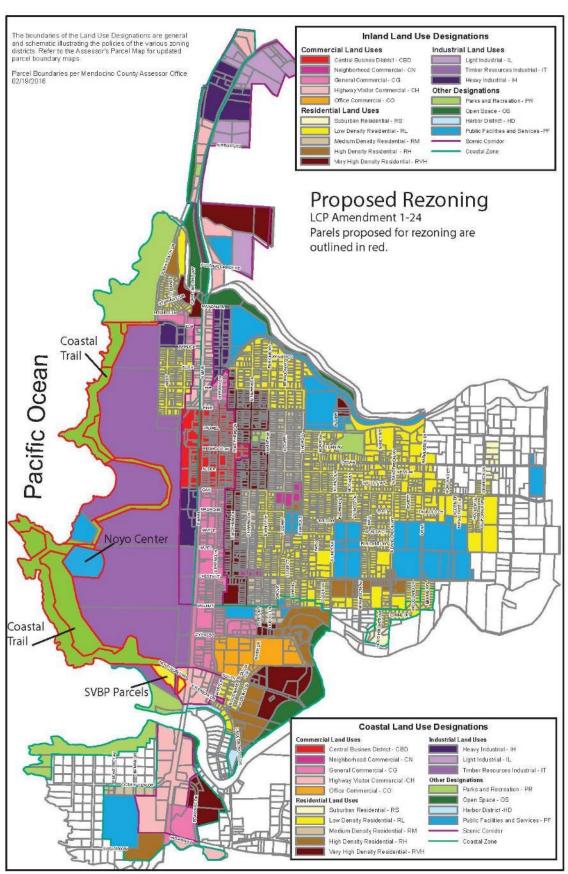
Attachment 3 – LCP Amendment: Proposed Zoning Changes, Land Uses, Transportation Facilities & Coastal Access

Proposed Zoning Changes

The zoning map on the next page illustrates the parcels proposed for rezoning in red outline.

Table 1 LCP Amendment 1-24: Parcel Number, Current Zoning & Proposed Zoning

Parcel Number	Size	Existing Zoning	Proposed Zoning
	(acers)		
Noyo Center	11	Timber Resources	Public Facilities
018-430-15-00		Industrial	
Coastal Trail	104	Timber Resources	Parks and
018-430-11-00, 018-430-18-00, 018-		Industrial	Recreation
430-15-00, 018-430-04-00, 008-020-			
14-00, 008-020-10-00, 008-020-11-			
00, 008-010-35-00, 008-010-38-00,			
018-430-10-00			
Sherwood Valley Band of Pomo	4	Timber Resources	Medium Density
018-430-07-00, APN 018-430-07-71,		Industrial	Residential
018-430-07-72, 018-430-07-73			
Sherwood Valley Band of Pomo	1.3	Highway Visitor	Medium Density
018-120-44-00		Commercial	Residential



2. CLUDC Land Use Categories

The land uses currently allowed within each of the zoning district will remain unchanged, with one exception.

 Science Center will be added as a land use requiring a Use Permit (to the listing that includes Library and Museum) in the Public Facilities zoning district. Science center is a broader category and has been added to this list because it incorporates the following types of activities, not typically associated with a museum: science research, science education, indoor and outdoor exhibits, animal keeping and rescue, technology experience, equipment storage, research and development, retail, and scientist housing.

This LCP amendment would consist of the following changes:

1. Amend Table 2-14 of 17.26.030 to add Science Center to the Public Facilities zoning district as noted below:

ABLE 2-14 Allowed Land Uses and Permit Requirements for Special Purpose Zoning Districts	P MUP UP S	Use Permit required (see		
		IIT REQUIRED BY DISTRICT		Specific Use
LAND USE (1)	OS	PR	PF	Regulations
Nature preserve	Р	Р	Р	
Storage - Warehouse	-	-	UP	
Library, museum, science center	-	UP	UP	
Meeting facility, public or private	-	UP	UP	
School - Specialized education/training	-	-	Р	
Caretaker quarters	MUP	MUP	MUP	
Accessory retail or services	-	Р	Р	

3. Transportation Facilities & Coastal Access

Sherwood Valley Band of Pomo Parcel

The Sherwood Valley Band of Pomo parcel is located on Noyo Point Road which serves all four residences. The parcel is also immediately adjacent to the Coastal Trail and has easy access to both Highway 1 and the Coastal Trail.



Fort Bragg Coastal Trail Access.

The Fort Bragg coastal Trail provides 5+ miles of paved bicycle and ADA accessible trails on the Fort Bragg bluff top. The Fort Bragg Coastal Trail property is accessible by bicycle and pedestrian from Noyo Point Road and by car, bicycle and pedestrian via Cypress Street, Oak Street, Elm Street and Glass Beach Drive as illustrated below.

South entrances to the Coastal Trail Parcels



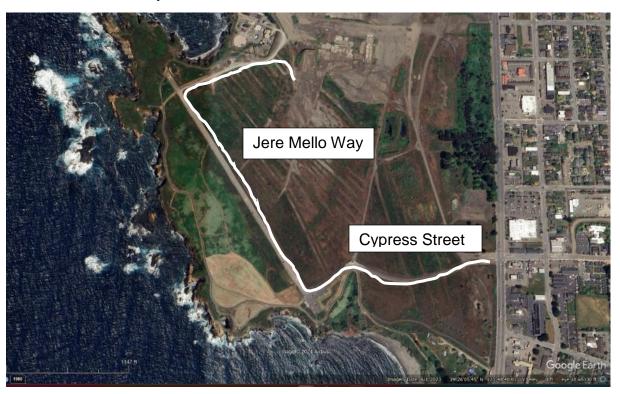
Middle Entrance to Coastal Trail Parcels



North Entrance to Coastal Trail Parcels



Noyo Center Parcel is accessed by Cypress Street and Jere Mello Way. The Coastal Trail is located directly to the west and north of the site.



Attachment 3 - Consistency Analysis of LCP Amendment with the Certified LCP

MJC has reviewed the Certified LCP and determined that the proposed amendment will not conflict with other sections of the Certified LCP. Further MJC has described the relationship to and effect of the LCP amendment on all relevant Elements of the General Plan and all relevant Sections of the Coastal Land Use and Development Code, as described below.

1. Coastal General Plan

Land Use Element. The Land Use Chapter of the Coastal General Plan establishes policies and programs to maintain the existing pattern of land uses within the City while anticipating and providing for future growth and development. The Land Use Element of the Coastal General Plan, certified in 2008, established the newly created Timber Resources Industrial land use to support the continued use of the area for timber processing activities and to establish a clear planning process for transitioning this land to other uses. MJC reviewed the Land Use Element and determined that the proposed changes to LU Map 1 and LU Map 4 do not conflict with any of the other maps, policies or programs of the Land Use Element.

The purpose section of the Land Use Plan includes the following language regarding properties zoned Timber Resources Industrial:

The most significant policy change in the Land Use Element is the reclassification of the Industrial Lands which lie west of Highway One between Noyo River and Elm Street. The newly created Timber Resource Industrial land use designation is intended to support the continued use of this area for timber processing activities and to establish a clear planning process for the transition of this land to other uses, as initiated by the property owners.

As indicated by the highlighted text above the changes to Map LU-4 would allow property owners who otherwise could not change the zoning of their property and opportunity to do so through a clear planning process.

The proposed changes to Map LU-1 and Map LU-4 combined with the community based comprehensive planning process of 2017 and 2019 and the proposed changes to the Zoning Map will result in new zoning for the site, conformance of existing development with IP regulations, and potential new development. All new zoning and proposed new development must comply with all associated regulations and policies in the Certified LCP and the Coastal Act. The parcels which will be rezoned through the LCP amendment use existing zoning districts (Parks and Recreation, Low Density Residential, and Public Facilities) and accordingly will be regulated just like all other parcels within each of these zoning districts. These map changes will not conflict with any policies, maps or regulations

of the LCP.

The proposed changes to Map LU-4 will ensure that all parcels within Plan Area C will comply with Polic LU-72 which requires a comprehensive planning process and mill site rezoning be "consistent with all policies of the Coastal Act and Fort Bragg's LCP."

All policies of the Land Use Element will continue to apply to Plan Area C or the Mill Site..

Public Facilities Element. There are no policies in the Public Facilities Element that conflict with the proposed changes to Map LU-4. However, a number of policies will guide the future reuse of Plan Area C of the Mill Site. Key policies from the Public Facilities Element that will influence the design and financing of infrastructure on the site include the following:

Policy PF-1.1: All new development proposals shall be reviewed and conditioned to ensure that adequate public services and infrastructure can be provided to the development without substantially reducing the services provided to existing residents and businesses.

Program PF-1.1.1:New development shall be responsible for any improvements or extensions of infrastructure or the service capacity necessary to serve the development.

Policy PF-1.2: <u>Ensure Adequate Services and Infrastructure for New Development.</u> No permit for development shall be approved unless it can be demonstrated that such development will be served upon completion with adequate services, including but not limited to potable water; wastewater collection, treatment and disposal; storm drainage; fire and emergency medical response; police protection; transportation; schools; and solid waste collection and disposal; as applicable to the proposed development.

- Demonstration of adequate water and sewer facilities shall include evidence that adequate capacity will be available within the system to serve the development and all other known and foreseeable development the system is committed to serving, and that the municipal system will provide such service for the development;
- b. Demonstration of adequate road facilities shall include information demonstrating that (i) access roads connecting to a public street can be developed in locations and in a manner consistent with LCP policies; and (ii) that the traffic generated by the proposed development, and all other known and foreseeable development, will not cause Levels of Service (LOS) of roads, streets, and intersections within the City to reduce below LOS standards contained in Policy C-1.1 of the Circulation Element of the Coastal General Plan.

Policy PF-2.1 <u>Development Pays Its Share</u>: Require that new development pay its share of capital improvements and the cost of public services to maintain adequate levels of service.

Program PF-2.1.1: Maintain development impact and mitigation fees at a

level adequate to finance infrastructure costs. Periodically review the City's fee structure to ensure that it accurately reflects the actual cost of providing services.

Program PF-2.1.2: Consider revising the Coastal LUDC to require property owners seeking annexation approval to enter into a pre-annexation agreement stating that they will not oppose assessment districts, including lighting and street maintenance districts.

Policy PF-2.2: <u>Potable Water Capacity</u>: Develop long-term solutions regarding the supply, storage, and distribution of potable water and develop additional supplies. In addition to providing capacity for potential build-out under the City General Plan outside the coastal zone, any expansion of capacity of water facilities shall be designed to serve no more than the maximum level of development in the coastal zone allowed by the certified LCP that is consistent with all other policies of the LCP and Coastal General Plan. The City shall identify and implement water system improvements or changes in service areas that are designed to ensure adequate service capacity to accommodate existing, authorized, and projected probable future coastal dependent priority uses. Such uses include, but are not limited to, industrial (including commercial fishing facilities), visitor serving, and recreational priority uses in commercial, industrial, parks and recreation, and public facilities districts.

All policies of the Public Utilities Element will apply to future use of Plan Area C of the Mill Site.

Conservation, Open Space, Energy, and Parks Element. There are no policies in the Conservation Element that conflict with the proposed changes to Map LU-1 or Map LU-4. All policies of the Conservation Element will apply to future use of the Mill Site.

Circulation Element. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any policies of the Circulation Element. Only Policy C-2.10 of the Circulation Element specifically addresses the reuse of the Mill Site.

Policy C-2.10 <u>Continue Grid System onto Mill Site</u>: Ensure that the grid street system and a north/south arterial on the Mill Site be designed, as feasible, to ensure the maximum benefit to local traffic, pedestrian, and bicycle circulation and to provide maximum public access to the coast.

The Coastal Trail parcel is directly connected to the grid street system at Glass Beach Drive and Cypress Street. The SVBP parcel is connected to the street grid at Noyo Point Road. The Noyo Center parcel cannot connected to a street grid through the mill site at this time because the intervening property is owned by Mendocino Railroad. However, the Noyo Center property does connect to the Street Grid indirectly via Jere Mello Way and Cypress Street.

A number of Circulation Element policies will guide the future reuse of Plan Area C including the following:

Policy C-1.2 <u>Coordinate Land Use and Transportation</u>: Ensure that the amount and phasing of development can be adequately served by transportation facilities.

Program C-1.2.1: Review development proposals for their direct and cumulative effects on roadway Level of Service standards. During the development review process, City MJC will determine whether traffic studies need to be carried out and the scope of such studies.

Policy C-1.3: <u>Do not permit new development that would result in the exceedance of roadway and intersection Levels of Service standards</u> unless one of the following conditions is met:

- Revisions are incorporated in the proposed development project which prevent the Level of Service from deteriorating below the adopted Level of Service standards; or
- b) Funding of prorata share of the cost of circulation improvements and/or the construction of roadway improvements needed to maintain the established Level of Service is included as a condition or development standard of project approval.

Policy C-1.4: <u>Include specific time frames for the funding and completion of roadway improvements</u> for projects which cause adopted roadway and intersection Level of Service standards to be exceeded. Require security, bonding or other means acceptable to the City to ensure the timely implementation of roadway mitigations.

Policy C-2.7: <u>Consider Impacts to Roads for LCP Amendments</u>. Direct, indirect, and cumulative adverse impacts to Highway 1 capacity in the rural areas surrounding Fort Bragg shall be considered during the review of proposed LCP amendments that would increase density or change land use classifications to ensure that Highway 1 in rural areas outside the Mendocino County urban/rural boundary remains a scenic two-lane road consistent with Section 30254 of the Coastal Act.

Policy C-9.1: Provide Continuous Sidewalks: Provide a continuous system of sidewalks throughout the City.

Policy C-9.2: Require Sidewalks. Require a sidewalk on both sides of all collector and arterial streets and on at least one side of local streets as a condition of approval for new development.

Policy C-10.2: Require Bikeways. Require new development to provide on-site connections to existing and proposed bikeways, as appropriate.

All policies of the Circulation Element will apply to future use of the Mill Site.

Community Design Element. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any policies of the Community Design Element. All policies of the Community Design Element will apply to future use of the Mill Site.

Safety Element. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any Page | 4

policies of the Safety Element. All policies of the Safety Element will apply to future use of the Mill Site.

Noise Element. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any policies of the Noise Element. All policies of the Noise Element will apply to future use of the Mill Site.

Housing Element. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any policies of the Housing Element. All policies of the Housing Element will apply to future use of the Mill Site.

Glossary. The proposed changes to Map LU-1 or Map LU-4 will not conflict with any definitions in the glossary.

2. Coastal Land Use and Development Code

MJC completed a comprehensive review of the Coastal land Use and Development Code and determined that the proposed revisions to Map LU-1 or Map LU-4 will not conflict with any section of the Coastal land Use and Development Code. Likewise, the proposed changes to the Zoning Map to rezone the parcels of Plan Area C and the proposed addition of a Science Center as an allowable use to the Public Facilities District in Land Use Table 2-14 also are consistent with the LCP.

Generally, for all development permits (Use Permit, Design review, and Coastal Development Permit), all subdivisions (Lot Split, Minor and Major) and all Local Coastal Program Amendments, the following findings must be made by the Planning Commission, and the City Council upon appeal prior, to an approval of an individual permit, subdivision or LCP amendment.

"The [use, design, subdivision, project, LCP Amendment etc.] will be consistent with the Coastal General Plan, Local Coastal Program, and any applicable specific plan."

"As conditioned, the proposed use is allowed within the applicable zoning district and complies with all other applicable provisions of this Development Code and the Municipal Code"

These findings will have to be made for all new development proposed for all rezoned parcels and will ensure that new development complies with the Certified LCP.

Attachment 5: Community Workshop Process & Summary of Direction

#	Meeting date	Community City Council & Planning Commission Workshops
1	2009 -2012	The City of Fort Bragg, the community, and the property owner, Georgia Pacific (GP) engaged in a collaborative process to prepare a Specific Plan for the rezoning and eventual redevelopment of the property for other uses, but the planning process stopped in 2012, when GP withdrew its Specific Plan application.

The Specific Plan Process included 29 community meetings over 6 years as follows:

2012 - 1/17, 1/18, 2/29, 3/1

2011 - 2/28, 5/9, 6/22, 8/29

2010 - 2/10, 7/07, 10/20

2009 - 2/23, 5/9, 5/11, 6/24, 8/10, 9/2, 10/13, 11/09

2008 - 2/25, 4/14, 4/28, 5/27, 8/25

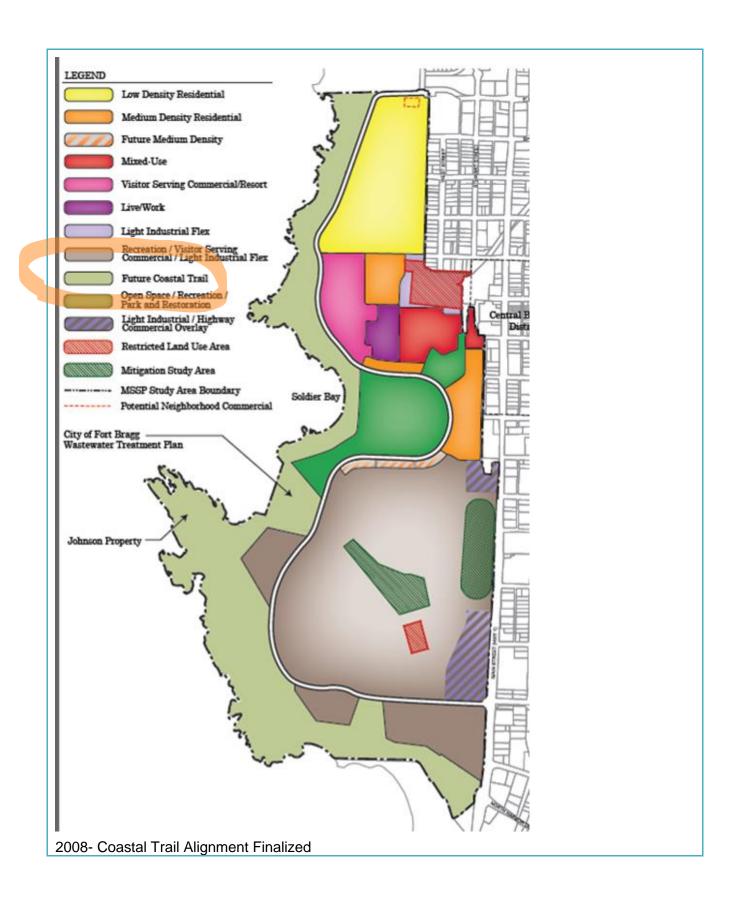
2007 - 3/27, 4/09, 6/11, 6/25, 11/26

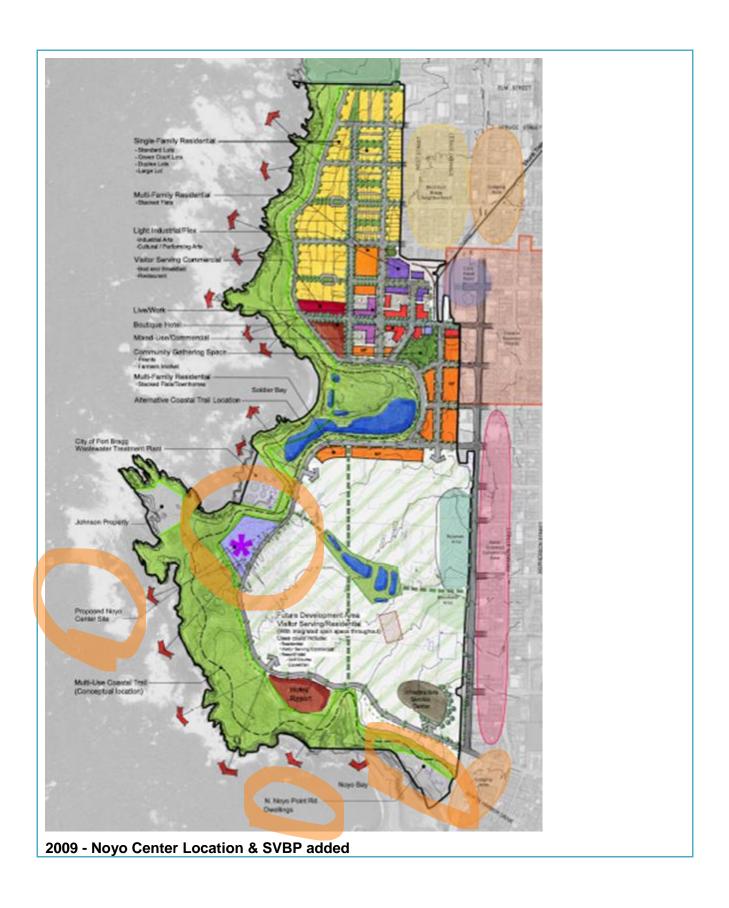
2003-2006 - 38 additional Mill Site Reuse public meetings.

The Land Use Plans generated out of these meetings, included the development of the Coastal Trail zoning boundaries in 2008, and the Noyo Center and SVBP residential uses were added in 2009 and 2010 as illustrated in the following images.

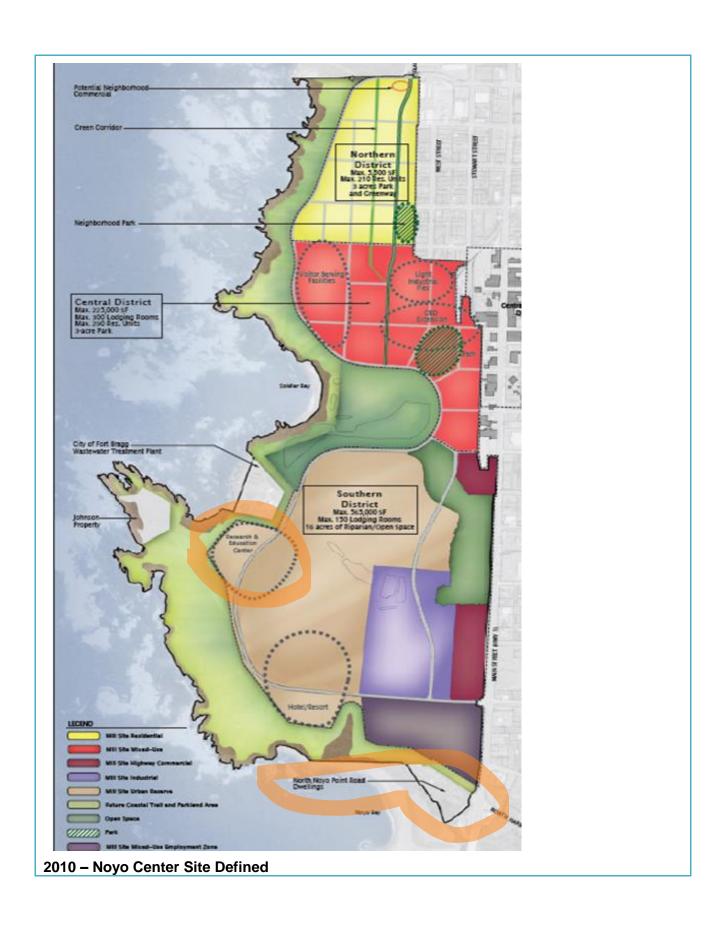


2004 - Open Space

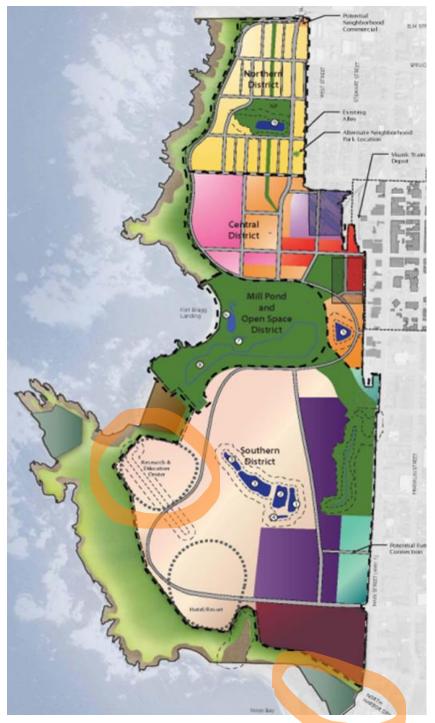




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The final Land Use Plan from this Specific Plan process defined the locations for the Coastal Trail, Noyo Center and SVBP Residential Use as illustrated below:



A preliminary draft of the specific plan was produced in January 2012, but the process abruptly stopped in the Fall of 2012 when Georgia Pacific withdrew their specific plan application and ceased funding the planning process due to a three party lawsuit between Georgia-Pacific, Office Max and the City of Fort Bragg regarding the liability for remediation of the Mill Site. At the time the Specific Plan was withdrawn, Georgia-Pacific's consultant team, working with input from City staff, had engaged in extensive public outreach, and prepared a draft land use map (see Attachment 3), draft

policies and regulations for the specific plan, draft revised citywide design guidelines, a draft master tentative map, a draft utility master plan, and numerous resource and background studies for EIR including a botanical survey, a wetland delineation, a traffic study, an archaeology report, and a geotechnical study among other studies. However, GP's consultant had not completed a draft financing plan, infrastructure plan, or EIR for the specific plan. Additionally, the Coastal Commission, during their briefing on the project, provided input to City staff suggesting the need for changes to the draft plan, including reductions in the area and amount of allowable development.

	2017	Restart the Community Planning Process
		In 2017 the City initiated a new comprehensive planning process for the site. The City was awarded a Community Development Block Grant from the California Housing and Community Development Department in the amount of \$50,000, a Coastal Commission grant of \$100,000, and a Mendocino County of Governments grant of \$48,000 to help fund the Mill Site comprehensive planning process. The City completed about 80% of this comprehensive planning process, including submittal of the proposed Land Use Plan and changes to policies and regulations in the LCP to Coastal Commission staff for comment. This comprehensive planning process included numerous community meetings, Planning Commission meetings and City Council meetings to craft and draft the Land Use Plan (attachment 3), policies and regulations for the redevelopment of the Mill Site.
2	February 6, 2017	The City Council and the Planning Commission held a joint meeting to discuss how to move forward with rezoning and planning for the reuse of the Mill Site. The City Council and the Planning Commission supported a two-step process as follows: (1) process a Local Coastal Program (LCP) amendment to eliminate the requirement that a Specific Plan be prepared to rezone property on the Mill Site (by revising Coastal General Plan Policies LU-7.1 and LU-7.2); and (2) complete a comprehensive community-based planning process to develop a major LCP amendment to rezone the Mill Site. The Council and Commission determined that the Major LCP Amendment will address new land use zones, development regulations, infrastructure requirements, sustainability, open space, circulation, design guidelines and more. This Major LCP Amendment will be formulated over the next year or so in an interactive process between the City Council, Planning Commission, community and City staff.
3	Feb 27, 2017	City Council provided direction regarding how to structure the community-based planning process, which included following:
		1. Conduct a two-day open house, one day at Town Hall and one day at CV Starr Center. One workshop could happen on a weekday and one on a weekend to maximize opportunities for participation. The open house would accommodate the active participation of people who prefer one-on-one and small workshop formats and those who have busy schedules.
615	age	2. Conduct a Mill Site reuse survey on Survey Monkey. The survey could include an opportunity to provide feedback on the top land use maps, guiding principles, and key policies that would guide development. The survey would allow for further input from the wider community of Fort Bragg that does not typically participate in planning processes. Staff anticipates a very significant amount of participation from an online survey like this. The survey could be run for a few weeks to ensure the greatest level of participation.

		3. Joint City Council and Planning Commission workshops. At the workshops, staff would summarize and present the results from the community-based planning process described above. The workshops would focus on City Council and Planning Commission's vision and direction for the reuse of the Mill Site and would likely include further refinement to the guiding principles, the land use map, and the key policies that regulate development on the site.
4	March 23, 2017	City Council and Planning Commission joint workshop regarding Creek Daylighting project alternatives, permitting and environmental review process, feasibility, cost and timelines
5	August 25, 2017	Short Mill Site Reuse workshop at a Coastal Mendocino Association of Realtors meeting with approximately 30 participants
6	Sept. 6, 2017	Short Mill Site Reuse workshop at a Fort Bragg Rotary Club meeting with approximately 25 participants
7	Sept 7, 2017	Short Mill Site Reuse workshop at a Chamber of Commerce mixer with approximately 30 participants
8	Sept. 16, 2017	The City started the rezone process with an all-day open house with three mini workshops at the CV Starr Center with about 60+ participants.
	Sept. 21, 2017	All-day open house with three mini workshops at Town Hall with 80+ participants.
9	Sept. 21, 2017	The Mill Site Reuse Community Survey was opened to accept responses from the community. English and Spanish language versions of the survey were available with identical questions. The survey was designed to minimize survey bias by randomizing the multiple-choice questions and it was designed to be as inclusive as possible by allowing people to provide openended responses to a number of questions. Over 970 responses have been received. A survey report was prepared and provided to City Council and the Planning Commission.
		 Question 7 asked how much of the Mill Site should be dedicated to Open Space. Fully, 70 percent of respondents wanted to retain 50% or less of the site as open space. The average amount of open space requested by all survey participants was 40%.
	October 16,	City Council and Planning Commission – Land Use Plan Direction
	2017	Council and the Commission held a joint meeting and provided direction to staff regarding the vision statement and changes that should be made to the Land Use Plan, which included the following: 1. Revise the zoning for the Noyo Center from "Open Space" to "Coastal Dependent" zoning.
		Add a small neighborhood park with playing field, combined with public fairgrounds.
		3. Bring back the idea for a downtown square.
		4. Do not extend the Central Business District onto the site.
		5. Keep some of site available for a lumber mill, consider leaving a

portion of the site with timber industrial zoning instead of urban reserve zoning. Zone for a mix of small homes, cohousing, multi-family and mixed-use housing. 10 January 10, Planning Commission - vision statement, guiding principles, Land Use 2018 Plan and sustainability policies. The Planning Commission held a workshop and provided additional direction on the vision statement, guiding principles, Land Use Plan and sustainability policies, including the following: 1. The Planning Commission recommended that the Mill Site's role as a visitor serving destination be explicitly included in the Vision Statement. 2. The Planning Commission recommended that Guiding Principle 5 be retained as written: Extend the downtown commercial district onto the Mill Site. 3. The Planning Commission recommended that Principle 6 be reworded as follows: Establish zoning for residential uses in the Northern District; zoning for the extension of the Central Business District, visitor serving uses and compact mixed-use residential development in the Central District; and zoning for job-generating uses such as light industrial, education, retail, research and development and office space in the Southern District 4. The Planning Commission reviewed Land Use Plan Alternative 1A and made the following additional changes to the plan: a. Extend the CBD along the entire length of Redwood Ave. b. Provide CBD zoning around the downtown park. The Planning Commission felt strongly that the reasons to extend the Central Business District onto the Mill Site out-weighed the concerns of doing so. Additionally the Planning Commission considered limiting retail development and only encouraging the development of restaurants and visitor serving businesses and discarded this approach. The Planning Commission therefore recommended that commercial development be permitted on the bottom floor of all buildings along the entire length of the Redwood Ave extension onto the Mill Site. c. Extend the multi-family residential to the west to compensate for the multifamily residential that was replaced by the extension of the CBD. d. Add a neighborhood park back into the plan in the northern district. e. Retain the Highway Visitor Serving commercial zoning for the parcel north of Cypress Street. Retain the General Plan policy to protect the trees in this area. The Planning Commission also discussed at length whether to convert the Highway Commercial that is north of Walnut Street into open space. Commissioners noted that: the Land Use Plan already designates a significant amount of open space (175+ acres); and that the maintenance of open space is costly and burdens the City's General Fund. A majority of the Commission wanted to allow limited development in this area, so long as the trees are retained. This might encourage

a private sector person to acquire this parcel and maintain the trails and the forest for public use, rather than the City taking on additional open space responsibilities. Staff noted that the Coastal General Plan currently includes Policy CD-1.2 which requires "preservation of the forested area north of the Georgia-Pacific nursery and south of Maple Street shall be maintained as a sensitive natural habitat and scenic resource, and it shall not be developed." Additionally, staff noted that any use of this site would require a Coastal Development Permit which would determine if any of the forest qualifies as rare, in which case no development would be permitted within 50 feet of the rare forest. 6. The Planning Commission provided specific direction regarding preferred changes to the Sustainability Policies as noted in italics blue text. The Planning Commission provided the following direction regarding the sustainability policies: a) The City should not be out in front of the State of California when it comes to Green Building. The State of California is already a leader in the nation and the City does not have the technical expertise to require higher levels of sustainability in green building as it relies on the County Building Department in this area. b) The Planning Commission recommends that the goal of Net Zero energy use (Policy SD-2) be incentivized with planning incentives rather than be required. c) The Commission concurred with Planning staff recommendations regarding language changes to the sustainability policy section of the proposed Mill Site Reuse Plan. d) d. The Planning Commission further recommended that all policies be general in their requirements so that they don't become outdated by new technologies, etc. 12 January 22, City Council - Vision, Principles & Land Use Plan Direction 2018 The City Council held a workshop and provided direction on the vision statement, guiding principles and Land Use Plan, including the following: 1. Directed staff to bring the issue of the extension of the CBD onto the Mill Site back to a joint meeting of the City Council and the Planning Commission for further discussion. Specifically the City Council requested that downtown merchants be invited to the meeting and that the pros and cons of the extension of the CDB onto the Mill Site be thoroughly explored. 2. Directed staff to revise the zoning of the Highway Commercial zoning district located along highway 1 north of Walnut Street to open space to protect the small forest located there. 3. Directed staff to eliminate the extension of Walnut Street onto the Mill Site because it is no longer necessary.

	I	
13	January 24, 2018	Planning Commission – Open Space Direction
	2010	The Planning Commission held a workshop regarding the Open Space framework for the Mill Site, funding mechanisms for open space and parkland facilities, and open space phasing and facility requirement policies. The Planning Commission provided the following direction:
		 Please schedule joint meetings between City Council and the Planning Commission to address and discuss significant differences in policy direction (policy disagreements) between the Planning Commission and the City Council; Add a small recreational park to the south side of the Land Use Plan to meet recreational needs. Retain all parks and required facilities within the plan for now. Continue to update the Planning Commission regarding how these facilities can be funded and specific impacts of the funding of these facilities on the feasibility of redevelopment of the site. Provide a comparison of the Development Impact Fees of other comparable coastal towns, so that the Planning Commission and City Council can better understand how our proposed Development Impact Fees would impact feasibility of development. Planning Commission generally agreed with the proposed changes to the Open Space policies.
14	February 12, 2018	City Council – Sustainability Direction
		 The City Council held a workshop regarding sustainability and provided the following direction to staff: The City Council agreed with staff on the policies that had been struck from the sustainability chapter. The City Council requested additional information regarding the cost of achieving USGBC LEED Gold certification in a larger building. This information was requested in order to make an informed decision about Policy SD-6, which proposes to require LEED Gold for buildings of more than 10,000 SF. Council provided direction to make the following changes to Policy SD-7 because passive solar design is required by Policy SD-1: Policy SD-7. Preferred Green Techniques. All green building techniques are encouraged, with preference given to techniques that address local issues, such as use of locally produced natural materials, water and energy conservation measures, and techniques that respond appropriately to Fort Bragg's cool, rainy environment, such as passive solar design and low impact development (LID) strategies. The City Council requested additional information about the cost to achieve Net Zero energy use for various use type categories
15	February 14,	 (residential, office, etc.), prior to providing direction on SD-2. City Council would like to revisit this policy with additional information. 8. City Council concurred with staff's recommendations for the following policies: Policy SD-1, Policy SD-3, Policy SD-4, Policy SD-5, Policy SD-7 (as worded above) and Policy SD-8. Planning Commission – Design Guidelines Direction
2018		
		The Planning Commission held a workshop regarding the design guidelines

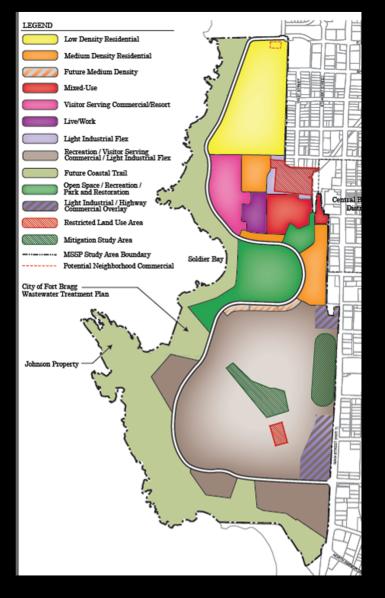
		and provided the following general direction to Staff regarding the proposed additions to the Citywide Design Guidelines:
		 The Planning Commission would like one set of design standards for the entire City. Don't require more stringent design on the Mill Site than is required in other areas of the City.
		 The PC prefers design standards that are less proscriptive and more performance based. The PC prefers language such as "is encouraged" over "shall" language.
		The PC would like to ensure that the Design Guidelines focus both on site design and building design.
		4. The PC wants to ensure that the site design guidelines result in courtyards and public space which is protected from the weather.
		5. The Design Guidelines should place an emphasis on materials that can stand up too Fort Bragg's climate.
		6. The PC would like Design Guidelines that set a preference for buildings that are designed to speak to the history of the site and the town either
		in materials or design. Craftsman and barn shaped
		buildings are preferred.
16	March, 2018	Community Planning Process halted by the new City Manager. The Land Use Plan from the 2018 community planning process included many different Land Use Plans, however through all the various
		permutations, all Land Use Plans included the Coastal Trail, Noyo Center and SVBP parcels rezoned as recommended in this LCP Amendment.



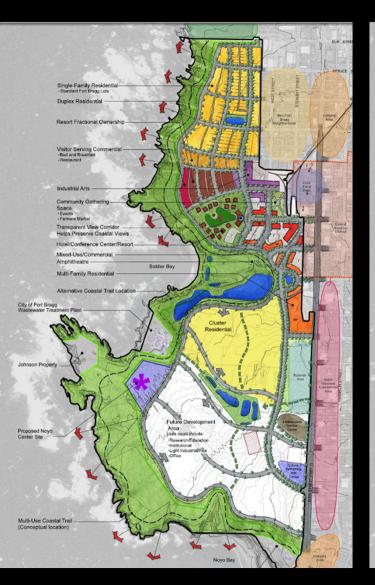
18	2024	The Community Based Planning Process Initiated in 2024
19	August 16, 2024	The Planning Commission held a public meeting and adopted a Resolution encouraging the City Council to submit a Local Coastal Plan Amendment Application (LCP 1-24) to the Coastal Commission to: a. Amend Map LU-4 of the Coastal General Plan To add a Third Plan Area; and b. Amend Table 2-10 of the CLUDC to Allow a Science Center With a Use Permit in the Public Facilities Zoning District; and c. Amend the General Plan Land Use Map and the Zoning Map to: i) Rezone the Noyo Center Parcel to Public Facilities Zoning District, and ii) Rezone the Coastal Trail Parcels to Parks & Recreation Zoning District and iii) Rezone the Sherwood Valley Band of Pomo (SVBP) Parcels as Medium Density Residential zoning.
	September 9, 2024	City Council held a public hearing and provided direction to:

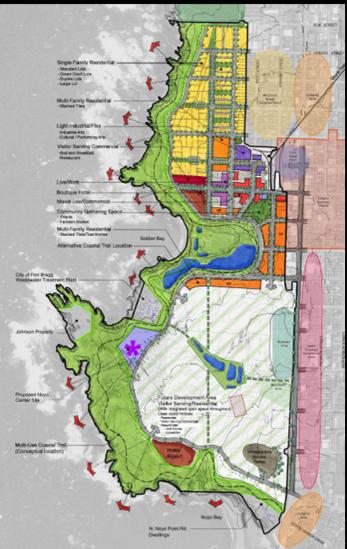
The Land Use Plan, has evolved over time, but has also illustrated the Coastal Trail, SVBP and Noyo Center Sites with the proposed zoning





2004 2008

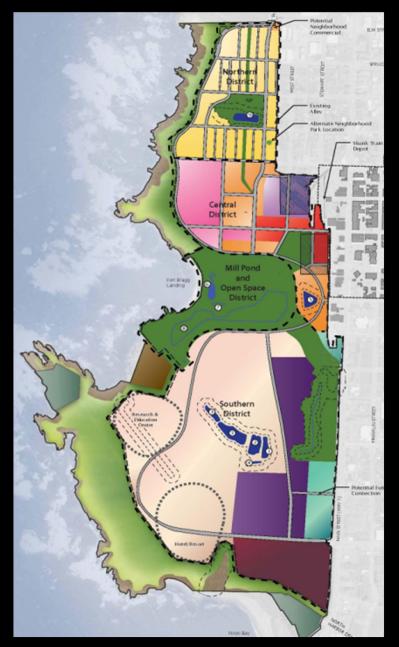






and evolved.







RESOLUTION NO. PC 22-2024

A RESOLUTION OF THE FORT BRAGG PLANNING COMMISSION RECOMMENDING THAT THE CITY COUNCIL SUBMIT LCP AMENDMENT 1-24 TO THE COASTAL COMMISSION TO: 1) AMEND MAP LU-4 OF THE COASTAL GENERAL PLAN TO ADD A THIRD PLAN AREA; AND 2) AMEND TABLE 2-10 OF THE CLUDC TO ALLOW A SCIENCE CENTER WITH A USE PERMIT IN THE PUBLIC FACILITIES ZONING DISTRICT; AND 3) AMEND THE ZONING MAP TO: A) REZONE THE NOYO CENTER PARCEL TO PUBLIC FACILITIES ZONING DISTRICT, AND B) REZONE THE COASTAL TRAIL PARCELS TO PARKS & RECREATION ZONING DISTRICT AND C) REZONE THE SHERWOOD VALLEY BAND OF POMO (SVBP) PARCEL AS RESIDENTIAL.

WHEREAS, California Constitution Article XI, Section 7, enables the City of Fort Bragg (the "City") to enact local planning and land use regulations; and

WHEREAS the authority to adopt and enforce zoning regulations is an exercise of the City's police power to protect the public health, safety, and welfare; and

WHEREAS the City of Fort Bragg ("City") adopted a General Plan in 2002 which established policies for all lands within Fort Bragg city limits; and

WHEREAS, the City adopted a Coastal General Plan ("Coastal GP") as the Land Use Plan portion of the Local Coastal Program on May 12, 2008 which established policies for all land within the Fort Bragg Coastal Zone; and

WHEREAS, in August 2008 the California Coastal Commission certified the City's Local Coastal Program (LCP) which includes the Coastal GP as the Land Use Plan: and

WHEREAS, the City Council adopted Resolution 3162-2008 on May 12, 2008 adopting the Coastal General Plan; and

WHEREAS, the City adopted a Coastal Land Use and Development Code in 2008 as the implementing portion of the Local Coastal Program on May 12, 2008, which established all land use regulations for the Coastal Zone; and

WHEREAS, on April 23, 2018, the City Council adopted a resolution to submit LCP Amendment 3-17 to the Coastal Commission to revise Policy LU-7.1 and Policy LU-7.2 and Map LU-4 to require a comprehensive planning process instead of a Specific Plan for any future LCP amendment impacting land zoned Timber Resources Industrial; and

WHEREAS, on September 12, 2018 the California Coastal Commission certified the City's LCP Amendment 3-17 submittal without making any changes; and

WHEREAS, the Coastal General Plan includes policies to: (1) advance the orderly growth and development of the City's Coastal Zone; (2) protect coastal resources; (3) incorporate sustainability into the development process so that Fort

Bragg's coastal resources and amenities are preserved for future generations; (4) respond to current environmental and infrastructure constraints; (5) protect the public health, safety and welfare; and (6) promote fiscally responsible development; and

WHEREAS, Map LU-4 defines two Plan Areas for all future LCP amendments related to the Mill Site; and

WHEREAS, the City of Fort Bragg, the Noyo Center and the SVBP own significant property on the Mill Site, which has been through two comprehensive planning processes and these property owners are seeking to rezone their properties based on those comprehensive planning processes; and

WHEREAS, none of these property owners are financially able to undertake a comprehensive planning process for lands owned by Mendocino Railway; and

WHEREAS, the land owned by the City of Fort Bragg, the Noyo Center and SVBP total 126.3 acres or 36% of the Mill Site; and

WHEREAS the City, SVBP and the Noyo Center for Marine Science, seek to change the zoning of their respective properties to conform with current uses and proposed uses as follows: a) rezone the Noyo Center parcel to Public Facilities, and b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Low-Density Residential; and

WHEREAS, The project is exempt from CEQA, as the "activities and approvals by a local government necessary for the preparation and adoption of a local coastal program or long range development plan" pursuant to the California Coastal Act are statutorily exempt from compliance with CEQA, and this statutory exemption "shifts the burden of CEQA compliance from the local agency to the California Coastal Commission (CEQA Guidelines § 15265 (c)); and

WHEREAS the Planning Commission held a duly noticed public hearing on August 14, 2024, to consider the LCP amendment, accept public testimony and provided direction to the consultant to revise the resolution and ordinance language; and

NOW, THEREFORE, BE IT RESOLVED that the City of Fort Bragg Planning Commission, based on the entirety of the record before it, which includes without limitation, CEQA, Public Resources Code §21000, et seq. and the CEQA Guidelines, 14 California Code of Regulations §15000, et seq.; the Fort Bragg Coastal General Plan; the Fort Bragg Coastal Land Use and Development Code; the Project application; all reports and public testimony submitted as part of the Planning Commission meeting of August 14, 2024 and Planning Commission deliberations; and any other evidence (within the meaning of Public Resources Code §21080(e) and §21082.2), the Planning Commission of the City of Fort Bragg does hereby make the following findings and determinations:

<u>SECTION 1:</u> COASTAL LAND USE AND DEVELOPMENT CODE AMENDMENT FINDINGS

Pursuant to Fort Bragg Municipal Code Section 17.94.060, the Planning Commission makes the following findings for adoption of the proposed amendments to the Fort Bragg Coastal General Plan and Land Use and Development Code per the findings analysis

incorporated herein by reference to the project staff report, dated August 14, 2024:

- A. Findings for General Plan amendments.
 - 1. The amendment is internally consistent with all other provisions of the General Plan and any applicable specific plan;
 - 2. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City; and
 - 3. The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.
- B. Findings for Development Code and Zoning Map text amendments.
- 1. Findings required for all Development Code and Zoning Map text amendments:
 - a. The proposed amendment is consistent with the General Plan and any applicable specific plan; and
 - b. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City.
- 2. Additional finding for Development Code amendments: The proposed amendment is internally consistent with other applicable provisions of this Development Code.
- 3. Additional finding for Zoning Map amendments: The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the requested zoning designation and the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.

SECTION 2: **GENERAL FINDINGS**:

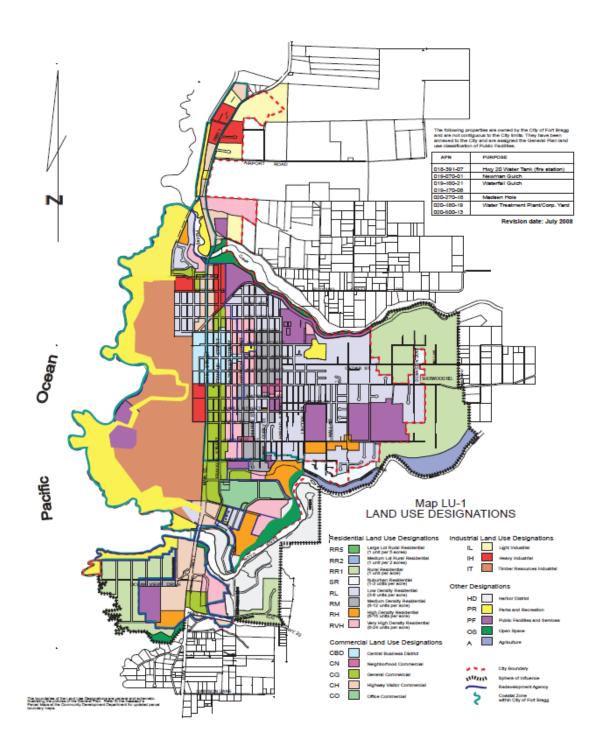
- a. The foregoing recitals are true and correct and made a part of this Resolution; and
- b. The documents and other material constituting the record for these proceedings are located in the Community Development Department.

SECTION 3: Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-4 to add Plan Area C as follows:

Map LU-4: Mill Site Plan Areas for Comprehensive Planning Processes



SECTION 4. Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-1 as follows.

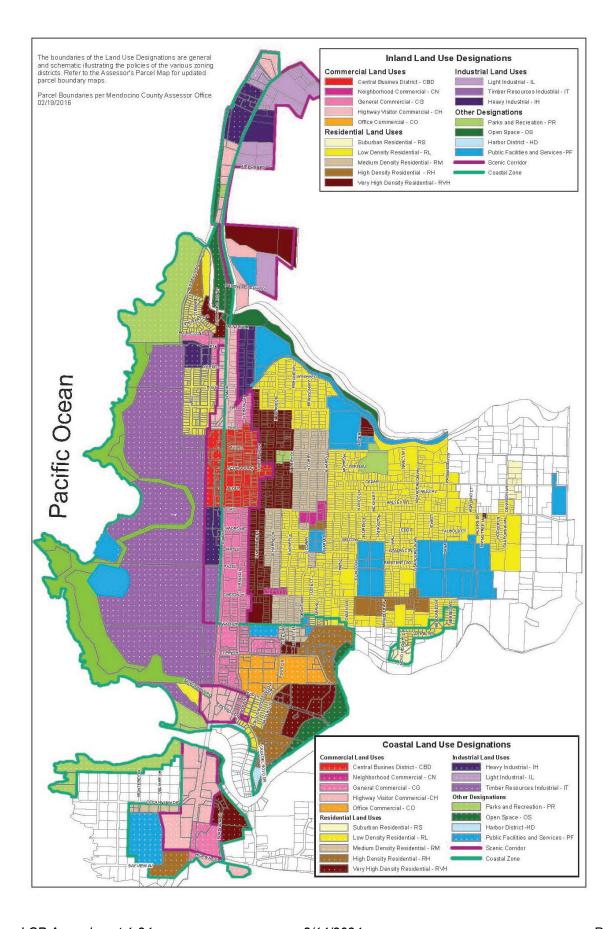


SECTION 5. Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit an LCP Amendment 1-24 to the Coastal Commission to amend Table 2-14 of 17.26.030 to add Science Center to the Public Facilities zoning district as noted below:

ABLE 2-14 Allowed Land Uses and Permit Requirements for Special Purpose Zoning Districts	P MUP UP S	Permitted Use, Zoning Clearance required Minor Use Permit required (see Section 17.71.060) Use Permit required (see Section 17.71.060) Permit requirement set by Specific Use Regulations Use not allowed		
	PERM	MIT REQUIRED BY DISTRICT		Specific Use
LAND USE (1)	OS	PR	PF	Regulations
Nature preserve	Р	Р	Р	
Storage - Warehouse	-	-	UP	
Library, museum, science center	ı	UP	UP	
Meeting facility, public or private	-	UP	UP	
School - Specialized education/training	-	-	Р	
Caretaker quarters	MUP	MUP	MUP	
Accessory retail or services	-	Р	Р	

SECTION 6. Based on the foregoing, the Planning Commission does hereby recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend the Coastal General Zoning Map as follows:

- a. Rezone the Noyo Center parcel to Public Facilities, and
- b. Rezone the Coastal Trail parcels to Parks & Recreation, and
- c. Rezone the SVBP parcel to Low-Density Residential.



BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission does hereby recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to: 1) amend Map LU-4 of the Coastal General Plan to add Plan Area C; 2) amend Map LU-1 to add Land Use Designations for Plan Area C; 3) amend Table 2-10 of the CLUDC to allow a science center with a use permit, and 4) amend the Zoning Map as follows: a) rezone the Noyo Center parcel to Public Facilities, b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Low-Density Residential.

BE IT FURTHER RESOLVED that this Resolution shall become effective immediately upon its passage and adoption.

The above and foregoing Resolution was introduced by Commissioner Neils seconded by Commissioner Turner, and passed and adopted at a regular meeting of the Planning Commission of the City of Fort Bragg held on the 14th day of August 2024, by the following vote:

AYES: Turner, Neils, Stavely, Jensen, Deitz

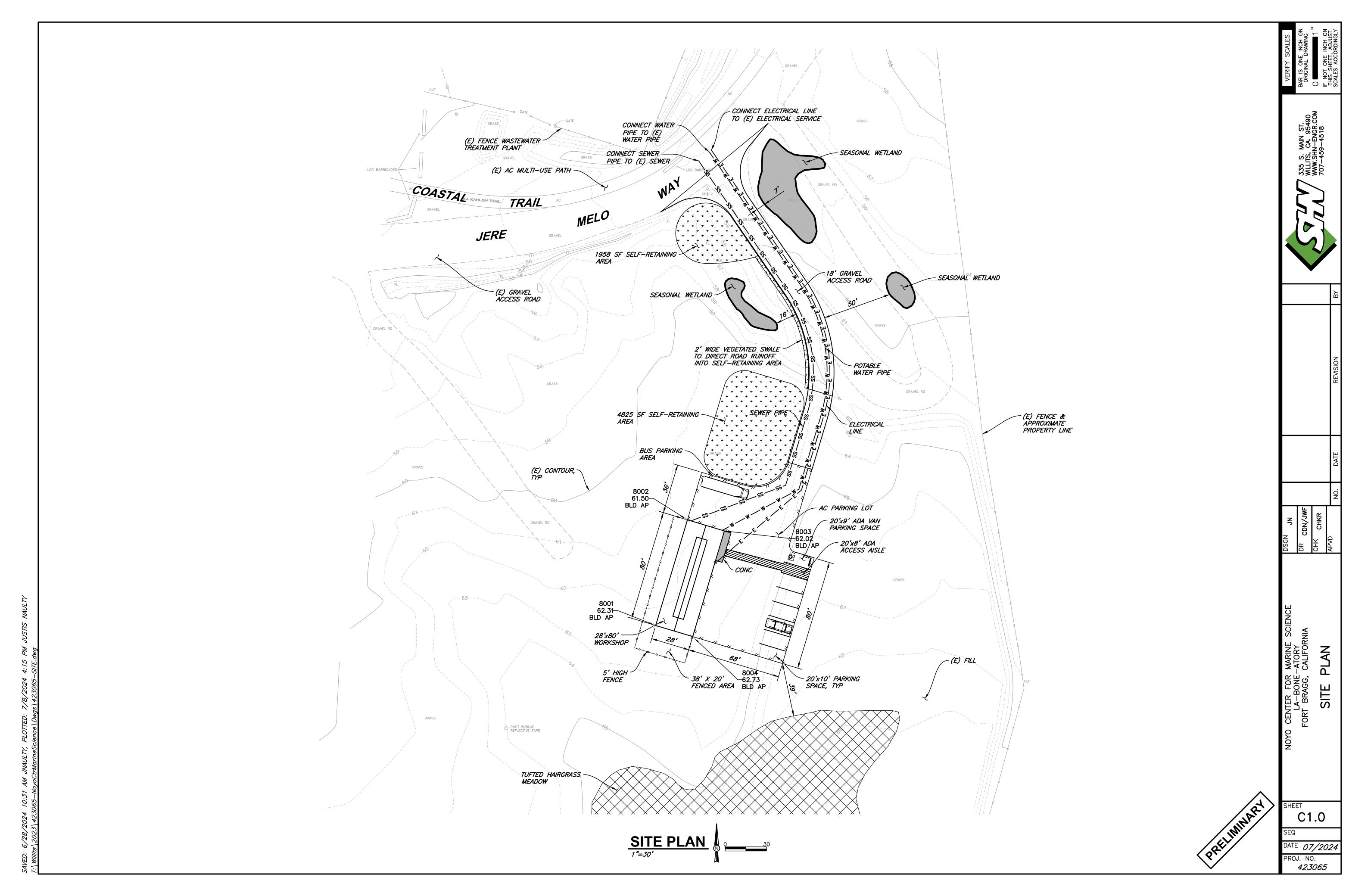
NOES: ABSENT: ABSTAIN: RECUSE:

Scott Duity

Scott Deitz, Chair

ATTEST; Maria Flynn

Maria Flynn, Administrative Assistant



NOYO CENTER FOR MARINE SCIENCE LA-BONE-ATORY

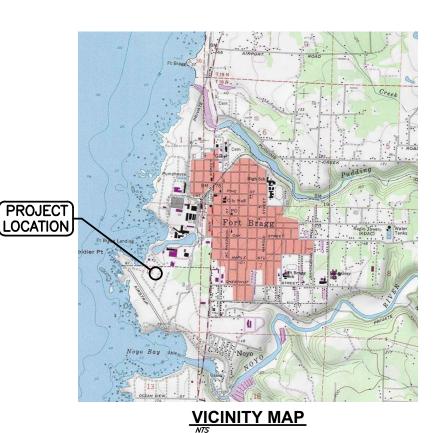
FORT BRAGG, CALIFORNIA





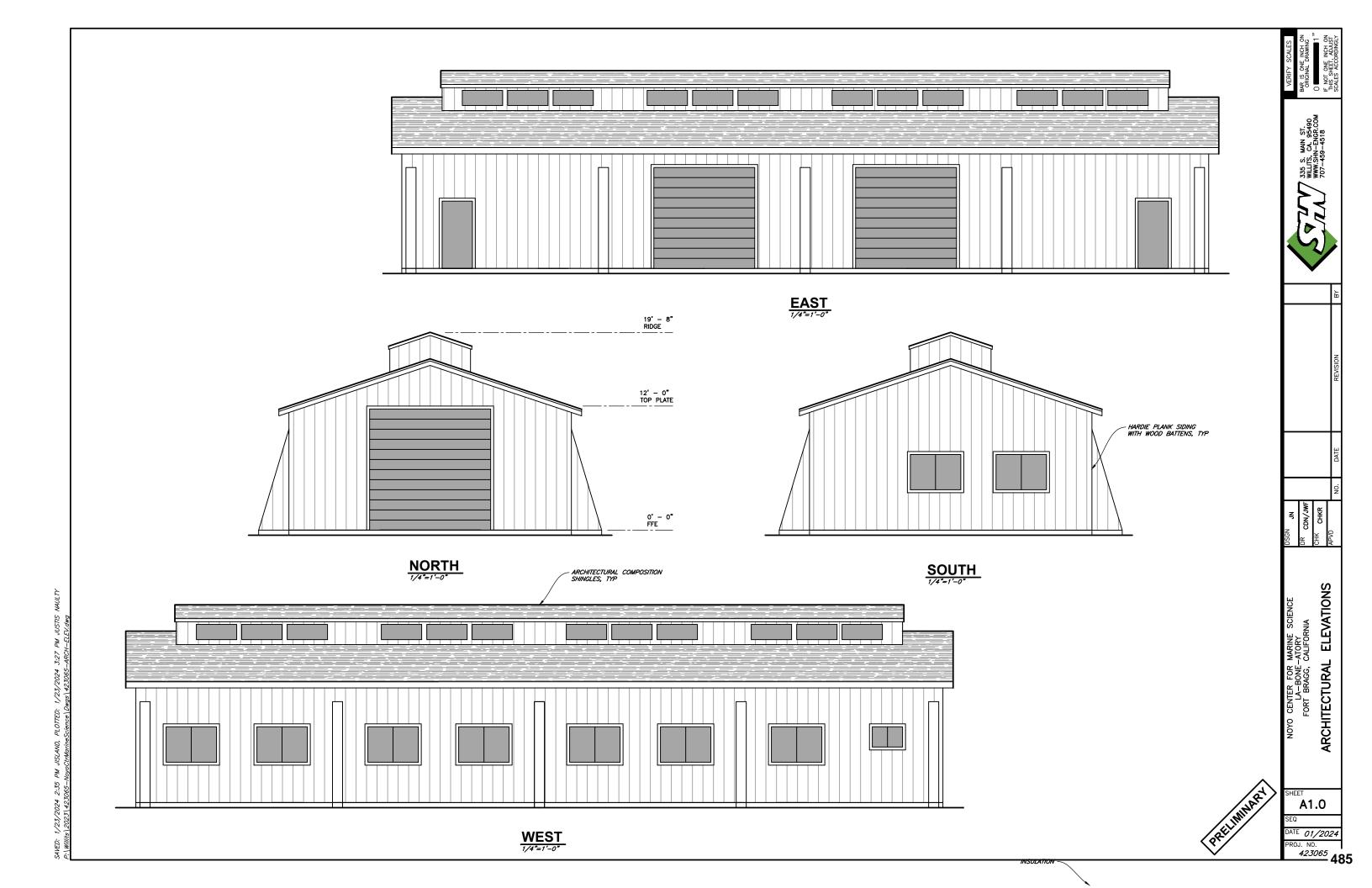
INDEX OF SHEETS

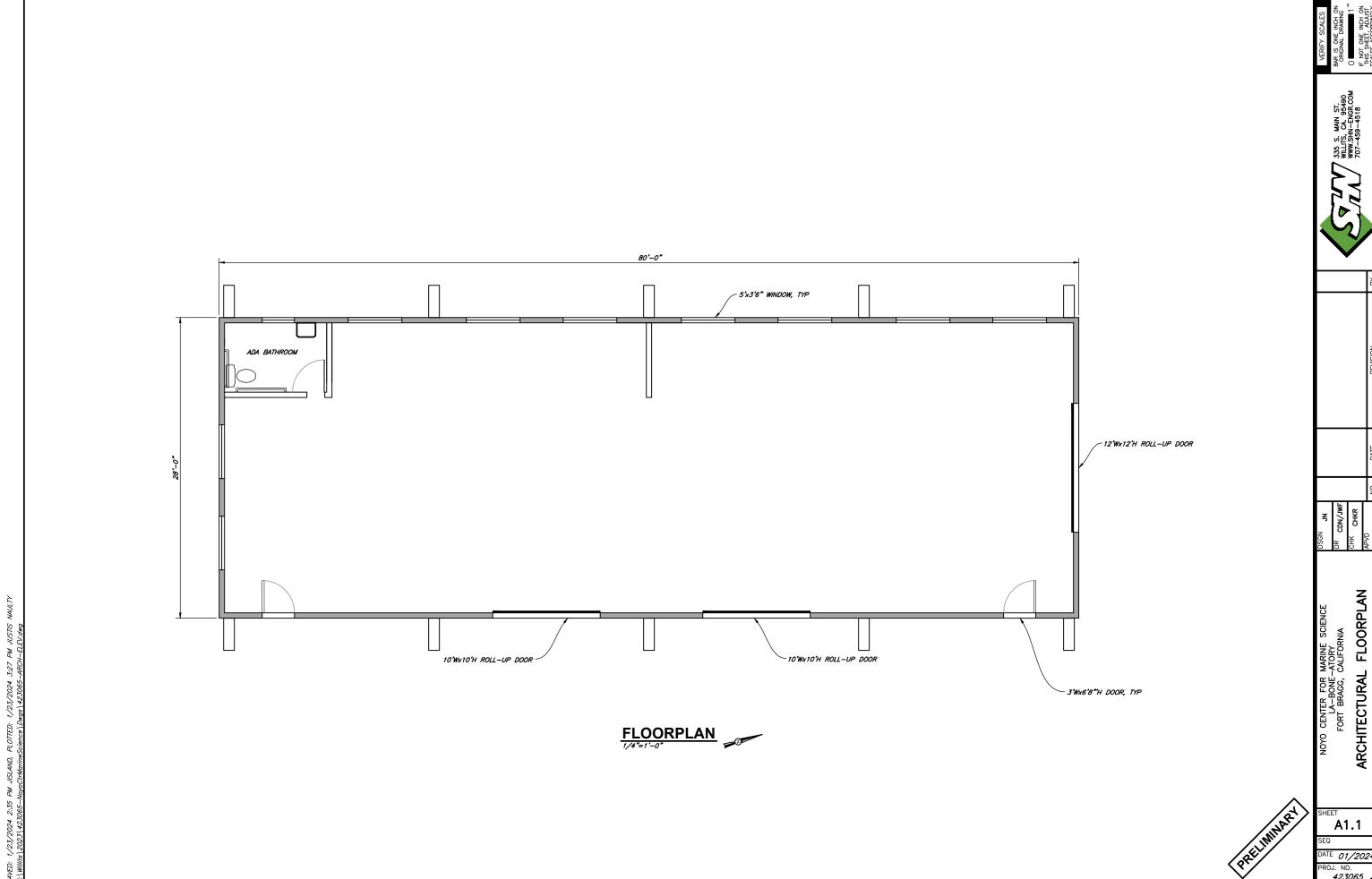
SEQ	SHT	TITLE
1	G1.0	COVER
2	C1.0	SITE PLAN
3	C2.0	GRADING PLAN
4	A1.0	ARCHITECTURAL ELEVATIONS
5	A1.1	ARCHITECTURAL FLOORPLAN
6	A1.2	ARCHITECTURAL DETAILS



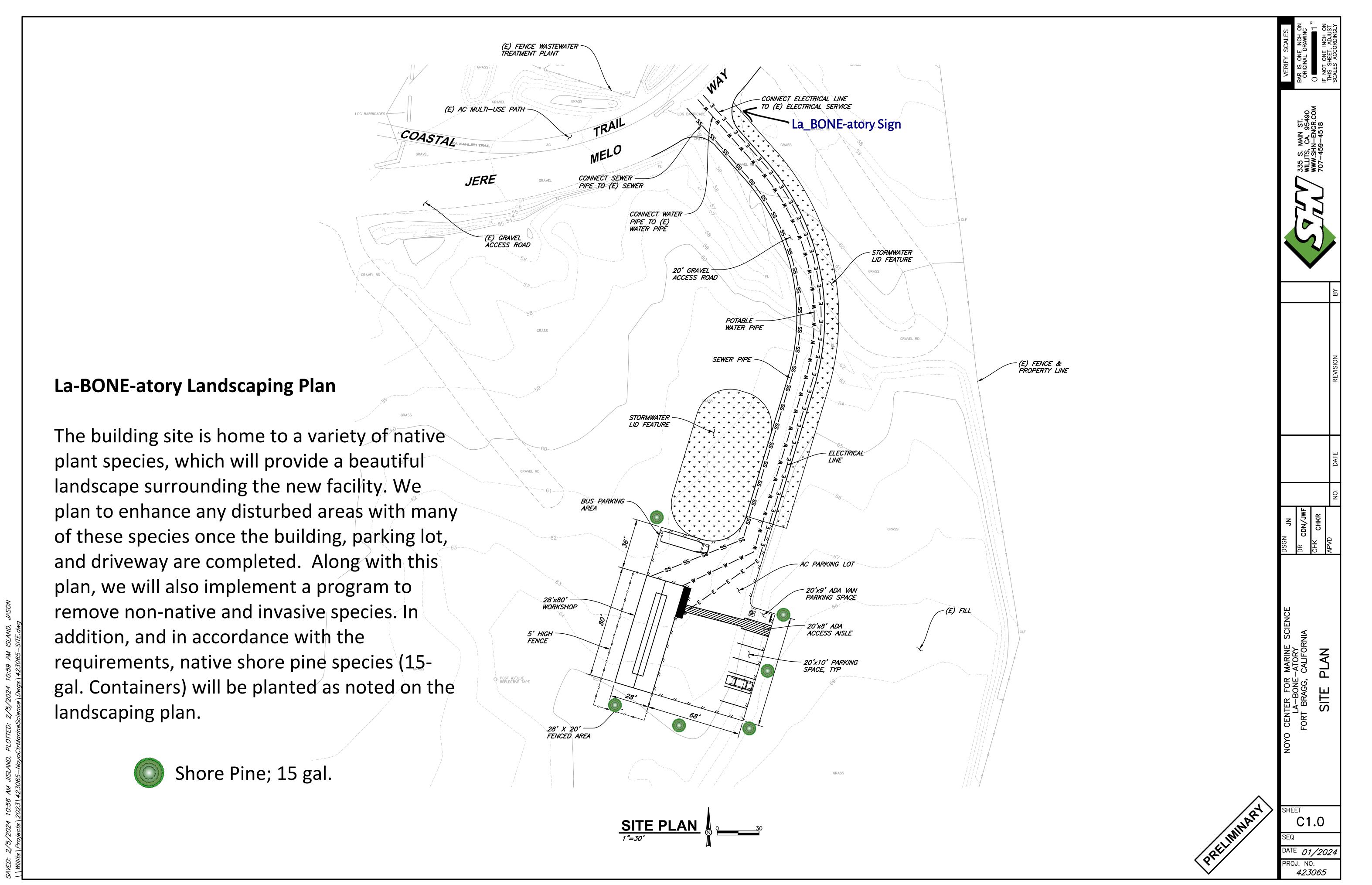
G1.0

DATE 01/2024





DATE 01/2024 PROJ. NO. 423065 486



La-BONE-atory Sign

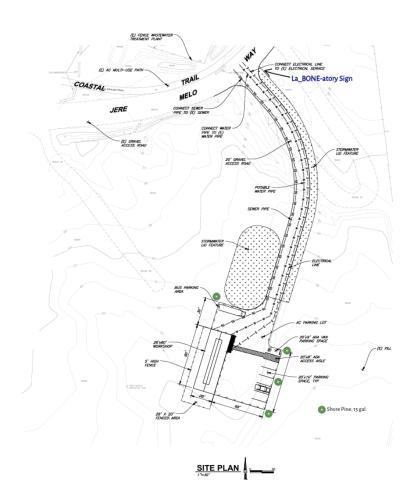
Size: 24"h x 48"w

Material: Wood, CNC design similar to signage for the Crow's Nest Interpretive Center.





The sign will be placed at the entrance to the road to the building, facing Jere Melo Drive.

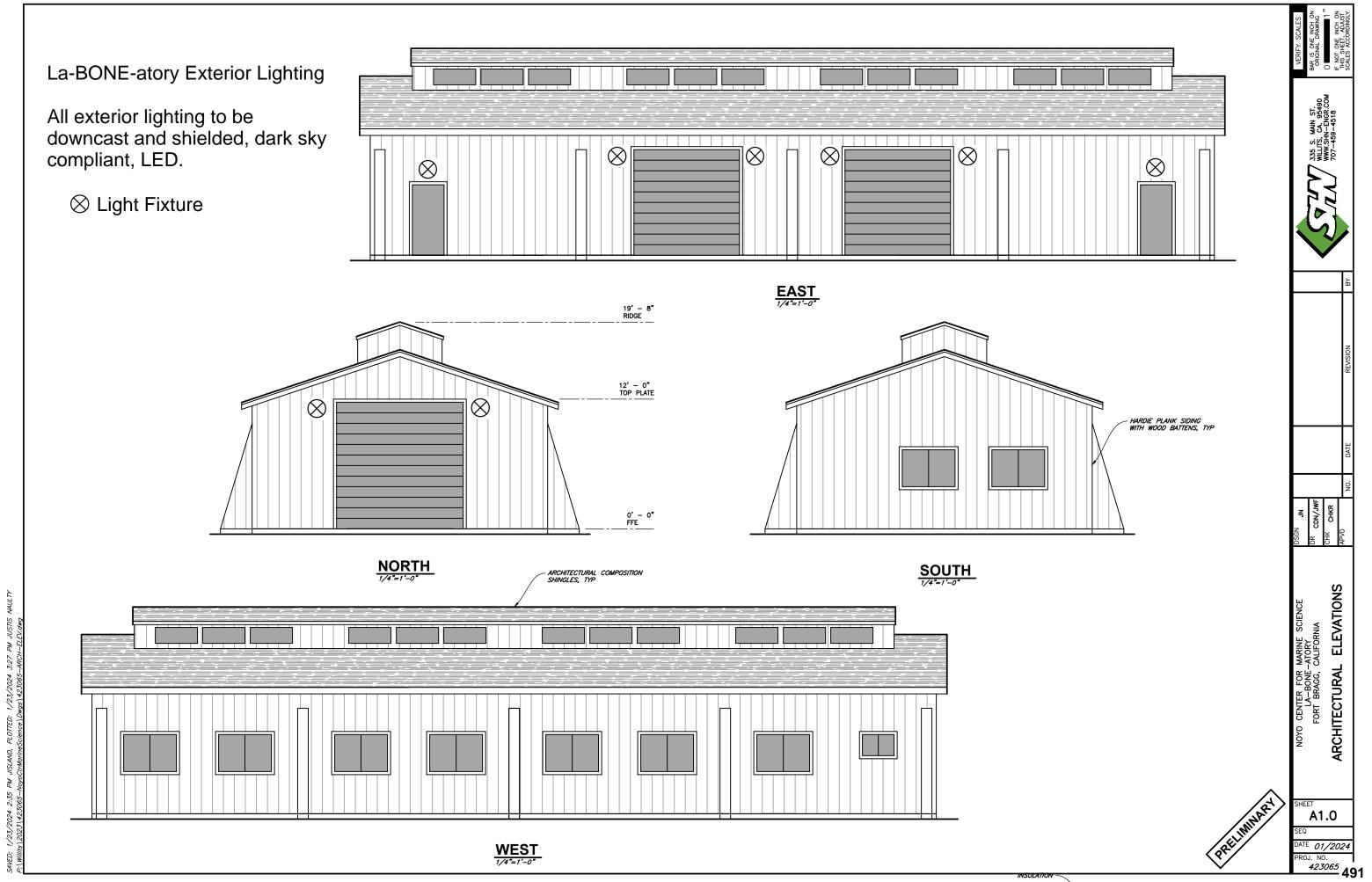




La-bone-atory Paint Color



Shingle Color



Price: \$133.55

Quantity: 1

Add to Cart

Item #: BLF39521

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LED Full Cutoff Dark sky Flood Light Fixture

LED wall pack light fixtures are designed to provide lighting around commercial buildings, typically in areas like parking or security areas.







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USA Made Ballasts

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Retrofits

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Sockets

Controls

New!

Info

E Calc Colors LED full cutoff dark sky flood light fixture for many kinds of security and general lighting needs with 30 watts. It is truly ideal for security, accent and perimeter lighting on commercial and institutional buildings. You can replace higher watt HID light fixture giving the same amount of light for far fewer energy consumption.

Product features:

- 30 watts.
- 5000K light color.
- 2788 lumens.
- Full cut-off optics, dark sky compliant.
- Die-cast aluminum with powder coat finish (Dark Bronze).
- Tempered glass lens.
- CRI: 75
- 55,000 hour rated life.
- NV 3-year warranty.
- UL listed.
- Suitable for Wet Locations, IP54.
- Ideal for general site lighting, alleys, loading docks, doorway, pathway and parking areas.

Related light fixture or light bulb products:

Page 1 of 5



LED Flat Panel Wall Mount Light



LED Designer Mini Wallpack **Light Fixture**



LED Wall Mount Door / Corridor



Page 1 2 3 4 5 2

SATCO LED Wall **Pack Light** Fixture - 39 Watt

Biological Resources Report

Noyo Center for Marine Sciences Laboneatory Fort Bragg, Mendocino County, California





Prepared for:

Noyo Center for Marine Science P.O. Box 1321 Fort Bragg, CA 95437

Attn: Sheila Semans sheila@noyocenter.org

May 2024

WRA Project # 340124

Prepared by:

WRA, Inc. 5341 Old Redwood Highway Petaluma, CA 95432

Attn: Rhiannon Korhummel korhummel@wra-ca.com

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List of Preparers

Matt Richmond – Principal-in-Charge Rhiannon Korhummel – Plant Biologist Michael Rochelle – GIS Analyst

1.0 INTRODUCTION

On March 31, 2024, WRA, Inc. (WRA) performed an assessment of biological resources at APN 018-43-015 Jere Melo Lane, Fort Bragg, CA (hereafter Study Area) (Figure 1, Appendix A). The purpose of this study was to gather the information necessary to complete biological resources report under the City of Fort Bragg Coastal Use and Development Code Section 17.50.050(B).

This report provides detailed information on the presence, or potential presence of environmentally sensitive habitat area (ESHA) and other biological resources. This report describes the results of the site visit, which assessed the Study Area for (1) the presence of sensitive land cover types, (2) the potential for land cover types on the site to support special-status plant and wildlife species, and (3) the presence of any other sensitive natural resources protected by local, state, or federal laws and regulations. Overall, these sensitive biological resources are considered ESHA under the California Coastal Act (CCA). If observed, special-status species observed during the site assessment were documented and their presence is discussed herein. Specific findings on the habitat suitability or presence of special-status species or sensitive habitats may require that protocol-level surveys or other studies be conducted.

This report is based on information available at the time of the assessment and on-site conditions that were observed on the date the site was visited.

1.1 Previous Biological Assessment

The Study Area has been included in many biological assessments across the years, including 2005, 2009, 2010, and 2013 (WRA 2005, WRA 2009, WRA 2010, WRA 2013). The most recent assessments were in support of the Fort Bragg Coastal Trail during 2010 and in 2013. Results of each of the assessments determined no ESHA, including special-status species or sensitive land cover types (i.e., native grassland or aquatic resources) to be present in the Study Area.

2.0 REGULATORY BACKGROUND

This report is intended to facilitate conformance with the standards outlined in the City of Fort Bragg CDP application filing requirements (Section 17.71.045(D)(4)) and 17.50.050). In addition to the requirements of the City of Fort Bragg, development may also be subject to several federal and state regulations designed to protect sensitive natural resources. Applicable regulations that may apply to development are described below.

2.1 Federal and State Regulatory Setting

2.1.1 Sensitive Land Cover Types

Land cover types are herein defined as those areas of a particular vegetation type, soil or bedrock formation, aquatic features, and/or other distinct phenomenon. Typically, land cover types have identifiable boundaries that can be delineated based on changes in plant assemblages, soil or rock types, soil surface or near-surface hydroperiod, anthropogenic or natural disturbance, topography, elevation, etc. Many land cover types are not considered sensitive or otherwise protected under the environmental regulations discussed here. However,

Biological Resources Report WRA, Inc.
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these land cover types typically provide essential ecological and biological functions for plants and wildlife, including, frequently, special-status species. Those land cover types that are considered or protected under one or more environmental regulations are discussed below.

Environmentally Sensitive Habitat Areas: The California Coastal Act Section 30107.5 defines ESHAs as "any area in which plant or animal life or their habitats are either rare or especially valuable because of their special nature or role in an ecosystem and which could be easily disturbed or degraded by human activities and developments." Coastal Act Section 30240 protects ESHAs from "significant disruption of habitat values" limits allowable land uses within ESHAs, and requires adjacent uses to be designed to be compatible with habitat benefits provided by ESHAs. The Coastal Act includes wetlands as ESHAs, but does not specifically define every vegetation community defined as an ESHA. Instead, the California Coastal Commission (CCC) often delegates the responsibility for administering the California Coastal Act to local municipalities through the approval of Local Coastal Programs (LCPs). Many LCPs provide more specific lists of features that are considered ESHAs. More information about ESHAs defined by the City Coastal Land Use and Development Code is provided in Section 2.2 below.

Waters of the United States: The United States Army Corps of Engineers (Corps) regulates "Waters of the United States" under Section 404 of the Clean Water Act (CWA). Waters of the United States are defined in the Code of Federal Regulations (CFR) as waters susceptible to use in commerce, including interstate waters and wetlands, all other waters (intrastate waterbodies, including wetlands), and their tributaries (33 CFR 328.3). Potential wetland areas, according to the three criteria used to delineate wetlands as defined in the Corps Wetlands Delineation Manual (Environmental Laboratory 1987), are identified by the presence of (1) hydrophytic vegetation, (2) hydric soils, and (3) wetland hydrology. Areas that are inundated at a sufficient depth and for a sufficient duration to exclude growth of hydrophytic vegetation are subject to Section 404 jurisdiction as "other waters" and are often characterized by an ordinary high water mark (OHWM). Other waters, for example, generally include lakes, rivers, and streams. The placement of fill material into Waters of the United States generally requires an individual or nationwide permit from the Corps under Section 404 of the CWA. Water of the US are also considered ESHA under the City Coastal Land Use and Development Code.

Waters of the State: The term "Waters of the State" is defined by the Porter-Cologne Act as "any surface water or groundwater, including saline waters, within the boundaries of the state." The Regional Water Quality Control Board (RWQCB) protects all waters in its regulatory scope and has special responsibility for wetlands, riparian areas, and headwaters. These waterbodies have high resource value, are vulnerable to filling, and are not systematically protected by other programs. RWQCB jurisdiction includes "isolated" wetlands and waters that may not be regulated by the Corps under Section 404. Waters of the State are regulated by the RWQCB under the State Water Quality Certification Program which regulates discharges of fill and dredged material under Section 401 of the CWA and the Porter-Cologne Water Quality Control Act. Projects that require a Corps permit, or fall under other federal jurisdiction, and have the potential to impact Waters of the State, are required to comply with the terms of the Water Quality Certification determination. If a project does not require a federal permit, but does involve dredge or fill activities that may result in a discharge to Waters of the State, the RWQCB has the option to regulate the dredge and fill activities under its state authority in the form of

Biological Resources Report May 2024

Waste Discharge Requirements. Waters of the State are also considered ESHA under the City Coastal Land Use and Development Code.

Streams, Lakes, and Riparian Habitat: Streams and lakes, as habitat for fish and wildlife species, are subject to jurisdiction by CDFW under Sections 1600-1616 of California Fish and Game Code (CFGC). Alterations to or work within or adjacent to streambeds or lakes generally require a 1602 Lake and Streambed Alteration Agreement. The term "stream", which includes creeks and rivers, is defined in the California Code of Regulations (CCR) as "a body of water that flows at least periodically or intermittently through a bed or channel having banks and supports fish or other aquatic life [including] watercourses having a surface or subsurface flow that supports or has supported riparian vegetation" (14 CCR 1.72). In addition, the term "stream" can include ephemeral streams, dry washes, watercourses with subsurface flows, canals, aqueducts, irrigation ditches, and other means of water conveyance if they support aquatic life, riparian vegetation, or stream-dependent terrestrial wildlife (CDFG 1994). "Riparian" is defined as "on, or pertaining to, the banks of a stream." Riparian vegetation is defined as "vegetation which occurs in and/or adjacent to a stream and is dependent on, and occurs because of, the stream itself" (CDFG 1994). Removal of riparian vegetation also requires a Section 1602 Lake and Streambed Alteration Agreement from CDFW. These features are also considered ESHA under the City Coastal Land Use and Development Code.

Sensitive Natural Communities: Sensitive natural communities not discussed above include habitats that fulfill special functions or have special values. Natural communities considered sensitive are those identified in local or regional plans, policies, regulations, or by the CDFW. CDFW ranks sensitive communities as "threatened" or "very threatened" (CDFG 2010, CDFW 2018a) and keeps records of their occurrences in its California Natural Diversity Database (CNDDB; CDFW 2018a). CNDDB vegetation alliances are ranked 1 through 5 based on NatureServe's (2018) methodology, with those alliances ranked globally (G) or statewide (S) as 1 through 3 considered sensitive. Impacts to sensitive natural communities identified in local or regional plans, policies, or regulations or those identified by the CDFW or U.S. Fish and Wildlife Service (USFWS) must be considered and evaluated under CEQA (CCR Title 14, Div. 6, Chap. 3, Appendix G). Such natural communities are also considered ESHA under the City Coastal Land Use and Development Code.

2.1.2 Special-status Species

Plants: Special-status plants include taxa that have been listed as endangered or threatened, or are formal candidates for such listing, under the federal Endangered Species Act (ESA) and/or California Endangered Species Act (CESA). The California Native Plant Protection Act (CNPPA) lists 64 "rare" or "endangered" and prevents "take", with few exceptions, of these species. Plant species on the California Native Plant Society (CNPS) Rare and Endangered Plant Inventory (Inventory) with California Rare Plant Ranks (Rank) of 1, and 2 are also considered special-status plant species and must be considered under CEQA and the City Coastal Land Use and Development Code. Rank 3 and 4 species are typically only afforded protection under CEQA and the City Coastal Land Use and Development Code when such species are particularly unique to the locale (e.g., range limit, low abundance/low frequency, limited habitat) or are otherwise considered locally rare. As such, these species are typically not considered ESHA and not included in the assessment.

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Wildlife: As with plants, special-status wildlife includes species/taxa that have been listed or are formal candidates for such under ESA and/or CESA. The federal Bald and Golden Eagle Protection Act provides relatively broad protections to both of North America's eagle species (bald [Haliaeetus leucocephalus] and golden eagle [Aquila chrysaetos)] that in some regards are similar to those provided by ESA. The CFGC designates some species as Fully Protected (SFP), which indicates that take of that species cannot be authorized through a state permit. Additionally, CDFW Species of Special Concern (species that face extirpation in California if current population and habitat trends continue) are given special consideration under CEQA and the City Coastal Land Use and Development Code and are therefore considered special-status species. In addition to regulations for special-status species, most native birds in the United States, including non-status species, have baseline legal protections under the Migratory Bird Treaty Act of 1918 and CFGC, i.e., sections 3503, 3503.5 and 3513. Under these laws/codes, the intentional harm or collection of adult birds as well as the intentional collection or destruction of active nests, eggs, and young is illegal; nesting birds are considered ESHA under the City Coastal Land Use and Development Code. For bat species, the Western Bat Working Group (WBWG) designates conservation status for species of bats, and those with a high or medium-high priority are typically given special consideration under CEQA and are also considered ESHA under the City Coastal Land Use and Development Code.

Critical Habitat, Essential Fish Habitat, and Wildlife Corridors: Critical habitat is a term defined in the ESA as a specific and formally-designated geographic area that contains features essential for the conservation of a threatened or endangered species and that may require special management and protection. The ESA requires federal agencies to consult with the USFWS to conserve listed species on their lands and to ensure that any activities or projects they fund, authorize, or carry out will not jeopardize the survival of a threatened or endangered species. In consultation for those species with critical habitat, federal agencies must also ensure that their activities or projects do not adversely modify critical habitat to the point that it will no longer aid in the species' recovery. Note that designated critical habitat areas that are currently unoccupied by the species but which are deemed necessary for the species' recovery are also protected by the prohibition against adverse modification. Such areas are also considered ESHA under the City Coastal Land Use and Development Code.

The Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act) provides for conservation and management of fishery resources in the U.S. This Act establishes a national program intended to prevent overfishing, rebuild overfished stocks, ensure conservation, and facilitate long-term protection through the establishment of Essential Fish Habitat (EFH). EFH consists of aquatic areas that contain habitat essential to the long-term survival and health of fisheries, which may include the water column, certain bottom types, vegetation (e.g. eelgrass (*Zostera* spp.)), or complex structures such as oyster beds. Any federal agency that authorizes, funds, or undertakes action that may adversely affect EFH is required to consult with NMFS. Movement and migratory corridors for native wildlife (including aquatic corridors) as well as wildlife nursery sites are given special consideration under CEQA and the City Coastal Land Use and Development Code.

2.2 City of Fort Bragg Regulatory Setting

City of Fort Bragg and the California Coastal Act (CCA) defines an ESHA as follows:

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Environmentally sensitive habitat area' means any area in which plant or animal life or their habitats are either rare or especially valuable because of their special nature or role in an ecosystem and which could be easily disturbed or degraded by human activities and developments.

Additionally, the City Coastal Land Use and Development Code cites:

Protection of environmentally sensitive habitat areas is one of the essential aspects of the Coastal Act. Fort Bragg has several environmentally sensitive habitat areas including, but not limited to, portions of coastal bluffs, biologically rich tide pools, nesting grounds, kelp beds, wetlands, riparian habitats, and rare, threatened, or endangered plants or plant communities.

The City Coastal Land Use and Development Code and California Coastal Commission (CCC) Guidelines contain definitions for specific types of ESHAs, including: wetlands, estuaries, streams and rivers, lakes, open coastal waters and coastal waters, riparian habitats, other resource areas, and special-status species and their habitats. For the purposes of this report, WRA has taken into consideration any areas that may meet the definition of ESHA as defined by the CCA, CCC guidelines, or the City Coastal Land Use and Development Code.

The City Coastal Land Use and Development Code outlines the following when determining an ESHA:

Policy OS-1.2: <u>Determination of ESHA</u>. The determination of what constitutes ESHA shall not be limited by what is mapped and not all parcels that are mapped necessarily contain ESHA. Map OS-1 serves to identify those general areas known to potentially contain ESHA and for which a biological report is required consistent with Policy OS-1.7 to substantiate the presence or absence of ESHA on any particular parcel. Any area not designated on LUP Map OS-1 that meets the ESHA definition is ESHA and shall be accorded all the protection provided for ESHA in the LCP. All habitat maps shall include a note that states that "the maps may be updated as appropriate and may not include all areas that constitute ESHA." The following areas shall be considered ESHA:

- Any habitat area that is rare or especially valuable because of their special nature or role in an ecosystem and is easily degraded or disturbed by human activities or developments.
- Any habitat area or animal species designated as rare, threatened, or endangered under State or Federal Law.
- Any habitat area of species designated as Fully Protected or Species of Special Concern under State law or regulations.
- Any habitat area of plant species for which there is compelling evidence of rarity, for example, those designated 1B (Rare or endangered in California and elsewhere) or 2 (rare, threatened or endangered in California but more common elsewhere) by the California Native Plant Society.

The following definitions guided the assessment of potential ESHA observed in the Study Area:

Wetlands: The CCA and City Coastal Land Use and Development Code define wetlands as:

Wetland means lands within the Coastal Zone which may be covered periodically or permanently with shallow water and include saltwater marshes, freshwater marshes, open or closed brackish water marshes, swamps, mudflats, and fens.

Public Resources Code Section 30121

CCC Administrative Regulations (Section 13577 (b)) provide a more explicit definition:

Wetlands are lands where the water table is at, near, or above the land surface long enough to promote the formation of hydric soils or to support the growth of hydrophytes, and shall also include those types of wetlands where vegetation is lacking and soil is poorly developed or absent as a result of frequent or drastic fluctuations of surface water levels, wave action, water flow, turbidity or high concentrations of salt or other substance in the substrate. Such wetlands can be recognized by the presence of surface water or saturated substrate at some time during each year and their location within, or adjacent to, vegetated wetlands or deepwater habitats.

The CCC considers this definition as requiring the observation of one diagnostic feature of a wetland, such as wetland hydrology, dominance by wetland vegetation (hydrophytes), or presence of hydric soils, as a basis for asserting jurisdiction under the CCA.

In addition to the above definition, the Statewide Interpretive Guidelines for Identifying and Mapping Wetlands and Other Wet Environmentally Sensitive Habitat Areas (CCC 1981) provide technical criteria for use in identifying and delineating wetlands and other ESHAs within the Coastal Zone. The technical criteria presented in the guidelines are based on the CCA definition and indicate that wetland hydrology is the most important parameter for determining a wetland, recognizing that:

... the single feature that most wetlands share is soil or substrata that is at least periodically saturated with or covered by water, and this is the feature used to describe wetlands in the Coastal Act. The water creates severe physiological problems for all plants and animals except those that are adapted for life in water or in saturated soil, and therefore only plants adapted to these wet conditions (hydrophytes) could thrive in these wet (hydric) soils. Thus, the presence or absence of hydrophytes and hydric soils make excellent physical parameters upon which to judge the existence of wetland habitat areas for the purposes of the Coastal Act, but they are not the sole criteria.

The Technical Criteria requires that saturation of soil in a wetland must be at or near the surface continuously for a period of time. The meaning of "at or near the surface" generally is considered to be approximately one-foot from the surface or less (the root zone), and the saturation must be continuously present for a period of time (generally more than two weeks) in order to create the necessary soil reduction (anaerobic) processes that create wetland conditions. For example, water from rain during a storm that causes saturation near the surface but then evaporates or

infiltrates to 18 inches or deeper below the surface shortly after the storm does not meet the generally accepted criteria for wetland hydrology.

The presence of wetland classified plants or the presence of hydric soils (generally referred to as the "one parameter approach") can be used to identify an area as a wetland in the Coastal Zone. There is a correlation between the presence of wetland plants, wetland hydrology, and/or hydric soils occurring together, especially in natural undisturbed areas, and in many cases where one of these parameters is found (e.g., wetland plants), the other parameters will also occur. But there are situations which can result in the presence of wetland classified plants without wetland conditions, and these areas are not wetlands. Where these conditions occur, the delineation study must carefully scrutinize whether the wetland classified plants present are growing as hydrophytes, reducing (anaerobic) conditions caused by the presence of wetland hydrology, or for some other (non-wetland) reason. Examples may include wetland-classified plants which are also salt-tolerant (e.g., alkali heath) that may be responding to either wetland conditions or saline soil conditions, but not necessarily both, and deep-rooted trees (e.g., willows) which are able to tap into deep groundwater sources and can grow in dry surface soils, but are also found in wetland conditions where surface water is present.

Hydric soils can also occur in upland areas, especially in areas where historic disturbances may have exposed substratum, or in densely vegetated grasslands (Mollisols). Similarly, the delineation must determine if the hydric soil indicators are the result of frequent anaerobic conditions or of non-wetland conditions.

<u>Riparian Habitats and Streams, Rivers, and Anadromous Fish Habitat</u>: The CCA and City Coastal Land Use and Development Code define riparian habitats as follows:

A riparian habitat is an area of riparian vegetation. This vegetation is an association of plant species which grows adjacent to freshwater watercourses, including perennial and intermittent streams, lakes, and other bodies of freshwater.

The Statewide Interpretive Guidelines (CCC 1981) state:

For the purpose of interpreting Coastal Act policies, another important distinction is between "wetland" and "riparian habitat." While the Service's classification system includes riparian areas as a kind of wetland, the intent of the Coastal Act was to distinguish these two areas. "Riparian habitat" in the Coastal Act refers to riparian vegetation and the animal species that require or utilize these plants. The geographic extent of a riparian habitat would be the extent of the riparian vegetation.

... Unfortunately, a complete and universally acceptable definition of riparian vegetation has not yet been developed, so determining the geographic extent of such vegetation is rather difficult. The special case of determining consistent boundaries of riparian vegetation along watercourses throughout California is particularly difficult. In Southern California these boundaries are usually obvious; the riparian vegetation grows immediately adjacent to watercourses and only extends a short distance away from the watercourse. . .

Biological Resources Report May 2024 ... For the purposes of this guideline, riparian vegetation is defined as that association of plant species which grows adjacent to freshwater watercourses, including perennial and intermittent streams, lakes, and other freshwater bodies. Riparian plant species and wetland plant species either require or tolerate a higher level of soil moisture than dryer upland vegetation, and are therefore generally considered hydrophytic. However, riparian vegetation may be distinguished from wetland vegetation by the different kinds of plant species. . .

The guidelines include a list of representative riparian plants that are meant to help distinguish wetland areas from riparian areas. Therefore, under the Coastal Act, riparian areas do not have to be wetlands, and are determined based primarily on vegetation and that vegetation's ability to provide habitat for animal species.

The CCA and City Coastal Land Use and Development Code define Streams, Rivers and Anadromous Fish habitats as follows:

A stream or a river is a natural watercourse as designated by a solid line or dash and three dots symbol shown on the United States Geological Survey map most recently published, or any well-defined channel with distinguishable bed and bank that shows evidence of having contained flowing water as indicated by scour or deposit of rock, sand, gravel, soil, or debris.

Freshwater streams used as migration corridor or spawning or nursery habitat by fish, such as salmon and steelhead trout, that live most of their adult lives in saltwater.

<u>Special-status Species</u>: Special-status species and their habitats are defined as ESHA by the CCA and City Coastal Land Use and Development Code. Special-status species include those species as defined in Section 2.1 above.

<u>Natural Communities and Other ESHA</u>: The CCA and City Coastal Land Use and Development Code define other resource areas as follows:

"Other designated resource areas include: State parks and reserves, underwater parks and reserves, areas of special biological significance, natural areas, special treatment areas, fishing access points, areas of special biological importance, significant California ecosystems, and coastal marine ecosystems."

Natural communities include those species as defined in Section 2.1 above.

3.0 ENVIRONMENTAL SETTING

The 3.94-acre Study Area is a portion of a larger 11-acre parcel located on the former Georgia-Pacific Mill site in the City of Fort Bragg. Detailed descriptions of the local setting are below.

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3.1 Topography and Soils

The Study Area is situated on an historic marine terrace; as such the topography is relatively flat, with a slight slope to the northwest. The *Soil Survey of Mendocino County, Western Part* (USDA 2006) indicates that the Study Area contains one mapping unit: Urban Land (Figure 2). This mapping unit is described below.

<u>Urban Land</u>: This mapping unit is on marine terraces where 50 percent of the land is covered by impervious surfaces and about 25 percent consists of soils that have been altered by cutting, filing, and grading for development. Native soils make up small portions of Urban Land. Drainage, permeability, surface runoff, and available water capacity are extremely variable (USDA 2006). Within the Study Area, Urban Land is mapped as 75 percent Urban Land and a mix of several native soils for the remaining 25 percent. (CSRL 2024).

3.2 Climate and Hydrology

The Study Area is located in the coastal fog belt of Mendocino County. Average annual precipitation for Fort Bragg is 41.25 inches, with the majority falling as rain and fog drip in the winter months (December through March). The mean daily low and high temperatures in degrees Fahrenheit range from 39.5 in December to 66.4 in August/September (USDA 2024b).

The Study Area is located in the Lower Noyo River local watershed (HUC 12: 180101080703) and the Big-Navarro-Garcia regional watershed (HUC 8: 18010108). There are no aquatic features mapped in the Study Area on the Fort Bragg 7.5-minute quadrangle (USGS 2018), in the National Wetland Inventory (NWI: USFWS 2024a), or in the California Aquatic Resource Inventory (CARI; SFEI 2024). Precipitation and overland sheet flows are the primary hydrologic sources. See Section 5.1.2 for details on aquatic features within the Study Area.

A hydrologic analysis using the Antecedent Precipitation Tool (Deuters 2024) was conducted to determine whether precipitation levels during the 3 months prior to the site visit were above, below, or within the 30-year average for the region as well as to determine if the region was experiencing long-term drought conditions. Long-term precipitation data were obtained from weather stations in the vicinity of the Study Area. Drought condition data were obtained from monthly Palmer Drought Severity Index dataset published by the National Ocean and Atmospheric Administration (NOAA 2024). The analysis indicates above normal rainfall has occurred in each of the three months prior to the site assessment and the region was experiencing mild wetness (Appendix E). Due to the excess rainfall, the Study Area was observed to be excessively wet during the March site assessment, indicated by areas of obvious uplands (as indicated by vegetation), having saturated soil conditions. In addition to the excessive rainfall, the majority (if not all) of the Study Area is underlain by fill soils that are compacted or cement; placement and grading of fill soils has occurred in the Study Area and parcel relatively regularly since 2010 (NETR 2024). These impervious layers prevent water from seeping into soils below and create an artificially saturated condition. The contemporary and historic land disturbance through grading has presumably created depressions and swales where water collects during high rainfall years. Waterfilled depressions in the Study Area exhibiting wetland conditions are presumed to only exist due to man-induced activities of the presence of the

Biological Resources Report May 2024 WRA, Inc. Page 9 impervious layer and/or regular site disturbance. Previous biological assessments of the Study Area resulted in no aquatic features present.

3.3 Land Cover and Land Use

The Study Area is dominated by non-native grassland with patches of coyote brush (*Baccharis pilularis*) and Himalayan blackberry (*Rubus armeniacus*). Plant species observed in the Study Area are included in Appendix B. Existing access roads of compacted gravel, as well as areas of compacted gravel from previous development are also present. The Study Area was used as a log deck during operations of the Georgia-Pacific Mill, up to approximately 2000, with the log deck empty by 2005 (NETR 2024). Since the mill ceased operations, the Study Area has been used by the City for placement of excavated/dredged soils, with soils placed or the area graded in 2010, 2013, 2016, and as recently as 2018 (NETR 2024). Following the completion of fill placement in 2018, the area of fill was seeded with native seeds, including coastal tufted hairgrass (*Deschampsia cespitosa* ssp. holciformis), coast buckwheat (*Eriogonum latifolium*), coyote brush (*Baccharis pilularis*) and other native plants (personal communication).

4.0 ASSESSMENT METHODS

Prior to the site visit, WRA biologists reviewed the following literature and performed database searches to assess the potential for sensitive natural communities (e.g., wetlands) and special-status species (e.g., endangered plants):

- Soil Survey of Mendocino County, Western Part, California (USDA 2006)
- Fort Bragg 7.5-minute quadrangle (USGS 2018)
- Contemporary aerial photographs (Google Earth 2024)
- Historical aerial photographs (NETR 2024)
- National Wetlands Inventory (USFWS 2024a)
- California Aquatic Resources Inventory (SFEI 2024)
- California Natural Diversity Database (CNDDB, CDFW 2024a)
- California Native Plant Society Electronic Inventory (CNPS 2024a)
- Consortium of California Herbaria (CCH 2024)
- USFWS List of Federal Endangered and Threatened Species (USFWS 2024b)
- eBird Online Database (eBird 2024)
- CDFW Publication, California Bird Species of Special Concern in California (Shuford and Gardali 2008)
- CDFW and University of California Press publication California Amphibian and Reptile Species of Special Concern (Thomson et al. 2016)
- A Field Guide to Western Reptiles and Amphibians (Stebbins 2003)
- Various Mendocino County CDFW Vegetation Reports
- Classification of the Vegetation Alliances and Associations of Sonoma County, California (Klein et. al. 2015)
- A Manual of California Vegetation Online (CNPS 2024b)
- Preliminary Descriptions of the Terrestrial Natural Communities (Holland 1986)
- California Natural Community List (CDFW 2023a)

Database searches (i.e., CNDDB, CNPS) focused on the Noyo Hill, Dutchmans Knoll, Inglenook, Fort Bragg, Mathison Peak, and Mendocino USGS 7.5-minute quadrangles for special-status plants and wildlife.

Following the remote assessment, a botanist with 40-hour Corps wetland delineation training traversed the entire Study Area on foot to document: (1) land cover types (e.g., terrestrial communities, aquatic resources), (2) if and what type of aquatic natural communities (e.g., wetlands) are present, (3) existing conditions and to determine if such provide suitable habitat for any special-status plant or wildlife species, and (4) if special-status species are present¹.

4.1 **Land Cover Types**

4.1.1 **Terrestrial Land Cover Types**

During the site visit, WRA evaluated the species composition and area occupied by distinct vegetation and other terrestrial land cover types. Mapping of these distinct areas utilized a combination of aerial imagery and ground surveys. In most instances, land cover types dominated by vegetation are characterized and mapped based on distinct shifts in plant assemblage (vegetation) and follow the California Natural Community List (CDFW 2023a), A Manual of California Vegetation, Online Edition (CNPS 2024b) or local CDFW Vegetation Reports (i.e., Keeler-Wolf 2019, Buck-Diaz 2020). These resources cannot anticipate every component of every potential vegetation assemblage in California, and so in some cases, it is necessary to identify other appropriate vegetative classifications based on best professional judgment of WRA biologists. When undescribed variants are used, it is noted in the description. Vegetation alliances (natural communities) with a CDFW Rank of 1 through 3 (globally critically imperiled [S1/G1], imperiled [S2/G2], or vulnerable [S3/G3]) (CDFW 2023a), were evaluated as ESHA for this assessment. If deemed applicable, vegetation data for sensitive natural communities was collected following the CDFW-CNPS Protocol for the Combined Vegetation Rapid Assessment and Releve Field Form (CDFW 2023b). Sensitive land cover types are considered ESHA under the City Code.

4.1.2 **Aquatic Resources**

Aquatic resources include Waters of the U.S., Waters of the State, CCC wetlands, and Streams, Lakes, and Riparian Habitat as defined in the CWA, Porter-Cologne Act, California Coastal Act, and CFGC, respectively.

This site assessment does not constitute a formal wetland delineation; however, the assessment looked for superficial indicators of wetlands such as hydrophytic vegetation (i.e., plant communities dominated by wetland species), evidence of inundation or flowing water, saturated soils and seepage, and topographic depressions/swales. If sample points were taken, WRA followed the Corps of Engineers Wetlands Delineation Manual (Environmental Laboratory 1987) and the Regional Supplement to the Corps of Engineers Wetland Delineation Manual: Western Mountains, Valleys, and Coast (Corps 2010). This document uses several new wetland hydrology indicators not specified in the 1987 Corps Manual (Environmental Laboratory 1987). The Study

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¹ Due to the timing of the assessment, it may or may not constitute protocol-level species surveys; see Section 4.2 if the site assessment would constitute a formal or protocol-level species survey.

Area was surveyed for indicators of wetland hydrology. Positive indicators of wetland hydrology can include direct evidence (primary indicators), such as visible inundation or saturation, surface sediment deposits, oxidized root channels, and drift lines, or indirect indicators (secondary indicators) such as algal mats, shallow restrictive layers in the soil, or vegetation meeting the FAC-neutral test. Depressions, seeps, and topographic low areas were examined for these hydrological indicators.

Soils in the Study Area were examined for hydric soil indicators according to Natural Resources Conservation Service guidelines (USDA 2018). Soils formed under wetland (anaerobic) conditions generally have a low chroma matrix color, designated 0, 1, or 2, and contain mottles or other redoximorphic features. Soil profiles were characterized by depth, color, redoximorphic features, and texture. Soil color and chroma were determined using a Munsell soil color chart to determine if the soils in a particular area could be considered hydric.

Plant species within potential wetlands were assigned a wetland status according to the Corps list of plant species that occur in wetlands (Corps 2022). This wetland plant classification system is based on the expected frequency of occurrence of each species in wetlands.

If streams potentially jurisdictional under the CWA and/or the CFGC are noted on a site, they are delineated using a mix of surveyed topography data, high resolution aerial photographs, and a sub-meter GPS unit. The ordinary high water mark (OHWM) would be used to determine the extent of potential Section 404 jurisdiction, while the top-of-bank would be used to determine the extent of CFGC Section 1602 and 401. Streams with associated woody vegetation were assessed to determine if these areas would be considered riparian habitat by the CDFW following A Field Guide to Lake and Streambed Alteration Agreements, Section 1600-1607, California Fish and Game Code (CDFG 1994).

4.2 Special-status Species

4.2.1 General Assessment

Potential occurrence of special-status species in the Study Area was evaluated by first determining which special-status species occur in the greater vicinity through a literature and database review. Database searches for known occurrences of special-status species focused on the 7.5-minute USGS quadrangles mentioned above for special-status plants and for special-status wildlife.

A preliminary site visit was made on March 31, 2024, to evaluate the presence of suitable habitat for special-status species and conduct a floristic survey. Suitable habitat conditions are based on physical and biological conditions of the site, as well as the professional expertise of the investigating biologists. The potential for each special-status species to occur in the Study Area was then determined according to the following criteria:

• <u>No Potential</u>. Habitat on and adjacent to the site is clearly unsuitable for the species requirements (foraging, breeding, cover, substrate, elevation, hydrology, plant community, site history, disturbance regime).

- <u>Unlikely</u>. Few of the habitat components meeting the species requirements are present, and/or the majority of habitat on and adjacent to the site is unsuitable or of very poor quality. The species is not likely to be found on the site.
- <u>Moderate Potential</u>. Some of the habitat components meeting the species requirements are present, and/or only some of the habitat on or adjacent to the site is unsuitable. The species has a moderate probability of being found on the site.
- <u>High Potential</u>. All of the habitat components meeting the species requirements are present and/or most of the habitat on or adjacent to the site is highly suitable. The species has a high probability of being found on the site.
- <u>Present</u>. Species is observed on the site or has been recorded (i.e. CNDDB, other reports) on the site in the recent past.

If a more thorough assessment was warranted, a targeted or protocol-level assessment or survey was conducted or recommended as a future study. Methods for the assessments are described below. If a special-status species was observed during the site visit, its presence was recorded and discussed below in Section 5.2.2.

4.2.2 Special-status Plants

A special-status plant habitat assessment was performed on March 31, 2024. Habitat elements required or associated with certain species or species groups were searched for and noted. Such habitat elements include, but are not limited to: plant assemblages and vegetation structure; soil texture, parent material, and hydroperiod; surface and subsurface hydroperiods; topography, aspect, slope, and elevation; site management, including vegetation management; distance to documented occurrences of special-status plants; etc.

To determine the presence or absence of special-status plant species, a floristic survey was conducted within the Study Area on March 31. The survey corresponds to the period sufficient to observe and identify those special-status plants determined to have the potential to occur. The field survey was conducted by botanist familiar with the flora of Mendocino and surrounding counties. The survey was performed in accordance with those by several resource experts and agencies (CNPS 2001, CDFW 2018). Plants were identified using *The Jepson Manual*, 2nd Edition (Baldwin et. al. 2012) and Jepson Flora Project (eFlora 2024), to the taxonomic level necessary to determine whether or not they were sensitive. Plant names follow those of Jepson Flora Project (eFlora 2024), unless otherwise noted. If special-status plants were observed, information sufficient for a CNDDB form was collected for future database submittal once the Project becomes approved.

4.2.3 Special-status Wildlife

A general wildlife assessment was performed on March 31, 2024. Habitat elements required or associated with certain species (e.g., northern spotted owl) or species groups (e.g., bats, anadromous fish) were searched for and noted. Such habitat elements include, but are not limited to: plant assemblages and vegetation structure; stream depth, width, hydro-period, slope, and bed-and-bank structure; rock outcrops, caves, cliffs, overhangs, and substrate texture and rock content; history of site alteration and contemporary disturbances; etc.

4.2.4 Critical Habitat, Essential Fish Habitat, and Wildlife Corridors

Prior to the site visit the USFWS Critical Habitat Mapper (USFWS 2024c) and the NMFS Essential Fish Habitat Mapper (NMFS 2024) were queried to determine if critical habitat for any species or EFH, respectively, occurs within the Study Area. To account for potential impacts to wildlife movement/migratory corridors, biologists reviewed maps from the California Essential Connectivity Project (CalTrans 2010) and habitat connectivity data available through the CDFW Biogeographic Information and Observation System (BIOS) (CDFW 2024b). Additionally, aerial imagery (Google Earth 2024) for the local area was referenced to assess if local core habitat areas were present within or connected to the Study Area. This assessment was refined based on observations of on-site physical and/or biological conditions.

5.0 ASSESSMENT RESULTS

5.1 Land Cover Types

Seven land cover types are present in the Study Area: developed, non-native grassland, Himalayan blackberry scrub, tufted hairgrass meadow, coyote brush scrub, drainage ditch, and artificial seasonal wetland. WRA mapped all land cover types within the Study Area (Figure 3). Appendix D includes photographs of the Study Area.

5.1.1 Terrestrial Land Cover Types

<u>Developed</u>. Developed areas include Jere Melo Lane and areas of compacted gravel with low vegetation cover. Vegetation is characterized by non-native species adapted to compacted soils, including cutleaf plantain (*Plantago coronopus*), sheep sorrel (*Rumex acetosella*), bur clover (*Medicago polymorpha*), subterranean clover (*Trifolium subterraneum*), birdsfoot trefoil (*Lotus corniculatus*), and rattail brome (*Festuca bromoides*).

Non-Native Grassland:Velvet Grass-Sweet Vernal Grass Meadow (Holcus lanatus-Anthoxanthum odoratum Semi-Natural Alliance). CDFW Rank: None: Non-native grasslands are herbaceous stands dominated by non-native grass species and with less than a 10 percent cover of native herbaceous species (CDFW 2022). Within the Study Area, non-native grassland best fits the velvet grass-sweet vernal grass meadow semi-natural alliance due to dominance of velvet grass (Holcus lanatus) and sweet vernal grass (Anthoxanthum odoratum)(CNPS 2024b). Within the Study Area, this association is the dominant land cover type, with interstitial areas of coyote brush scrub and Himalayan blackberry scrub.

Dominant herbs include sweet vernal grass (Anthoxanthum odoratum), common velvet grass (Holcus lanatus), ripgut brome (Bromus diandrus), cutleaf plantain (Plantago coronopus), bur clover (Medicago polymorpha), rattail brome (Festuca bromoides), Italian thistle (Carduus pycnocephala), field vetch (Vicia sativa), subterranean clover (Trifolium subterraneum), wild radish (Raphanus sativus), crane's bill geranium (Geranium molle), ice plant (Carpobrotus edulis), and pale starwort (Stellaria pallida). Native species are present but are not characteristic and do not comprise 10 percent cover. Native species include California poppy

(Eschscholzia californica) coastal tufted hairgrass (Deschampsia cespitosa ssp. holciformis), and coast buckwheat (Eriogonum latifolium). Scattered coyote bush (Baccharis pilularis) and Himalayan blackberry (Rubus armeniacus) are present.

Himalayan blackberry scrub (*Rubus armeniacus* Shrubland Semi-Natural Association). CDFW Rank: GNR SNR. This association is classified under the Himalayan blackberry-rattlebox-edible fig riparian scrub Shrubland Semi-Natural Alliance (CNPS 2024b). The alliance typically occurs in pastures, forest plantations, roadsides, streamsides, river flats, floodplains, fence lines, mesic disturbed areas and right-of-way corridors across cis-montane California (CNPS 2024b). The association typically occurs along riparian sites, mesic clearings, disturbed areas, and stock ponds (CNPS 2024b). In the Study Area, this association occurs in scattered stands in swales and along ditches. The plants are predominantly decadent and form monotypic stands.

Coastal tufted hairgrass meadow (*Deschampsia cespitosa* Herbaceous Association). CDFW Rank: GNR S3. This association is classified under the Coastal tufted hairgrass-Meadow barley-California oat grass meadow Herbaceous Alliance (CDFW 2024b). This alliance typically occurs on moist to wet meadows on coastal bluffs, coastal terrace prairies, swales, streams terraces, sand dunes and seasonally flooded areas along the California coast and Coast Range (CNPS 2024b). Coastal tufted hairgrass is an aggressive colonizer on disturbed sites and stands are maintained by disturbance in most environments (Walsh 1995a). Stands are mapped where coastal tufted hair grass is dominant or co-dominant in the herbaceous layer (CNPS 2024b). Within the Study Area, a stand is present along and adjacent to the large area of fill soil.

Personal communication to WRA disclosed that the area of fill and surrounding land was seeded with native seeds, including coastal tufted hairgrass and coyote bush, following placement of the fill soil. As the native grass is only present in the areas on and near the fill soil, the presence of the grass is presumably due to the seeding, and not from natural recruitment. Coastal tufted hairgrass is relatively tall (2 to 3 feet high) with 95 percent absolute cover on the slopes of the fill soil and short (4 to 6 inches) with 50 percent absolute cover on top of the fill soil. Associated species include velvet grass, yarrow (*Achillea millefolia*), lupine (*Lupinus* sp.), and scattered emergent coyote brush at 1 to 5 percent cover.

Coyote brush scrub (*Baccharis pilularis* Shrubland Association). CDFW Rank G4 S5. This association is classified under the Coyote brush scrub Shrubland Alliance (CNPS 2024b). This alliance typically occurs on coastal bluffs, terraces, stabilized dunes, spits, stream sides, open exposed slopes, ridges, and gaps in forest stands along the coast, Coast Range, valley, Sierra Nevada foothills (CNPS 2024b). Stands are mapped where coyote brush is dominant to codominant in the shrub layer (CNPS 2024b). Within the Study Area, stands occur in patches of slightly higher elevation areas. Coyote bush is decadent to mature with 15 to 50 percent absolute cover and 100 percent relative cover in the shrub layer. The understory is dominated by velvet grass.

5.1.2 Aquatic Resources

<u>Drainage Ditch</u>. A ditch excavated in uplands occurs along Jere Melo Lane. The top-of-bank (TOB) is 4 to 6 feet wide and the Ordinary High Water Mark (OHWM) is 3 to 4 feet wide. The feature is covered with a dense canopy of decadent Himalayan blackberry with emergent Pacific rush

Biological Resources Report May 2024 (Juncus effusus ssp. pacificus) and velvet grass; in areas where the channel was visible, water was observed. The feature captures water from the local watershed and conveys flow west to a culvert and to the Pacific Ocean.

Seasonal Wetland (Artificial). Seasonal wetlands are topographic depressions or swales where hydrology from water saturation is sufficient to create anaerobic conditions and support dominance of hydrophytic vegetation and dry out each year. These areas exhibit all three parameters of wetlands: hydric soil, wetland hydrology, and dominance of hydrophytic vegetation. Within the Study Area, three seasonal wetlands are present. Each feature had surface water from 2 to 6 inches in depth at the time of the site visit in late March. Vegetation in each feature is dominated by hydrophytic plants including pennyroyal mint (Mentha pulegium), barley (Hordeum marinum), hyssop loosestrife (Lythrum hyssopifolium), and tall cyperus (Cyperus eragrostis). Two of the features (SW-1 and SW-2) occur in swales between areas of compacted gravel. Soils are fill soils with shovel refusal at 6 inches due to rocks and compacted fill; no indicators of hydric soils were observed; however, soils are presumed hydric due to dominance of hydrophytic species, and location within a topographic position likely to collect water. Seasonal wetland 3 (SW-3) occurs in a depression on compacted gravel. Each of these features has no hydrological connectivity to a traditional navigable waterway (TNW) and are considered isolated. The land surrounding the wetlands is dominated by non-native species and developed areas. Water enters the features from precipitation and runoff from surrounding paved watershed. No wetlands were previously documented in the Study Area (WRA 2005, WRA 2009, WRA 2010). The wetlands are presumed to have formed after land disturbance activities since 2010 and are considered to be recently formed due to human disturbances and two consecutive years of above normal rainfall. As the features are recent, man-induced features, they are considered to be artificial. However, these features will be avoided to the greatest extent feasible. Appendix F includes Wetland Data Forms with information from the four sample points.

5.2 Special-status Species

5.2.1 Special-status Plant Species

Based upon a review of the resource databases listed in Section 4.0, 75 special-status plant species have been documented in the vicinity of the Study Area (Appendix C). Two of these plants have the potential to occur in the Study Area. The remaining 73 species documented from the greater vicinity are unlikely or have no potential to occur for one or more of the following:

- Hydrologic conditions (e.g., tidal, marsh) necessary to support the special-status plant species are not present in the Study Area
- Edaphic (soil) conditions (e.g., acidic sand, sand) necessary to support the special-status plant species are not present in the Study Area
- Topographic conditions (e.g., north-facing slope, montane) necessary to support the special-status plant species are not present in the Study Area
- Unique pH conditions (e.g., acidic bogs) necessary to support the special-status plant species are not present in the Study Area
- Associated natural communities (e.g., conifer forest, tidal marsh) necessary to support the special-status plant species are not present in the Study Area

- The Study Area is geographically isolated (e.g. below elevation, inland environ) from the documented range of the special-status plant species
- Land use history and contemporary management (e.g., absence of mowing or recent placement of fill) has degraded the localized habitat necessary to support the special-status plant species.
- Previous surveys did not identify populations.

Two species, johnny-nip (*Castilleja ambigua* var. *ambigua*; Rank 4), harlequin lotus (*Hosackia gracilis*; Rank 4) were determined to have a moderate potential to occur within the Study Area due to potential habitat and tolerance to low quality habitats.

Johnny-nip (Castilleja ambigua var. ambigua). Rank 4.2. Moderate Potential (Not Observed): Johnny-nip is an annual hemi-parasitic forb in broomrape family (Orobanchaceae) that blooms from March through August. It typically occurs in coastal bluff scrub, coastal scrub, coastal prairie, marshes and swamps, valley and foothill grassland, and vernal pool habitat at elevations ranging from 0 to 1,425 feet. Associated species include blue-eyed grass (Sisyrinchium bellum), meadow barley (Hordeum brachyantherum), Italian rye grass, sea thrift (Armeria maritima), California oatgrass (Danthonia californica), and harlequin lotus (CCH 2024). The Study Area includes grassland habitat that may support this species. Additionally, this species is disturbance tolerant. Documented occurrences are located within 5-miles of the Study Area (Calflora 2024).

Harlequin lotus (Hosackia gracilis). CRPR 4. Moderate Potential. (Not Observed). Harlequin lotus is a perennial forb in the pea family (Fabaceae) that blooms from March to July. It typically occurs in wetlands or ditches in broadleaf upland forest, coastal bluff scrub, coastal scrub, closed-cone coniferous forest, cismontane woodland, coastal prairie, meadow and seep, marsh and swamp, North Coast coniferous forest, and valley and foothill grassland habitats at elevations ranging from 0 to 2,295 feet (CNPS 2024a). Known associated species include coyote brush (Baccharis pilularis), little rattlesnake grass (Briza minor), blue-eyed grass (Sisyrinchium bellum), western rush (Juncus occidentalis), sky lupine (Lupinus nanus), big heron bill (Erodium botrys), scarlet pimpernel (Lysimachia arvensis), and common velvet grass (Holcus lanatus) (CCH 2024). The Study Area includes mesic habitat that may support this species. Additionally, this species is disturbance tolerant. Documented occurrences are located within 5-miles of the Study Area (Calflora 2024).

WRA biologists conducted site visits during a period sufficient to identify the two special-status plant species with the potential to occur within the Study Area; none were observed within the Study Area. Botanical surveys conducted by WRA in 2010 and 2013 did not observe special-status plants in the Study Area (WRA 2010, WRA 2013).

Western dog violet (*Viola adunca*) was also considered, as it is the known larval food plant for the federal endangered Behren's silverspot butterfly (*Speyeria zerene behrensii*). The plant is unlikely to occur in the Study Area due to reasons identified above. Additionally, the species was observed blooming at reference sites and would have been identifiable during the site assessment, if present.

5.2.2 Special-status Wildlife Species

A total of 58 special-status wildlife species have been documented in the vicinity of the Study Area (CDFW 2024a)(Appendix C). Two special-status species have the potential to occur in the Study Area. The remaining species are unlikely or have no potential to occur in the Study Area for one or more of the following:

- Aquatic habitats (e.g., rivers, ponds) necessary to support the special-status wildlife species are not present in the Study Area
- Vegetation habitats (e.g., coast redwood forest, riparian scrub) that provide nesting and/or foraging resources necessary support the special-status wildlife species are not present in the Study Area
- Physical structures and vegetation (e.g., mines, old-growth coniferous trees) necessary to provide nesting, cover, and/or foraging habitat to support the special-status wildlife species are not present in the Study Area
- Host plants (e.g., dog violet, harlequin lotus) necessary to provide larval and nectar resources for the special-status wildlife species are not present in the Study Area
- The Study Area is outside (e.g., north of, west of) of the special-status wildlife species documented nesting range

Species with Potential to Occur

Grasshopper sparrow (Ammodramus savannarum). CDFW Species of Special Concern. The grasshopper sparrow is a summer resident in California, wintering in Mexico and Central America. This species occurs in open grassland and prairie-like habitats with short- to moderate-height vegetation, and often scattered shrubs (Shuford and Gardali 2008). Both perennial and annual (non-native) grasslands are used. Nests are placed on the ground and well concealed, often adjacent to grass clumps (Shuford and Gardali 2008). Grasshopper sparrows are secretive and generally detected by voice. Insects comprise the majority of the diet. The Study Area includes suitable low to moderate grass and scattered shrubs suitable for nesting. The species was observed near the Study Area in 2019 (eBird 2024).

Bryant's savannah sparrow (Passerculus sandwichensis alaudinus). CDFW Species of Special Concern. This subspecies of the common and widespread savannah sparrow is a year-round resident of the coastal California fog belt. It typically occupies upper tidally-influenced habitats, often found where wetland communities merge into grassland. Nesting occurs in vegetation on or near the ground, including along roads, levees, and canals (Shuford and Gardali 2008). Like most sparrows, Bryant's consumes primarily invertebrates and vegetable matter (e.g., seeds). The Study Area is located along the coast and includes grasslands suitable for nesting. Individuals have been observed nearby (eBird 2024).

Additionally, various non-status bird species with baseline protections under the MBTA and CFGC may use vegetation within the Study Area for nesting. Both non-status and special-status birds may forage in the Study Area.

5.2.3 Critical Habitat, Essential Fish Habitat, and Wildlife Corridors

The Study Area does not contain any designated Critical Habitat (USFWS 2024c) or Essential Fish Habitat (NMFS 2024). The Study Area does not contain perennial stream or riverine habitat; therefore, anadromous fish will not utilize these streams. The Study Area is not within a designated wildlife corridor (CalTrans 2010). The site is located on the bluff of the former GP Mill Site. While common wildlife species presumably utilize the site to some degree for movement at a local scale, the Study Area itself does not provide corridor functions beyond connecting similar partial open lands in the vicinity.

6.0 PROJECT ANALYSIS

6.1 Proposed Project

The La-bone-atory will be located near the southeast corner of the 11.64-acre parcel. This remote location will allow for storage and processing of marine mammal bones in an area where occasional odors will not impact visitors to the Ocean Science Center or Noyo Headlands Park.

The proposed La-bone-atory is a simple warehouse structure that will be used for preserving, restoring, and archiving the Noyo Center's marine mammal skeleton collection. It will provide a dedicated space for the Noyo Center to securely store its 73-foot blue whale skeleton while continuing work on its restoration and articulation for eventual display at the Ocean Science Center. The La-bone-atory will allow the Noyo Center to stage more exhibits in its existing museum spaces (i.e., the Discovery Center and the Crow's Nest Visitor's Center) by providing space for storage of exhibits that are rotated out of the museum spaces as well as space to construct and assemble new exhibits. The building will also store equipment (remote operated vehicles, boats, etc.) associated with the Noyo Center's marine research activities.

The La-bone-atory is a 2,400 square foot building (80' x 28') that is one-story in height (19' 8" at the ridge). It will be sided with cement fiber panels (Hardi-plank) with wood battons and roofed with composition shingle roofing. The building will be constructed on a concrete slab with an uncovered 8,700 square foot asphalt apron for parking. A 7957 square foot stormwater retention area will be developed adjacent to the parking lot and building to capture surface water from the impervious surfaces. The retention area will be vegetated with native or non-invasive plant species suitable for filtering water.

The La-bone-atory will be clad with earth-toned siding and roofing and shore pines will be planted in clusters around its perimeter to help it blend with the surroundings. The design is a simple, low-profile structure similar to storage structures at the nearby WWTF. Exterior lighting for the Labone-atory project will be minimal and downcast and shielded.

Vehicular traffic to the La-bone-atory will be minimal as it is not intended for public access except for infrequent educational events associated with the articulation of marine mammal skeletons.

The proposed Project will utilize existing gravel roads for access and areas most recently disturbed through the placement of fill soils in 2018. Development is proposed within 100 feet of artificial seasonal wetlands and coastal tufted hairgrass meadow (Figure 4). As described in Section 5.1.1

Biological Resources Report May 2024 WRA, Inc. Page 19 above, the wetlands are presumed to be artificial, and the coastal tufted hairgrass meadow is present due to seeding following fill soil placemen; as such, these areas do not meet the criteria of ESHA and are not considered as ESHA. However, as the designation of non-ESHA of those areas is in the professional opinion of WRA, a reduced buffer analysis and alternatives analysis are included in the following sections to identify potential impacts to these areas and identify appropriate avoidance measures to reduce potential impacts should regulators disagree with the non-ESHA designation and consider the areas as ESHA. Additionally, avoidance measures are provided for nesting special-status and resident/migratory nesting birds.

6.2 Alternatives Analysis

As the driveway of the Project is proposed within 100-feet of artificial seasonal wetlands, which could potentially be considered ESHA, an alternatives analysis is provided to review potential alternatives to the Project. Two alternatives to the proposed Project were identified and are discussed in this section. These alternatives (Alternatives 1 and 3), along with the preferred alternative (Alternative 2), are compared to identify the least damaging alternative feasible. Figure 5 illustrates the two alternatives and the preferred alternative in relation to aquatic areas. Table 1 provides a summary of each alternative.

Alternative 1

This alternative utilizes the existing compacted gravel road to the northeast of the proposed Project. This alternative was chosen due to the presence of an existing road, and close proximity to existing utility lines that will be used to provide utilities to the proposed structure. This alternative would encroach into the 50-foot buffer of two artificial seasonal wetlands (SW-2, SW-3; Figure 4), occurring as close as 15 feet, and partially fill one artificial seasonal wetland (SW-1) that is located on the compacted gravel. Functional capacity of the artificial wetland within the road alignment would be reduced due to the filling of the feature. The reduced buffer to the other artificial wetlands is unlikely to reduce functional capacity as the existing buffer is of low quality, and development within the buffers would be similar to existing conditions and not significantly change existing capacity.

Alternative 2 (preferred alternative)

This alternative utilizes one of the existing compacted gravel roads and is in close proximity to existing utility lines under Jere Melo Lane. This alternative would avoid aquatic resources, providing at least a 7-foot buffer of one artificial seasonal wetland (SW-1) and 16-foot buffer of another artificial seasonal wetland (SW-2). No filling of artificial wetlands would be necessary. The reduced buffer to the artificial wetlands is unlikely to reduce functional capacity as the existing buffer is of low quality, and development within the buffers would be similar to existing conditions and not significantly change existing capacity.

Alternative 3

This alternative utilizes a portion of a prior compacted gravel road for access; however, due to the presence of the drainage ditch along Jere Melo Lane, a road crossing, approximately 18-feet in width, would have to be constructed across the drainage ditch for access. This Alternative would

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avoid the 50 foot buffer of two artificial seasonal wetlands (SW-1, SW-3) and would be immediately adjacent to one artificial seasonal wetland (SW-2) (no buffer). Functional capacity of the drainage ditch would be reduced due to the infrastructure required to be placed in the ditch. Functional capacity of the artificial wetland immediately adjacent to the proposed alignment would be reduced due to a loss of buffer along one side of the feature. The reduced buffer to the other artificial wetlands is unlikely to reduce functional capacity as the existing buffer is of low quality, and development within the buffers would be similar to existing conditions and not significantly change existing capacity.

Table 1. Alternatives Analysis Summary

Alternative	Wetland Impacts	Drainage Ditch Impacts
1	Partial fill of one artificial seasonal wetland and encroachment up to 15 feet of artificial seasonal wetland	No impacts
2 (preferred alternative)	No fill of artificial seasonal wetlands and encroachment up to 7-feet of one artificial seasonal wetland	No impacts
3	Avoidance of 50-foot buffer of two artificial seasonal wetlands and no buffer for one artificial seasonal wetland	Fill portion of the ditch to cross

Based on the analysis above, the preferred alternative is the least damaging feasible alternative as no aquatic resources will be directly impacted and all will be avoided with sufficient distance to employ erosion and water quality Best Management Practices (BMP's) to prevent potential impacts, while maintaining existing buffer quality and functional capacity.

6.3 Buffer Analysis

Projects that propose construction with a buffer of less than 100 feet from an ESHA must provide information that indicates a lesser buffer distance will not have a significant adverse impact on the habitat. As noted above, the designation of non-ESHA of the artificial seasonal wetlands and coastal tufted hairgrass meadow is in the professional opinion of WRA; however, should regulators disagree with the non-ESHA designation and consider the areas as ESHA, a buffer analysis is provided. This assessment is presented below in Table 3. The assessment utilizes guidelines outlined in the City of Fort Bragg LCP to assess the impacts of a reduced buffer zone on the artificial seasonal wetland, drainage ditch, and grassland present within 100 feet of the Project. The impacts to the 100-foot buffer of these areas by the proposed Project is summarized in Table 2 below.

Table 2. Buffer Impacts

Area	Total Buffer in Study Area (acres)	Impacted Buffer (acres)	Percent Buffer To Remain
Artificial Seasonal Wetlands	1.52	0.20	87
Drainage Ditch	0.61	0.06	91
Tufted Hairgrass Meadow	1.43	0.10	94

As proposed, the access road will be located within 7-feet of one artificial seasonal wetland (SW-1), 16-feet of a second artificial seasonal wetland (SW-2), 50-feet of a third artificial seasonal wetland (SW-3), and 70-feet of a drainage ditch. Additionally, the parking area is proposed 39-feet from the tufted hairgrass meadow, which is likely present due to seeding and not natural recruitment (Figure 5).

Table 3. Reduced Buffer Analysis

Criteria for Establishing Buffer Areas (Policy OS-1.9)

Policy Assessment

Width. The width of the buffer area shall be a minimum of 100 feet, unless an applicant can demonstrate, after consultation with the California Department of Fish and Wildlife, other relevant resource agencies, and the City, that 100 feet is not necessary to protect the resources of that particular habitat area and the adjacent upland transitional habitat function of the buffer from possible significant disruption caused by the proposed development. The buffer areas shall be measured from the outside edge of the Environmentally Sensitive Habitat Areas (ESHAs) and in no event shall be less than 30 feet in width.

As described in Section 5.1.1, the wetlands are presumed artificial, and the grassland dominated by native grass is present due to seeding and not natural recruitment. As such, these areas do not meet the criteria of ESHA and are not considered as such in this report. However, as the non-ESHA designation is in the professional opinion of WRA and not necessarily of the regulators, a reduced buffer analysis is provided should these areas be considered ESHA.

The proposed Project is situated within 100-feet of these areas. An alternatives analysis was conducted that considered two other alternatives along with the proposed Project, and the proposed Project (preferred alternative) is determined to be least damaging feasible alternative as it fully avoids the artificial seasonal wetlands.

Recommendations in Section 7 below are provided to reduce potential impacts and to allow for continued functional capacity and biological continuance. The proposed Project has been designed to be the minimal extent practical while still serving the purpose of providing a space for marine science activities. With implementation of the recommendations, a reduced buffer is anticipated to allow for the continuance and function of the artificial wetlands, drainage ditch, and coastal tufted hairgrass meadow.

a. Biological Significance of Adjacent Lands

Lands adjacent to a wetland, stream, or riparian habitat area vary in the degree to which they are functionally related to these habitat areas. Functional relationships may exist if species associated with such areas spend a significant portion of their life cycle on adjacent lands. The degree of significance depends upon the habitat requirements of the species in the habitat area (e.g., nesting, feeding, breeding, or resting).

Where a significant functional relationship exists, the land supporting this relationship shall also be considered to be part of the Aquatic areas and coastal tufted hairgrass meadow include the literal extent of the resource (i.e., the edge of the wetland or edge of habitat) as the buffer surrounding each is unlikely to provide a significant functional relationship when compared to areas outside the buffer due to similar conditions present within and outside the buffer area.

Existing conditions of aquatic 100-foot buffers will not significantly change as the proposed development within the 100-foot buffer is an access road, and the existing 100-foot buffer already includes compacted gravel roads. Existing conditions of the grassland 100-foot buffer is non-native grassland or planted grassland on fill soils. The grassland will be avoided by at least 39-feet and that

Criteria for Establishing Buffer Areas (Policy OS-1.9)					
Policy	Assessment				
ESHA, and the buffer area shall be measured from the edge of these lands and be sufficiently wide to protect these functional relationships. Where no significant functional relationships exist, the buffer shall be measured from the edge of the ESHA that is adjacent to the proposed development.	buffer will remain in similar condition following the completion of the proposed development. The proposed Project will develop a relatively small portion of the 100-foot buffer of the grassland, while the majority of the 100-foot buffer will be avoided.				
	The functional relationship between the artificial wetlands and grassland and associated buffer, upon completion of the Project, will be similar to current conditions. Therefore, the buffer widths for those areas to the proposed development is sufficiently wide to protect the existing functional relationships.				
	Standard Best Management Practices (BMP's) as recommended in Section 7 will ensure protection of the artificial seasonal wetlands, drainage ditch, and coastal tufted hairgrass meadow during construction.				
b. Sensitivity of Species to Disturbance					
The width of the buffer zone shall be based, in part, on the distance necessary to ensure that the most sensitive species of plants and animals will not be disturbed significantly by the permitted development. Such a determination shall be based on the following after consultation with CDFW or others with similar expertise: (a) Nesting, feeding, breeding, resting, or other habitat requirements of both resident and migratory fish and wildlife species (b) An assessment of the short-term and long-term adaptability of various species to human disturbance. (c) An assessment of the impact and activity levels of the proposed development on the resource	Two special-status birds and non-listed birds have the potential to nest within the 100-foot buffer of the proposed Project. No special-status species are determined to utilize the seasonal wetlands. Special-status plants are presumed absent. (a) The artificial seasonal wetlands are very small and do not provide unique or special values to wildlife. In general, the Study Area provides some habitat value for nesting, foraging, and cover for special-status birds and non-status birds considered under the MBTA and CFGC; pre-construction surveys will determine the presence of such species and provide recommendations to avoid impacts (See Section 7 below). (b) The Study Area is situated between two developed areas, including a recreational trail that is regularly visited by humans. Localized wildlife is ostensibly tolerant of the current degree of human activity. The proposed Project will reduce potential wildlife habitat; however, the reduction in habitat is not significant and similar habitat is present in the vicinity of the Study Area and can be used by				

wildlife.

	OS-1.9)		
Policy	Assessment		
	(c) With the implementation of Recommendation 3 pre-construction surveys will be performed to ensure that the implementation of the proposed Project will not impact special-status or nesting birds.		
c. Erosion Susceptibility			
The width of the buffer zone shall be based, in part, on an assessment of the slope, soils, impervious surface coverage, runoff characteristics, and vegetative cover of the parcel proposed for development and adjacent lands. A sufficient buffer to allow for the interception of any additional material eroded as a result of the proposed development shall be provided	seasonal wetland during construction.		
d. Use of Natural Topography			
Where feasible, use hills and bluffs adjacent to ESHA to buffer these habitat areas. Where otherwise permitted, locate development on the sides of hills away from ESHA. Include bluff faces in the buffer area.	There are no natural topographic features that can be used as areas of buffer for the proposed Project. One artificial seasonal wetland is located in a topographic swale and the proposed Project utilizes the flat land above the swale for development.		
e. Use Existing Man-Made Features			
Where feasible, use man-made features such as roads and dikes to buffer ESHA	The proposed Project utilizes existing developed areas including the compacted gravel roads. Additionally, the proposed Project is located immediately adjacent to a large area of recently placed fill soils.		

Criteria for Establishing Buffer Areas (Policy OS-1.9)					
Policy	Assessment				
Where an existing subdivision or other development is largely built-out and the buildings are a uniform distance from a habitat area, at least that same distance shall be required as a buffer zone for any new development permitted. However, if that distance is less than 100 feet, additional mitigation measures (e.g., planting of native vegetation) shall be provided to ensure additional protection.	The proposed Project is located on a parcel formerly of the Georgia-Pacific Mill. Adjacent development includes abandoned lots covered in concrete to the east, the City Wastewater Treatment Plant to the north, and is located on a former log deck. Recommendations provided in Section 7 will protect artificial wetlands, drainage ditch, and coastal tufted hairgrass meadow areas.				
g. Type and Scale of Development Proposed					
The type and scale of the proposed development will, to a large degree, determine the size of the buffer zone necessary to protect the ESHA. Such evaluations will be made on a case-bycase basis depending upon the resources involved, the degree to which adjacent lands have been developed, and the type of development already existing in the area.	The proposed Project is a simple, low-profile structure similar to storage structures at the nearby Wastewater Treatment Facility. The proposed Project has been adjusted from original plans to avoid the artificial wetlands, drainage ditch, and coastal tufted hairgrass meadow and maximize use of non-ESHA areas (i.e., existing roads and non-native grassland).				

7.0 RECOMMENDATIONS

The following are recommendations to protect the Study Area's overall biological integrity.

7.1 Land Cover Types

7.1.1 Terrestrial Land Cover Types

The Study Area includes five terrestrial land cover types: developed areas, non-native grassland, Himalayan blackberry scrub, coyote brush scrub, and coastal tufted hairgrass meadow. Of these, only coastal tufted hairgrass meadow may be considered a potential ESHA; as the grassland is presumably only present due to seeding that occurred following placement of fill soil and not from natural recruitment, the grassland is not considered an ESHA in this report. However, the proposed Project has been intentionally sited 39-feet from the grassland to provide a buffer and development will not encroach into the buffer. The following recommendation is provided to avoid accidental impacts to the grassland during construction:

Recommendation 1: The literal extent of the grassland within the vicinity of the Project will be demarcated with high visibility flagging or fencing. All construction staff will be made aware of

Biological Resources Report May 2024 WRA, Inc. Page 26 the grassland and the status as a protected area. No staging or staff will enter the grassland habitat.

7.1.2 Aquatic Resources

The Study Area includes three seasonal wetlands which are all considered to be artificial, as discussed in Section 5.1.1, and a drainage ditch. As the wetlands are considered artificial, they are determined to not be ESHA. However, as the wetlands may be considered ESHA by regulators, potential impacts are considered in this report and recommendations for avoidance are provided. The proposed Project will avoid the literal extent of the artificial wetlands but is within 100-feet (see reduced buffer analysis above), avoiding at least 7-feet and up to 50-feet of the artificial wetlands. The drainage ditch will be avoided by at least 20 feet. As existing conditions and function and value of the aquatic resources are low, and the wetlands are likely artificial, the reduced buffer is determined unlikely to reduce the value and function of the artificial wetlands. Project construction may potentially impact the features through accidental encroachment or sediment deposition. However, the following recommendations are provided to protect the artificial wetlands during construction:

<u>Recommendation 2</u>: The literal extent of the aquatic resources will be demarcated with silt fencing. All construction staff will be made aware of the aquatic resources and their status as a protected habitat.

No equipment or materials will be laid down within the fencing barrier. All materials will be stored on existing hardscaped areas or, if laid down on existing vegetation, will only be laid down in those areas scheduled for development. Spill prevention devices will be readily available during construction and utilized for all toxic liquids/materials including but not limited to gasoline, diesel, motor oil, solvents, paints, and herbicides. These materials should be stored 100 feet or greater from the aquatic resources though they may necessarily require use within 100 feet.

Sediment migration and erosion control measures will be deployed to protect the aquatic resources. Such barriers may include weed-free hay bales, weed-free straw waddles, silt fencing, and/or a combination of these materials. Regular inspection of the barriers will be deployed and immediate remedies of damaged or compromised areas of the barriers. The barriers will be installed between areas of land disturbance and the aquatic resources, located as far from the resources as feasible.

All land disturbance activities will occur during the dry season (May 15 through October 15) and will be suspended during rainfalls of greater than one-half inch over a 24-hour period, all activities will cease for 24 hours after perceptible rain ceases.

<u>Recommendation 3</u>: The proposed Project should include a stormwater swale between paved areas and the aquatic resources to enhance the buffer.

7.2 Special-status Species

7.2.1 Special-status Plants

The Study Area does not support special-status plants; therefore, no further actions are recommended for such.

7.2.2 Special-status Wildlife

The Study Area has the potential to support two special-status wildlife: grasshopper sparrow (Ammodramus savannarum) and Bryant's savannah sparrow (Passerculus sandwichensis alaudinus). The following recommendations are to protect these special-status species as well as non-status nesting birds.

Recommendation 4: Vegetation alteration/removal and initial ground disturbance should occur from August 16 to January 31, outside of the general bird nesting season. If activities during this time are not feasible, a pre-construction nesting bird survey should be performed by a qualified biologist no more than 7 days prior to the initiation of ground disturbance. The survey should cover the Project Area and surrounding areas within 500 feet. If active bird nests are found during the survey, an appropriate no-disturbance buffer should be established by the qualified biologist. Once it is determined that the young have fledged (left the nest) or the nest otherwise becomes inactive (e.g., due to predation), the buffer may be lifted and work may be initiated within the buffer. If more than 14 days of no work occurs during the nesting season, birds may begin nesting; therefore, if more than 14 days of no work occurs during the nesting season, an additional nesting survey is recommended.

7.2.3 Wildlife Movement

There is no Critical Habitat, Essential Fish Habitat, or regional migratory corridors that will be impacted from the proposed Project. The existing redevelopment within and adjacent to the Study Area is in and of itself unlikely to result in any significant impacts to local wildlife movement. Preservation of portions of the Study Area's open habitats will also allow for continued localized movement of wildlife. No further actions are recommended for Critical Habitat, Essential Fish Habitat, or wildlife corridors.

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Appendix A

Figures

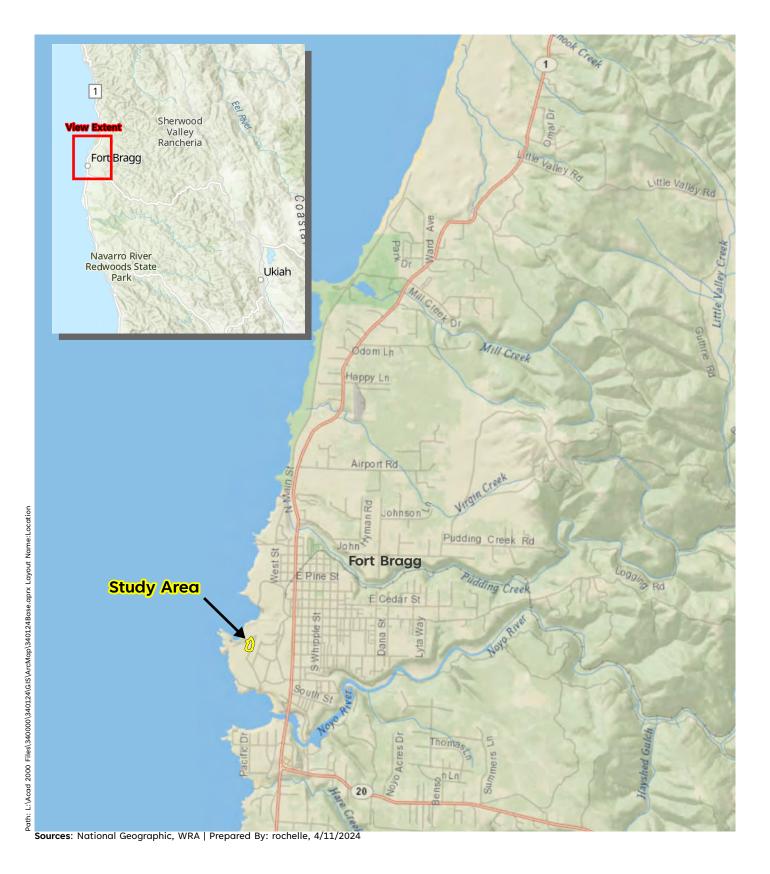


Figure 1. Study Area Regional Location Map

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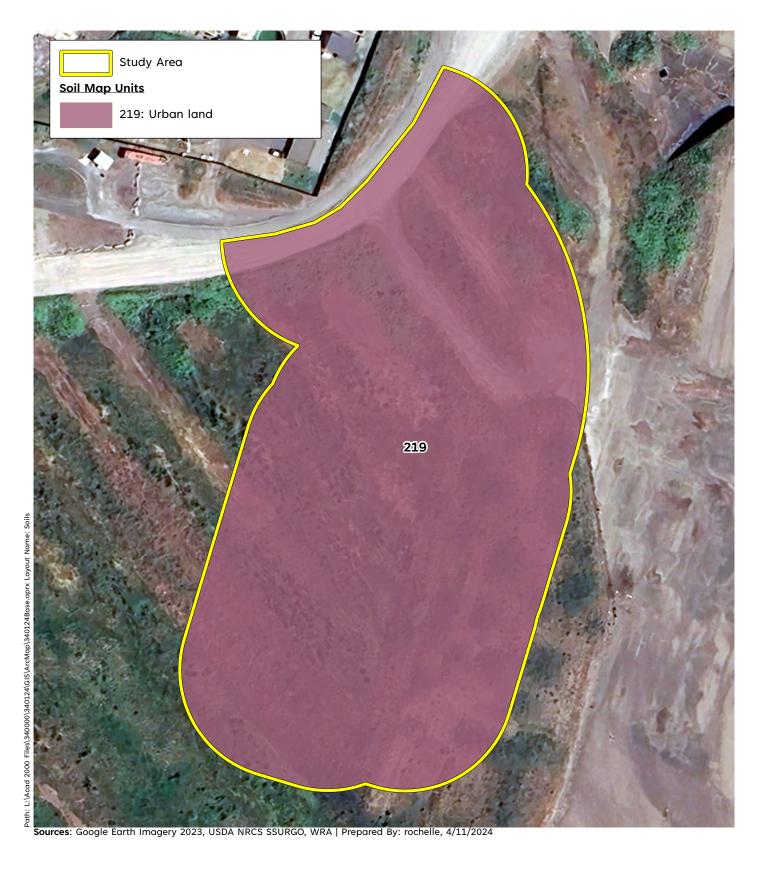
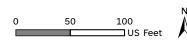


Figure 2. Soil Types within the Study Area





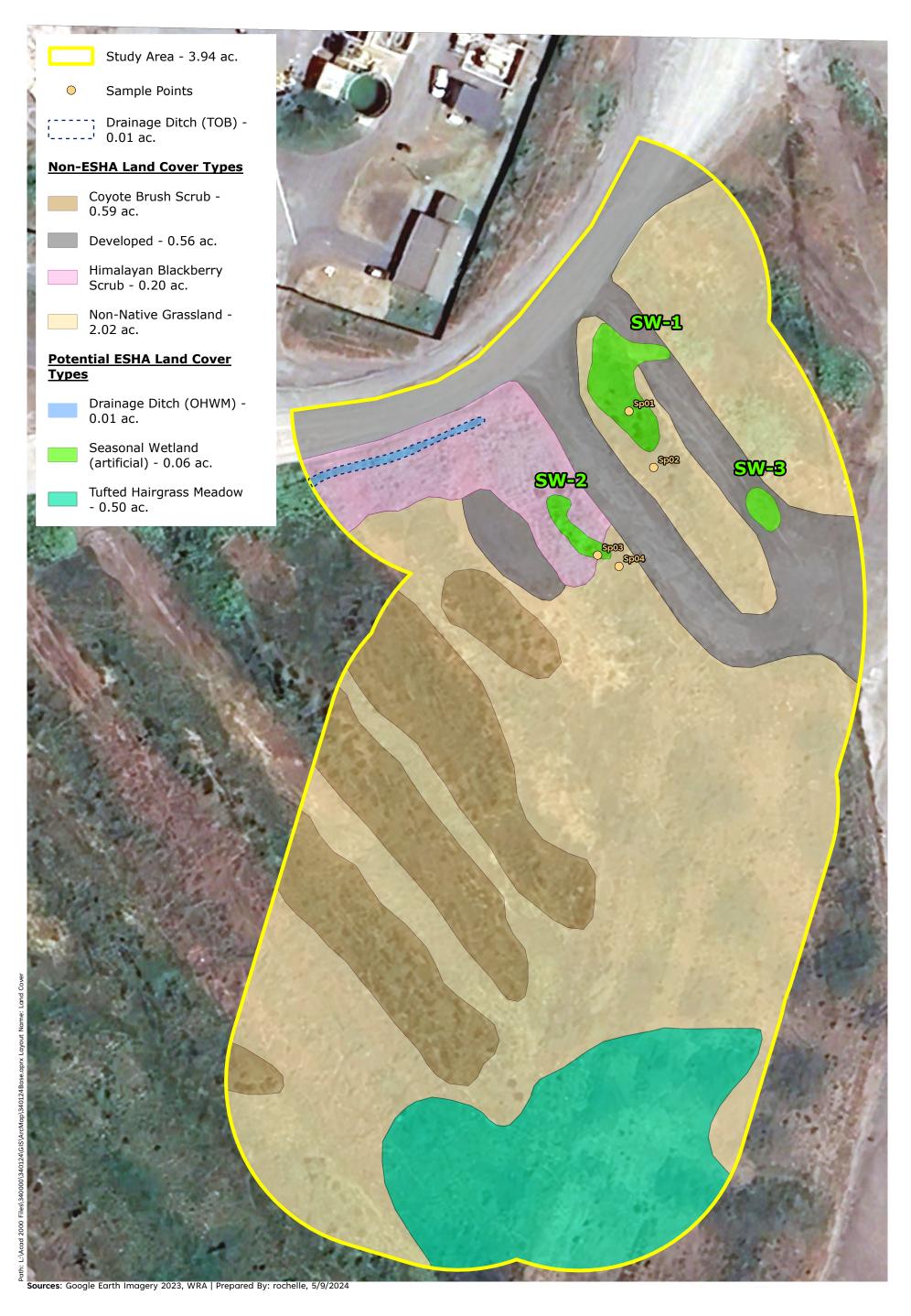


Figure 3. Land Cover Types



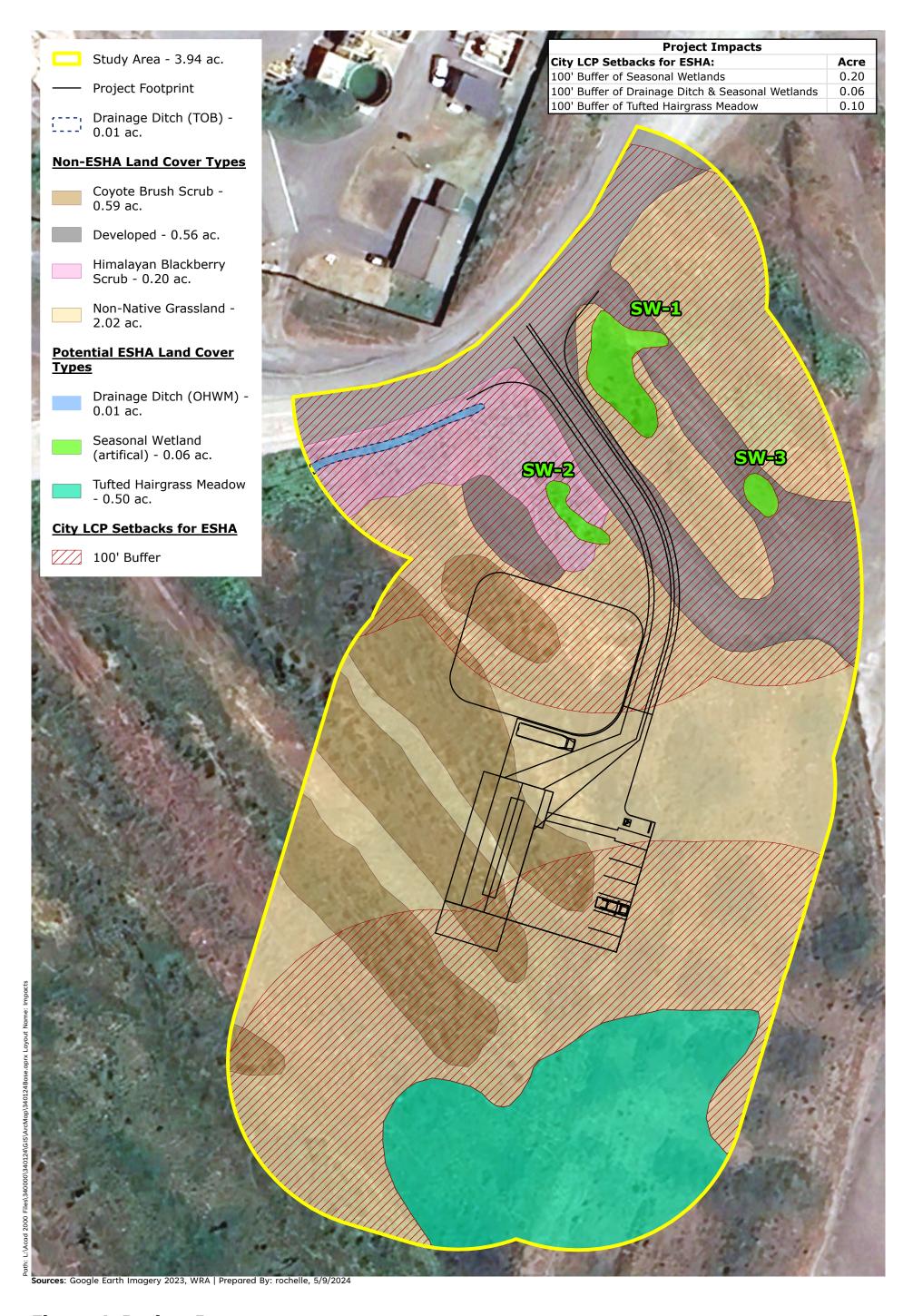


Figure 4. Project Impacts



Figure 5. Alternatives - CONNECT ELECTRICAL LINE TO (E) ELECTRICAL SERVICE CONNECT WATER -PIPE TO (E) WATER PIPE CONNECT SEWER — (E) FENCE WASTEWATER -SEASONAL WETLAND (E) AC MULTI-USE PATH COASTAL A KAVEEN TRAIL MELO JERE - SEASONAL WETLAND (E) GRAVEL ACCESS ROAD 8493 SF SELF-RETAINI AREA (E) FENCE & APPROXIMATE PROPERTY LINE (E) CONTOUR, 28'x80' — WORKSHOP SITE PLAN- ALT 5' HIGH FENCE 38' X 20' FENCED AREA - 20'x10' PARKING SPACE, TYP Alternative 1. POST W/BLUE REFLECTIVE TAPE TUFTED HAIRGRASS MEADOW C1.1 SITE PLAN DATE 05/2024

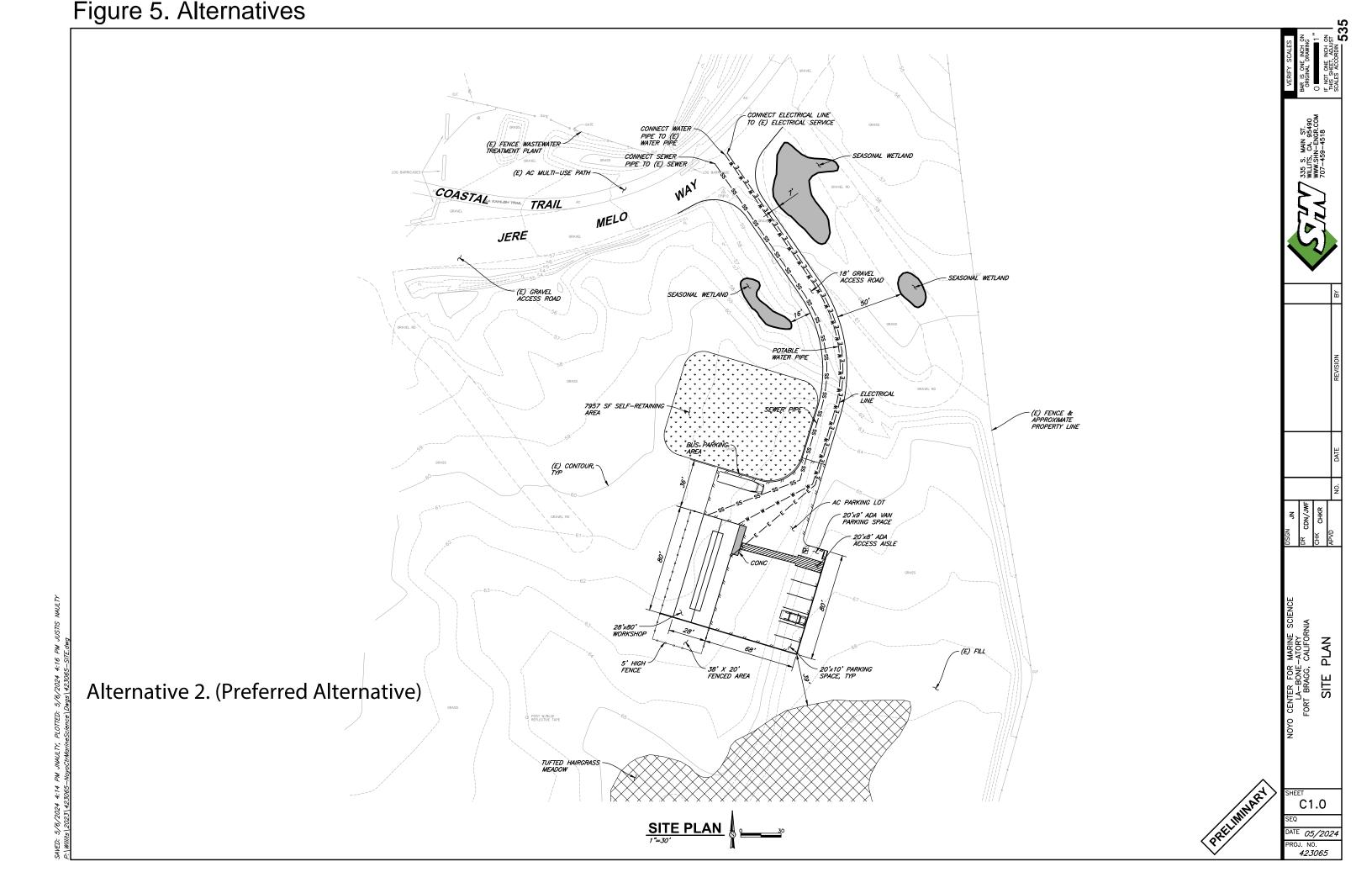


Figure 5. Alternatives - CONNECT ELECTRICAL LINE ~10 (É) ELECTRICAL SERVICE CONNECT WATER -PIPE TO (E) WATER PIPE CONNECT SEWER — (E) FENCE WASTEWATER -SEASONAL WETLAND (E) AC MULTI-USE PATH COASTAL A KAVEEN TRAIL (E) GRAVEL — ACCESS ROAD WAY MELO **JERE** SEASONAL WETLAND - SEASONAL WETLAND POTABLE — WATER PIPE 8200 SF SELF-RETAINING AREA (E) FENCE & APPROXIMATE PROPERTY LINE (E) CONTOUR, 28'x80' — WORKSHOP ALTSITE PLAN-5' HIGH FENCE - 38' X 20' FENCED AREA - 20'x10' PARKING SPACE, TYP Alternative 3. POST W/BLUE REFLECTIVE TAPE TUFTED HAIRGRASS MEADOW C1.2 SITE PLAN

/"=30"

DATE 05/2024 PROJ. NO. 423065

Appendix B
Observed Species List

Appendix B. Plant Species Observed within the Study Area on March 31, 2024

SCIENTIFIC NAME	COMMON NAME	ORIGIN	FORM	RARITY STATUS ¹	CAL-IPC STATUS ²	WETLAND STATUS ³
Achillea millefolium	Yarrow	native	perennial herb	-	-	FACU
		non-native	annual, perennial			
Anthoxanthum odoratum	Sweet vernal grass	(invasive)	grass	-	Moderate	FACU
		non-native				
Bromus diandrus	Ripgut brome	(invasive)	annual grass	-	Moderate	-
Callitriche sp.	-	-	-	-	-	-
Carduus pycnocephalus ssp.		non-native				
pycnocephalus	Italian thistle	(invasive)	annual herb	-	Moderate	-
		non-native				
Carpobrotus edulis	Iceplant	(invasive)	perennial herb	-	High	-
		non-native				
Cortaderia jubata	Andean pampas grass	(invasive)	perennial grass	-	High	FACU
		non-native				
Cotula coronopifolia	Brass buttons	(invasive)	perennial herb	-	Limited	OBL
			perennial			
Cyperus eragrostis	Tall cyperus	native	grasslike herb	-	-	FACW
Deschampsia cespitosa ssp.						
holciformis	Coastal tufted hair grass	native	perennial grass	-	-	FACW
Eriogonum latifolium	Coast buckwheat	native	perennial herb	-	-	-
			annual, perennial			
Eschscholzia californica	California poppy	native	herb	-	-	-
Festuca bromoides	Brome fescue	non-native	annual grass	-	-	FAC
		non-native	annual, perennial			
Festuca perennis	Italian rye grass	(invasive)	grass	-	Moderate	FAC
		non-native				
Geranium dissectum	Wild geranium	(invasive)	annual herb	-	Limited	-
	-		annual, perennial			
Geranium molle	Crane's bill geranium	non-native	herb	-	-	-
	-	non-native				
Holcus lanatus	Common velvetgrass	(invasive)	perennial grass	-	Moderate	FAC
Hordeum marinum ssp.		non-native				
gussoneanum .	Mediterranean barley	(invasive)	annual grass	-	Moderate	FAC

Appendix B. Plant Species Observed within the Study Area on March 31, 2024

SCIENTIFIC NAME	COMMON NAME	ORIGIN	FORM	RARITY STATUS ¹	CAL-IPC STATUS ²	WETLAND STATUS ³
			annual grasslike			
Isolepis cernua	Low bulrush	native	herb	-	-	OBL
			perennial			
Juncus effusus ssp. pacificus	Pacific rush	native	grasslike herb	-	-	FACW
			perennial			
Juncus patens	Common rush	native	grasslike herb	-	-	FACW
Lotus corniculatus	Bird's foot trefoil	non-native	perennial herb	-	-	FAC
Lupinus sp.	-	-	-	-	-	-
· · · · · · · · · · · · · · · · · · ·		non-native	annual, perennial			
Lythrum hyssopifolia	Hyssop loosestrife	(invasive)	herb	-	Limited	OBL
•	·	non-native				
Medicago polymorpha	Bur clover	(invasive)	annual herb	-	Limited	FACU
		non-native				
Mentha pulegium	Pennyroyal	(invasive)	perennial herb	-	Moderate	OBL
Plantago coronopus	Cut leaf plantain	non-native	annual herb	-	-	FAC
	·	non-native	annual, biennial			
Raphanus sativus	Wild radish	(invasive)	herb	-	Limited	-
·		non-native				
Rubus armeniacus	Himalayan blackberry	(invasive)	shrub	-	High	FAC
Sisyrinchium bellum	Blue eyed grass	native	perennial herb	-	-	FACW
Stellaria pallida	Pale starwort	non-native	annual herb	-	-	-
Trifolium subterraneum	Subterranean clover	non-native	annual herb	-	-	_
Vicia sativa	Spring vetch	non-native	annual herb, vine	_	_	UPL

Note: All species identified using the *Jepson eFlora* [Jepson Flora Project (eds.) 2024]; nomenclature follows *Jepson eFlora* [Jepson Flora Project (eds.) 2024] or Inventory of Rare and Endangered Plants (CNPS 2024a). Sp.: "species," intended to indicate that the observer was confident in the identity of the genus but uncertain which species.

¹ California Native Plant Society. 2024a. Inventory of Rare and Endangered Plants (online edition). Sacramento, California. Online at: http://rareplants.cnps.org/; most recently accessed: April 2024.

FE: Federal Endangered
FT: Federal Threatened
SE: State Endangered
ST: State Threatened
SR: State Rare

Rank 1A: Plants presumed extinct in California



Appendix B. Plant Species Observed within the Study Area on March 31, 2024

Rank 1B: Plants rare, threatened, or endangered in California and elsewhere

Rank 2: Plants rare, threatened, or endangered in California, but more common elsewhere

Rank 3: Plants about which we need more information – a review list

Rank 4: Plants of limited distribution – a watch list

² California Invasive Plant Council. 2024. California Invasive Plant Inventory Database. California Invasive Plant Council, Berkeley, CA. Online at: http://www.calipc.org/paf/; most recently accessed: April 2024.

High: Severe ecological impacts; high rates of dispersal and establishment; most are widely distributed ecologically.

Moderate: Substantial and apparent ecological impacts; moderate-high rates of dispersal, establishment dependent on disturbance; limited-

moderate distribution ecologically

Limited: Minor or not well documented ecological impacts; low-moderate rate of invasiveness; limited distribution ecologically

Assessed: Assessed by Cal-IPC and determined to not be an existing current threat

³ U.S. Army Corps of Engineers. 2022. National Wetland Plant List, version 3.6. Online at: http://wetland-plants.sec.usace.army.mil/

OBL: Almost always found in wetlands

FACW: Usually found in wetlands

FAC: Equally found in wetlands and uplands

FACU: Usually not found in wetlands
UPL: Almost never found in wetlands

NL: Not listed, assumed almost never found in wetlands
NI: No information; not factored during wetland delineation

Appendix C

Special-status Species Potentials Table

Appendix C. Potential for Special-status Species to Occur in the Study Area. List compiled from the CDFW BIOS database (CDFW 2024a), USFWS IPaC Report (USFWS 2024b), and CNPS Electronic Inventory (CNPS 2024a) searches. The Noyo Hill, Dutchmans Knoll, Inglenook, Fort Bragg, Mathison Peak, and Mendocino USGS 7.5' quadrangles were included in the search.

Table C-1. Potential Special-Status Plants

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Plants				
pink sand-verbena Abronia umbellata var. breviflora	Rank 1B.1	Coastal dunes. Elevation ranges from 0 to 35 feet (0 to 10 meters). Blooms Jun-Oct.	Unlikely. The Study Area does not include dune habitat.	Not Present . No further recommendations.
Blasdale's bent grass Agrostis blasdalei	Rank 1B.2	Coastal bluff scrub, coastal dunes, coastal prairie. Elevation ranges from 0 to 490 feet (0 to 150 meters). Blooms May-Jul.	Unlikely. The Study Area is relatively disturbed and is dominated by dense nonnative grasses that likely preclude this species.	Not Present. No further recommendations.
sea-watch Angelica lucida	Rank 4.2	Coastal bluff scrub, coastal dunes, coastal scrub, marshes and swamps (coastal salt). Elevation ranges from 0 to 490 feet (0 to 150 meters). Blooms Apr-Sep.	Unlikely. The Study Area is relatively disturbed. No vegetation of any Angelica species was observed during the March 31 floristic survey.	Not Present . No further recommendations.
pygmy manzanita Arctostaphylos nummularia ssp. mendocinoensis	Rank 1B.2	Closed-cone coniferous forest (acidic sandy clay). Elevation ranges from 295 to 655 feet (90 to 200 meters). Blooms Jan.	No Potential. The Study Area does not include acidic sandy clay soils.	Not Present . No further recommendations.
Humboldt County milk- vetch Astragalus agnicidus	SE, Rank 1B.1	Broadleafed upland forest, north coast coniferous forest. Elevation ranges from 395 to 2625 feet (120 to 800 meters). Blooms (Mar)Apr-Sep.	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Point Reyes blennosperma Blennosperma nanum var. robustum	SR, Rank 1B.2	Coastal prairie, coastal scrub. Elevation ranges from 35 to 475 feet (10 to 145 meters). Blooms Feb-Apr.	Unlikely. The Study Area is relatively disturbed and underlain by fill soils.	Not Present . No further recommendations.
Bolander's reed grass Calamagrostis bolanderi	Rank 4.2	Bogs and fens, broadleafed upland forest, closed-cone coniferous forest, coastal scrub, marshes and swamps (freshwater), meadows and seeps (mesic), north coast coniferous forest. Elevation ranges from 0 to 1495 feet (0 to 455 meters). Blooms May-Aug.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
Thurber's reed grass Calamagrostis crassiglumis	Rank 2B.1	Coastal scrub (mesic), marshes and swamps (freshwater). Elevation ranges from 35 to 195 feet (10 to 60 meters). Blooms May-Aug.	No Potential. The Study Area does not include mesic scrub or marsh habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
coastal bluff morning- glory Calystegia purpurata ssp. saxicola	Rank 1B.2	Coastal bluff scrub, coastal dunes, coastal scrub, north coast coniferous forest. Elevation ranges from 0 to 345 feet (0 to 105 meters). Blooms (Mar)Apr-Sep.	Unlikely. The Study Area is historically and contemporarily disturbed. No vegetation of Calystegia was observed during the March 31 floristic survey. No specialstatus plants have been documented in the Study Area in previous assessments.	Not Present . No further recommendations.
California sedge Carex californica	Rank 2B.2	Bogs and fens, closed-cone coniferous forest, coastal prairie, marshes and swamps (margins), meadows and seeps. Elevation ranges from 295 to 1100 feet (90 to 335 meters). Blooms May-Aug.	Unlikely. The Study Area does not include mesic suitable habitat for the species. No special-status plants have been documented in the Study Area in previous assessments. No vegetation of Carex was observed during the March 31 floristic survey.	Not Present. No further recommendations.
lagoon sedge Carex lenticularis var. Iimnophila	Rank 2B.2	Bogs and fens, marshes and swamps, north coast coniferous forest. Elevation ranges from 0 to 20 feet (0 to 6 meters). Blooms Jun-Aug.	No Potential. The Study Area does not include forest or marsh habitat.	Not Present . No further recommendations.
livid sedge Carex livida	Rank 2A	Bogs and fens. Elevation ranges from 0 to 0 feet (0 to 0 meters). Blooms Jun.	No Potential. The Study Area does not include bogs or fens.	Not Present . No further recommendations.
Lyngbye's sedge Carex lyngbyei	Rank 2B.2	Marshes and swamps (brackish, freshwater). Elevation ranges from 0 to 35 feet (0 to 10 meters). Blooms Apr-Aug.	No Potential. The Study Area does not include marsh or swamp habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
deceiving sedge Carex saliniformis	Rank 1B.2	Coastal prairie, coastal scrub, marshes and swamps (coastal salt), meadows and seeps. Elevation ranges from 10 to 755 feet (3 to 230 meters). Blooms (May)Jun(Jul).	Unlikely. The Study Area does not include mesic suitable habitat for the species. No special-status plants have been documented in the Study Area in previous assessments. No vegetation of Carex was observed during the March 31 floristic survey.	Not Present. No further recommendations.
green yellow sedge Carex viridula ssp. viridula	Rank 2B.3	Bogs and fens, marshes and swamps (freshwater), north coast coniferous forest (mesic). Elevation ranges from 0 to 5250 feet (0 to 1600 meters). Blooms (Jun)Jul-Sep(Nov).	No Potential. The Study Area does not include forest or marsh habitat.	Not Present . No further recommendations.
johnny-nip Castilleja ambigua var. ambigua	Rank 4.2	Coastal bluff scrub, coastal prairie, coastal scrub, marshes and swamps, valley and foothill grassland, vernal pools (margins). Elevation ranges from 0 to 1425 feet (0 to 435 meters). Blooms Mar-Aug.	Moderate Potential. The Study Area includes grassland habitat and the species is relatively adapted to disturbance. There are documented occurrences within 5-miles of the Study Area.	Not Observed. This species was not observed during the March 31 floristic survey. No further recommendations.
Humboldt Bay owl's- clover Castilleja ambigua var. humboldtiensis	Rank 1B.2	Marshes and swamps (coastal salt). Elevation ranges from 0 to 10 feet (0 to 3 meters). Blooms Apr-Aug.	No Potential. The Study Area does not include marsh or swamp habitat.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Monterey Coast paintbrush Castilleja latifolia	Rank 4.3	Cismontane woodland (openings), closed-cone coniferous forest, coastal dunes, coastal scrub. Elevation ranges from 0 to 605 feet (0 to 185 meters). Blooms Feb-Sep.	Unlikely. The Study Area does not include dune or forest habitat. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Castilleja was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
Oregon coast paintbrush Castilleja litoralis	Rank 2B.2	Coastal bluff scrub, coastal dunes, coastal scrub. Elevation ranges from 50 to 330 feet (15 to 100 meters). Blooms Jun.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils No vegetation of Castilleja was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Mendocino Coast paintbrush Castilleja mendocinensis	Rank 1B.2	Closed-cone coniferous forest, coastal bluff scrub, coastal dunes, coastal prairie, coastal scrub. Elevation ranges from 0 to 525 feet (0 to 160 meters). Blooms Apr-Aug.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Castilleja was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	No special-status plants have been documented in the Study Area in previous assessments. Not Present. No further recommendations.
glory brush Ceanothus gloriosus var. exaltatus	Rank 4.3	Chaparral. Elevation ranges from 100 to 2000 feet (30 to 610 meters). Blooms Mar-Jun(Aug).	No Potential. The Study Area does not include chaparral or closed-cone pine forest habitat.	Not Present. No further recommendations.
Point Reyes ceanothus Ceanothus gloriosus var. gloriosus	Rank 4.3	Closed-cone coniferous forest, coastal bluff scrub, coastal dunes, coastal scrub. Elevation ranges from 15 to 1705 feet (5 to 520 meters). Blooms Mar-May.	No Potential. The Study Area does not include chaparral or closed-cone pine forest habitat. The Study Area has historic and contemporary disturbance and is underlain by fill soils.	Not Present. No further recommendations.
Howell's spineflower Chorizanthe howellii	FE, ST, Rank 1B.2	Coastal dunes, coastal prairie, coastal scrub. Elevation ranges from 0 to 150 feet (0 to 45 meters). Blooms May-Jul.	No Potential. The Study Area does not include dune habitat, has historic and contemporary disturbance and is underlain by fill soils.	Not Present. No further recommendations.
Pacific golden saxifrage Chrysosplenium glechomifolium	Rank 4.3	North coast coniferous forest, riparian forest. Elevation ranges from 35 to 1770 feet (10 to 540 meters). Blooms Feb-Jun.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Whitney's farewell-to- spring Clarkia amoena ssp. whitneyi	Rank 1B.1	Coastal bluff scrub, coastal scrub. Elevation ranges from 35 to 330 feet (10 to 100 meters). Blooms Jun-Aug.	No Potential. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Clarkia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
round-headed collinsia Collinsia corymbosa	Rank 1B.2	Coastal dunes. Elevation ranges from 0 to 65 feet (0 to 20 meters). Blooms Apr-Jun.	No Potential. The Study Area does not include dune habitat.	Not Present . No further recommendations.
Oregon goldthread Coptis laciniata	Rank 4.2	Meadows and seeps, north coast coniferous forest (streambanks). Elevation ranges from 0 to 3280 feet (0 to 1000 meters). Blooms (Feb)Mar-May(Sep-Nov).	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
bunchberry Cornus unalaschkensis	Rank 2B.2	Bogs and fens, meadows and seeps, north coast coniferous forest. Elevation ranges from 195 to 6300 feet (60 to 1920 meters). Blooms May-Jul.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
Mendocino dodder Cuscuta pacifica var. papillata	Rank 1B.2	Coastal dunes (interdune depressions). Elevation ranges from 0 to 165 feet (0 to 50 meters). Blooms (Jun)Jul-Oct.	No Potential. The Study Area does not include coastal dune habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
California pitcherplant Darlingtonia californica	Rank 4.2	Bogs and fens, meadows and seeps. Elevation ranges from 0 to 8480 feet (0 to 2585 meters). Blooms Apr-Aug.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.
swamp harebell Eastwoodiella californica	Rank 1B.2	Bogs and fens, closed-cone coniferous forest, coastal prairie, marshes and swamps (freshwater), meadows and seeps, north coast coniferous forest. Elevation ranges from 5 to 1330 feet (1 to 405 meters). Blooms Jun-Oct.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present. No further recommendations.
supple daisy Erigeron supplex	Rank 1B.2	Coastal bluff scrub, coastal prairie. Elevation ranges from 35 to 165 feet (10 to 50 meters). Blooms May-Jul.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Erigeron was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
bluff wallflower Erysimum concinnum	Rank 1B.2	Coastal bluff scrub, coastal dunes, coastal prairie. Elevation ranges from 0 to 605 feet (0 to 185 meters). Blooms Feb-Jul.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Erysimum was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
Menzies' wallflower Erysimum menziesii	FE, SE, Rank 1B.1	Coastal dunes. Elevation ranges from 0 to 115 feet (0 to 35 meters). Blooms Mar-Sep.	Unlikely. The Study Area does not include coastal dune habitat.	Not Present . No further recommendations.
Pacific gilia Gilia capitata ssp. pacifica	Rank 1B.2	Chaparral (openings), coastal bluff scrub, coastal prairie, valley and foothill grassland. Elevation ranges from 15 to 5465 feet (5 to 1665 meters). Blooms Apr-Aug.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Gilia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
dark-eyed gilia Gilia millefoliata	Rank 1B.2	Coastal dunes. Elevation ranges from 5 to 100 feet (2 to 30 meters). Blooms Apr-Jul.	No Potential. The Study Area does not include coastal dune habitat.	Not Present . No further recommendations.
American glehnia Glehnia littoralis ssp. leiocarpa	Rank 4.2	Coastal dunes. Elevation ranges from 0 to 65 feet (0 to 20 meters). Blooms May-Aug.	No Potential. The Study Area does not include coastal dune habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
congested-headed hayfield tarplant Hemizonia congesta ssp. congesta	Rank 1B.2	Valley and foothill grassland. Elevation ranges from 65 to 1835 feet (20 to 560 meters). Blooms Apr-Nov.	No Potential. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Hemizonia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
Tracy's tarplant Hemizonia congesta ssp. tracyi	Rank 4.3	Coastal prairie, lower montane coniferous forest, north coast coniferous forest. Elevation ranges from 395 to 3935 feet (120 to 1200 meters). Blooms (Mar-Apr)May-Oct.	No Potential. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Hemizonia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
short-leaved evax Hesperevax sparsiflora var. brevifolia	Rank 1B.2	Coastal bluff scrub (sandy), coastal dunes, coastal prairie. Elevation ranges from 0 to 705 feet (0 to 215 meters). Blooms Mar-Jun.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Hesperevax was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
pygmy cypress Hesperocyparis pygmaea	Rank 1B.2	Closed-cone coniferous forest (usually podzol-like soil). Elevation ranges from 100 to 1970 feet (30 to 600 meters). Blooms .	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
Point Reyes horkelia Horkelia marinensis	Rank 1B.2	Coastal dunes, coastal prairie, coastal scrub. Elevation ranges from 15 to 2475 feet (5 to 755 meters). Blooms May-Sep.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Horkelia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
harlequin lotus Hosackia gracilis	Rank 4.2	Broadleafed upland forest, cismontane woodland, closed-cone coniferous forest, coastal bluff scrub, coastal prairie, coastal scrub, marshes and swamps, meadows and seeps, north coast coniferous forest, valley and foothill grassland. Elevation ranges from 0 to 2295 feet (0 to 700 meters). Blooms Mar-Jul.	Moderate Potential. The Study Area includes suitable mesic habitat of this species; additionally this species is disturbance tolerant.	Not Observed. This species was not observed during the March 31 floristic survey. No further recommendations.
coast iris Iris longipetala	Rank 4.2	Coastal prairie, lower montane coniferous forest, meadows and seeps. Elevation ranges from 0 to 1970 feet (0 to 600 meters). Blooms Mar-May(Jun).	No Potential. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Iris was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
hair-leaved rush Juncus supiniformis	Rank 2B.2	Bogs and fens, marshes and swamps (freshwater). Elevation ranges from 65 to 330 feet (20 to 100 meters). Blooms Apr- May(Jun-Jul).	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Baker's goldfields Lasthenia californica ssp. bakeri	Rank 1B.2	Closed-cone coniferous forest (openings), coastal scrub, marshes and swamps, meadows and seeps. Elevation ranges from 195 to 1705 feet (60 to 520 meters). Blooms Apr-Oct.	Unlikely. The Study Area does not include mesic areas in suitable habitat.	Not Present. No further recommendations.
perennial goldfields Lasthenia californica ssp. macrantha	Rank 1B.2	Coastal bluff scrub, coastal dunes, coastal scrub. Elevation ranges from 15 to 1705 feet (5 to 520 meters). Blooms Jan-Nov.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Lasthenia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
marsh pea Lathyrus palustris	Rank 2B.2	Bogs and fens, coastal prairie, coastal scrub, lower montane coniferous forest, marshes and swamps, north coast coniferous forest. Elevation ranges from 5 to 330 feet (1 to 100 meters). Blooms Mar-Aug.	No Potential. The Study Area does not include mesic areas in suitable habitat.	Not Present . No further recommendations.
broad-lobed leptosiphon Leptosiphon latisectus	Rank 4.3	Broadleafed upland forest, cismontane woodland. Elevation ranges from 560 to 4920 feet (170 to 1500 meters). Blooms Apr-Jun.	No Potential. The Study Area does not include forest or woodland habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
coast lily Lilium maritimum	Rank 1B.1	Broadleafed upland forest, closed-cone coniferous forest, coastal prairie, coastal scrub, marshes and swamps (freshwater), north coast coniferous forest. Elevation ranges from 15 to 1560 feet (5 to 475 meters). Blooms May-Aug.	No Potential. The Study Area does not include mesic areas in suitable habitat.	Not Present . No further recommendations.
redwood lily Lilium rubescens	Rank 4.2	Broadleafed upland forest, chaparral, lower montane coniferous forest, north coast coniferous forest, upper montane coniferous forest. Elevation ranges from 100 to 6265 feet (30 to 1910 meters). Blooms (Mar)Apr-Aug(Sep).	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
heart-leaved twayblade Listera cordata	Rank 4.2	Bogs and fens, lower montane coniferous forest, north coast coniferous forest. Elevation ranges from 15 to 4495 feet (5 to 1370 meters). Blooms Feb-Jul.	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.
running-pine Lycopodium clavatum	Rank 4.1	Lower montane coniferous forest (mesic), marshes and swamps, north coast coniferous forest (mesic). Elevation ranges from 150 to 4020 feet (45 to 1225 meters). Blooms Jun-Aug(Sep).	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
northern microseris Microseris borealis	Rank 2B.1	Bogs and fens, lower montane coniferous forest, meadows and seeps. Elevation ranges from 3280 to 6560 feet (1000 to 2000 meters). Blooms Jun-Sep.	No Potential. The Study Area does not include perennially mesic or forest habitat and is below the elevation range of the species.	Not Present. No further recommendations.
leafy-stemmed mitrewort Mitellastra caulescens	Rank 4.2	Broadleafed upland forest, lower montane coniferous forest, meadows and seeps, north coast coniferous forest. Elevation ranges from 15 to 5580 feet (5 to 1700 meters). Blooms (Mar)Apr-Oct.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
Wolf's evening-primrose Oenothera wolfii	Rank 1B.1	Coastal bluff scrub, coastal dunes, coastal prairie, lower montane coniferous forest. Elevation ranges from 10 to 2625 feet (3 to 800 meters). Blooms May-Oct.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Oenothera was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
seacoast ragwort Packera bolanderi var. bolanderi	Rank 2B.2	Coastal scrub, north coast coniferous forest. Elevation ranges from 100 to 2135 feet (30 to 650 meters). Blooms (Jan- Apr)May-Jul(Aug).	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
North Coast phacelia Phacelia insularis var. continentis	Rank 1B.2	Coastal bluff scrub, coastal dunes. Elevation ranges from 35 to 560 feet (10 to 170 meters). Blooms Mar-May.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Phacelia was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
white-flowered rein orchid Piperia candida	Rank 1B.2	Broadleafed upland forest, lower montane coniferous forest, north coast coniferous forest. Elevation ranges from 100 to 4300 feet (30 to 1310 meters). Blooms (MarApr)May-Sep.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
California pinefoot Pityopus californicus	Rank 4.2	Broadleafed upland forest, lower montane coniferous forest, north coast coniferous forest, upper montane coniferous forest. Elevation ranges from 50 to 7300 feet (15 to 2225 meters). Blooms (Mar-Apr)May-Aug.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
nodding semaphore grass Pleuropogon refractus	Rank 4.2	Lower montane coniferous forest, meadows and seeps, north coast coniferous forest, riparian forest. Elevation ranges from 0 to 5250 feet (0 to 1600 meters). Blooms (Feb-Mar)Apr-Aug.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
dwarf alkali grass Puccinellia pumila	Rank 2B.2	Marshes and swamps (coastal salt). Elevation ranges from 5 to 35 feet (1 to 10 meters). Blooms Jul.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.
angel's hair lichen Ramalina thrausta	Rank 2B.1	North coast coniferous forest. Elevation ranges from 245 to 1410 feet (75 to 430 meters). Blooms .	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.
white beaked-rush Rhynchospora alba	Rank 2B.2	Bogs and fens, marshes and swamps (freshwater), meadows and seeps. Elevation ranges from 195 to 6695 feet (60 to 2040 meters). Blooms Jun-Aug.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.
round-headed beaked- rush Rhynchospora globularis	Rank 2B.1	Marshes and swamps (freshwater). Elevation ranges from 150 to 195 feet (45 to 60 meters). Blooms Jul-Aug.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present. No further recommendations.
great burnet Sanguisorba officinalis	Rank 2B.2	Bogs and fens, broadleafed upland forest, marshes and swamps, meadows and seeps, north coast coniferous forest, riparian forest. Elevation ranges from 195 to 4595 feet (60 to 1400 meters). Blooms Jul-Oct.	Unlikely. The Study Area does not include mesic areas in typical habitat.	Not Present. No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
maple-leaved checkerbloom Sidalcea malachroides	Rank 4.2	Broadleafed upland forest, coastal prairie, coastal scrub, north coast coniferous forest, riparian woodland. Elevation ranges from 0 to 2395 feet (0 to 730 meters). Blooms (Mar)Apr-Aug.	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.
purple-stemmed checkerbloom Sidalcea malviflora ssp. purpurea	Rank 1B.2	Broadleafed upland forest, coastal prairie. Elevation ranges from 50 to 280 feet (15 to 85 meters). Blooms May-Jun.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Sidalcea was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present . No further recommendations.
trifoliate laceflower Tiarella trifoliata var. trifoliata	Rank 3.2	Lower montane coniferous forest, north coast coniferous forest. Elevation ranges from 560 to 4920 feet (170 to 1500 meters). Blooms (May)Jun-Aug.	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.
Monterey clover Trifolium trichocalyx	FE, SE, Rank 1B.1	Closed-cone coniferous forest (burned areas, openings, sandy). Elevation ranges from 100 to 1000 feet (30 to 305 meters). Blooms Apr-Jun.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations.
coastal triquetrella Triquetrella californica	Rank 1B.2	Coastal bluff scrub, coastal scrub. Elevation ranges from 35 to 330 feet (10 to 100 meters). Blooms .	Unlikely. The Study Area does not include rock outcrops.	Not Present . No further recommendations.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Methuselah's beard lichen Usnea longissima	Rank 4.2	Broadleafed upland forest, north coast coniferous forest. Elevation ranges from 165 to 4790 feet (50 to 1460 meters). Blooms .	No Potential. The Study Area does not include forest habitat.	Not Present . No further recommendations.
fringed false-hellebore Veratrum fimbriatum	Rank 4.3	Bogs and fens, coastal scrub, meadows and seeps, north coast coniferous forest. Elevation ranges from 10 to 985 feet (3 to 300 meters). Blooms Jul-Sep.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.
Western dog violet Viola adunca	No Rank; this plant is considered an important larval food plant for the federal endangered Behrens silver spot butterfly.	Coastal prairie, coastal scrub, coastal bluff scrub, lower montane coniferous forest, North Coast conifer forest, meadows. Elevation ranges from 3 to 11,600 feet. Blooms Apr-Aug.	Unlikely. The Study Area has historic and contemporary disturbance and is underlain by fill soils. No vegetation of Viola was observed during the floristic survey on March 31. No special-status plants have been documented in the Study Area in previous assessments.	Not Present. No further recommendations.
alpine marsh violet Viola palustris	Rank 2B.2	Bogs and fens (coastal), coastal scrub (mesic). Elevation ranges from 0 to 490 feet (0 to 150 meters). Blooms Mar-Aug.	No Potential. The Study Area does not include perennially mesic habitat.	Not Present . No further recommendations.

Table C-2. Potential for Special-status wildlife species to Occur in the Study Area.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
WILDLIFE				
Mammals				
Antrozous pallidus pallid bat	SSC, WBWG High	Found in deserts, grasslands, shrublands, woodlands, and forests. Most common in open, forages along river channels. Roost sites include crevices in rocky outcrops and cliffs, caves, mines, trees and various manmade structures such as bridges, barns, and buildings (including occupied buildings). Roosts must protect bats from high temperatures. Very sensitive to disturbance of roosting sites.	Unlikely . This species is not known to occur along the coast.	Presumed Absent. No further recommendations for this species.
Aplodontia rufa nigra Point Arena mountain beaver	FE, SSC	Coastal areas in the vicinity of Point Arena with springs or seepages. Utilizes north-facing slopes of ridges and gullies with friable soils and thickets of undergrowth.	No Potential . The Study Area is outside the documented range of the species.	Not Present. No further recommendations for this species.
Arborimus pomo Sonoma tree vole	SSC	Occurs in old-growth and mature coniferous forests, particularly bishop pine forest, Douglas fir forest, coast redwood forest, and montane mixed conifer-hardwood. Recent documentation from Bishop pine stands.	No Potential. The Study Area does not include forest habitat.	Not Present. No further recommendations for this species.
Corynorhinus townsendii pallescens Pale big-eared bat	SSC	Roosts in caves, lava tubes, and abandoned mines. Feeds near forested areas, gleaning insects off plant leaves or in flight.	No Potential. The Study Area does not include suitable roosting or foraging habitat.	Not Present. No further recommendations for this species.

STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
SSC, WBWG High	Humid coastal regions of northern and central California. Roost in limestone caves, lava tubes, mines, buildings etc. Will only roost in the open, hanging from walls and ceilings; suitable roosting site limited. Extremely sensitive to disturbance	No Potential. The Study Area does not include suitable roosting habitat. This species may forage over the Study Area.	Not Present. No further recommendations for this species.
FD, MMC_SSC	Breeds on Año Nuevo, San Miguel and Farallon islands, Point Saint George, and Sugarloaf. Hauls-out on islands and rocks. Needs haul-out and breeding sites with unrestricted access to water, near aquatic food supply and with no human disturbance.	No Potential . The Study Area does not include beach or sea rock habitat.	Not Present. No further recommendations for this species.
FC, SSC	Known from mature to old-growth coniferous forest and deciduous riparian areas with high percent canopy closure. Uses cavities, snags, logs, and rocky areas for cover and denning. Requires large ranges of contiguous mature, dense forest.	No Potential. The Study Area does not include suitable forest habitat.	Not Present. No further recommendations for this species.
SSC	Most abundant in drier open stages of most shrub, woodland, and herbaceous vegetation types. Requires friable soils and open, uncultivated ground. Preys on burrowing rodents.	Unlikely. While suitable habitat is present, this species has not been documented along the Mendocino coast.	Presumed Absent. No further recommendations for this species.
	FD, MMC_SSC	SSC, WBWG High High High High Humid coastal regions of northern and central California. Roost in limestone caves, lava tubes, mines, buildings etc. Will only roost in the open, hanging from walls and ceilings; suitable roosting site limited. Extremely sensitive to disturbance FD, MMC_SSC Breeds on Año Nuevo, San Miguel and Farallon islands, Point Saint George, and Sugarloaf. Hauls-out on islands and rocks. Needs haul-out and breeding sites with unrestricted access to water, near aquatic food supply and with no human disturbance. FC, SSC Known from mature to old-growth coniferous forest and deciduous riparian areas with high percent canopy closure. Uses cavities, snags, logs, and rocky areas for cover and denning. Requires large ranges of contiguous mature, dense forest. SSC Most abundant in drier open stages of most shrub, woodland, and herbaceous vegetation types. Requires friable soils and open, uncultivated ground. Preys on	SSC, WBWG High High High High High High High High

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Accipiter gentilis Northern goshawk	SSC	Year-round resident in extensive forests, primarily those with oldgrowth or otherwise mature stands of conifer or mixed coniferhardwood. Nests in large trees, with some vertical heterogeneity. Preys on forest birds and mammals.	Unlikely . The Study Area does not include older conifer forest or large trees.	Presumed Absent. No further recommendations for this species.
Ammodramus savannarum grasshopper sparrow	SSC, LR	Summer resident. Breeds in open grasslands in lowlands and foothills, generally with low- to moderate-height grasses and scattered shrubs. Well-hidden nests are placed on the ground.	Moderate Potential. The Study Area includes suitable nesting and foraging habitat. The species was observed near the Study Area in 2019 (eBird 2024).	Presence Unknown. Tree/vegetation removal and initial ground disturbance should occur outside of nesting season, or conduct preconstruction surveys and avoid any active nests found. See Section 6.0 for details.
Aquila chrysaetos golden eagle	BGEPA, SFP	Occurs year-round in rolling foothills, mountain areas, sage-juniper flats, and deserts. Cliff-walled canyons provide nesting habitat in most parts of range; also nests in large trees and on taller, manmade structures, usually within otherwise open areas.	No Potential. The Study Area does not provide large cliffs, and lacks typical large, isolated nest trees. This species does not typically occur along the coast.	Not Present. No further recommendations for this species.
Ardea alba great egret	no status (breeding sites protected by CDFW)	Year-round resident. Nests colonially or semi-colonially, usually in trees, occasionally on the ground or elevated platforms. Breeding sites usually in close proximity to foraging areas: marshes, lake margins, tidal flats, and rivers. Forages primarily on fishes and other aquatic prey, also smaller terrestrial vertebrates.	Unlikely to Nest. The Study Area is not within close proximity to suitable waters to support a breeding colony. This species may forage in the Study Area.	Nests Presumed Absent. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Ardea herodias great blue heron	LR (breeding sites protected by CDFW)	Year-round resident. Nests colonially or semi-colonially in tall trees and cliffs, also sequested terrestrial substrates. Breeding sites usually in close proximity to foraging areas: marshes, lake margins, tidal flats, and rivers. Forages primarily on fishes and other aquatic prey, also smaller terrestrial vertebrates.	Unlikely to Nest. The Study Area is not within close proximity to suitable waters to support a breeding colony. This species may forage in the Study Area.	Nests Presumed Absent. No further recommendations for this species.
Asio flammeus short-eared owl	SSC	Occurs year-round, but primarily as a winter visitor; breeding very restricted in most of California. Found in open, treeless areas (e.g., marshes, grasslands) with elevated sites for foraging perches and dense herbaceous vegetation for roosting and nesting. Preys mostly on small mammals, particularly voles.	Unlikely. Species is a winter visitor to California but has not been observed on coast of Mendocino County (ebird 2024) and unlikely to nest in the Study Area.	Presumed Absent. No further recommendations for this species.
Brachyramphus marmoratus marbled murrelet	FT, SE	Primarily coastal marine forager, but breeds/nests in interior old-growth coast redwood and/or Douglas fir stands containing platform-like branches along the coast. Migrates daily from inland nests and roosts to forage in the Pacific Ocean.	No Potential to Nest. The Study Area does not include suitable forest habitat.	Not Present. No further recommendations for this species.
Cerorhinca monocerata Cassin's auklet	SSC	Pelagic species, nesting colonially in burrows or crevices on offshore and coastal islands and rocks.	No Potential. The Study Area does not include suitable offshore islands or rocks.	Not Present. No further recommendations for this species.
Chaetura vauxi Vaux's swift	SSC	Summer resident, typically nesting and roosting in the cavities of large, hollowed-out trees. Forages high in the air, generally over or near lakes and rivers.	No Potential. The Study Area does not include large trees and suitable foraging habitat is not close.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Charadrius alexandrines nivosus western snowy plover	FT, SSC	Federal listing applies only to the Pacific coastal population. Yearround resident and winter visitor. Occurs on sandy beaches, salt pond levees, and the shores of large alkali lakes. Nests on the ground, requiring sandy, gravelly or friable soils.	No Potential. The Study Area does not contain beaches or other suitable barren habitat near water.	Not Present. No further recommendations for this species.
Circus cyaneus northern harrier	SSC	Year-round resident and winter visitor. Found in open habitats including grasslands, prairies, marshes and agricultural areas. Nests on the ground in dense vegetation, typically near water or otherwise moist areas. Preys on small vertebrates.	Unlikely to Nest. The Study Area is small and does not include dense vegetation suitable for this species to nest. However, the species may forage over the Study Area.	Not Present. No further recommendations for this species.
Contopus cooperi olive-sided flycatcher	SSC	Summer resident. Typical breeding habitat is montane coniferous forests. At lower elevations, also occurs in wooded canyons and mixed forests and woodlands. Often associated with forest edges. Arboreal nest sites located well off the ground.	Unlikely. The Study Area does not include forest or woodland habitat suitable for nesting; the species may forage over the Study Area.	Not Present. No further recommendations for this species.
Diomedea albatrus short-tailed albatross	FE	Pelagic, nesting on remote Pacific Ocean islands. Rare along the coast of California coast. Feeds on small animals and carrion on water's surface.	No Potential . The Study Area does not include seastacks.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Egretta thula snowy egret	no status (breeding sites protected by CDFW)	Year-round resident. Nests colonially, usually in trees, at times in sequestered beds of dense emergent vegetation (e.g., tules). Rookery sites usually situated close to foraging areas: marshes, tidal-flats, streams, wet meadows, and borders of lakes.	Unlikely to Nest. The Study Area is not within close proximity to suitable waters to support a breeding colony.	Presumed Absent. No further recommendations for this species.
Elanus leucurus white-tailed kite	SFP	Year-round resident in coastal and valley lowlands with scattered trees and large shrubs, including grasslands, marshes and agricultural areas. Nests in trees, of which the type and setting are highly variable. Preys on small mammals and other vertebrates.	Unlikely to Nest. Forested areas are absent. The species may be observed foraging over the Study Area.	Presumed Absent. No further recommendations for this species.
Falco peregrinus anatum American peregrine falcon	SE, SFP	Year-round resident and winter visitor. Occurs near water, including coastal areas, wetlands, lakes and rivers. Usually nests on sheltered cliffs or tall man-made structures. Preys primarily on waterbirds.	Unlikely to Nest. The Study Area does not include cliffs. Individuals may forage over the Study Area.	Presumed Absent. No further recommendations for this species.
Fratercula cirrhata tufted puffin	SSC	Pelagic and coastal marine. Nests near or along the coast on islands, islets, and (rarely) isolated mainland cliffs. Requires sod or earth into which the birds can burrow, or rocky crevices where friable soil is absent. Forages at sea, primarily for fish.	Unlikely . The Study Area does not include coastal islands or islets.	Presumed Absent. No further recommendations for this species.
Gavia immer common loon	SSC	Winter visitor to coastal marine, estuarine, and some expansive coastal freshwater habitats.	No Potential to Nest. The Study Area does not include marine habitat.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Haliaeetus leucocephalus bald eagle	BGEPA, SE, SFP	Occurs year-round in California, but primarily a winter visitor; breeding population is growing. Nests in large trees in the vicinity of larger lakes, reservoirs, and rivers. Wintering habitat somewhat more variable but usually features large concentrations of waterfowl or fish.	Unlikely to Nest. The Study Area does not include suitable trees for nesting.	Presumed Absent. No further recommendations for this species.
Histrionicus histrionicus harlequin duck	SSC	Winter visitor to coastal habitats, usually along turbulent, rocky shores. Breeds in inland streams.	No Potential to Nest. The Study Area does not include suitable nesting habitat.	Not Present. No further recommendations for this species.
Icteria virens yellow-breasted chat	SSC	Summer resident, occurring in riparian areas with an open canopy, very dense understory, and trees for song perches. Nests in thickets of willow (Salix ssp.), blackberry (Rubus spp.), and wild grape (Vitis californicus).	No Potential to Nest. The Study Area does not contain stands of dense riparian understory favored by this species for nesting.	Not Present. No further recommendations for this species.
Lanius ludovicianus loggerhead shrike	SSC	Year-round resident in open woodland, grasslands, savannah, and scrub. Prefers areas with sparse shrubs, trees, posts, and other suitable perches for foraging. Preys upon large insects and small vertebrates. Nests are well-concealed in densely-foliaged shrubs or trees.	Unlikely to Nest. The Study Area provides some suitable habitat elements, i.e., open areas with scattered shrubbery. However, there are no observations in the area (eBird 2024), and this usually conspicuous species was not observed during site visits.	Presumed Absent. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Nycticorax nycticorax black-crowned night heron	no status (breeding sites protected by CDFW)	Year-round resident. Nests colonially, usually in trees but also in patches of emergent vegetation. Rookery sites are often on islands and usually located adjacent to foraging areas: margins of lakes and bays.	No Potential to Nest. The Study Area and adjacent lands lack aquatic foraging habitat; no indication of presence observed during site visits.	Not Present. No further recommendations for this species.
Oceanodroma homochroa ashy storm-petrel	SSC	Marine species; nests in rocky crevices on offshore islands and rocks from southern Mendocino County to norther Baja California. Forages over open ocean for invertebrates and larval fishes.	Unlikely. The Study Area lacks offshore islands and rock.	Presumed Absent. No further recommendations for this species.
Passerculus sandwichensis alaudinus Bryant's savannah sparrow	SSC	Year-round resident associated with the coastal fog belt, primarily between Humboldt and northern Monterey Counties. Occupies low tidally influenced habitats and adjacent areas, including grasslands. Also uses drier, more upland coastal grasslands. Nests near the ground in taller vegetation, including along levees and canals.	Moderate Potential. The Study Area is located along the coast and includes suitable nesting habitat. Individuals have been observed nearby (eBird 2024).	Presence Unknown. Tree/vegetation removal and initial ground disturbance should occur outside of nesting season, or conduct preconstruction surveys and avoid any active nests found. See Section 6.0 for details.
Progne subis purple martin	SSC, LR	Summer resident. Inhabits woodlands and low-elevation coniferous forests. Nests in old woodpecker cavities and man-made structures (bridges, utility towers). Nest is often located in tall, isolated tree or snag.	Unlikely. The Study Area does not include snags or suitable nesting habitat.	Presumed Absent. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Riparia riparia bank swallow	ST	Summer resident in riparian and other lowland habitats near rivers, lakes and the ocean in northern California. Nests colonially in excavated burrows on vertical cliffs and bank cuts (natural and manmade) with fine-textured soils. Currently known to breed in Siskiyou, Shasta, and Lassen Cos., portions of the north coast, and along Sacramento River from Shasta Co. south to Yolo Co.	No Potential. The Study Area does not includes vertical cliffs of loam.	Not Present. No further recommendations for this species.
Setophaga petechia brewsteri (Brewster's) yellow warbler	SSC	Summer resident throughout much of California. Breeds in riparian vegetation close to water, including streams and wet meadows. Microhabitat used for nesting is variable, but dense willow growth is typical. Occurs widely on migration.	Unlikely. The Study Area does not contain perennial streams and associated dense willow cover favored by this species for breeding. Individuals presumably occur during migration.	Presumed Absent. No further recommendations for this species.
Strix occidentalis caurina northern spotted owl	FT,ST, SSC	Year-round resident in dense, structurally complex forests, primarily those with stands of mature conifers. In Napa County, uses both coniferous and mixed (coniferous-hardwood) forests. Nests on platform-like substrates in the forest canopy, including in tree cavities. Preys on mammals.	No Potential. The Study Area does not contain dense/mature coniferous or mixed forest.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Reptiles and Amphibians				
Ascaphus truei coastal tail frog	SSC	Requires permanent streams of low temperature in forested areas of high annual precipitation (greater than 40 inches). Individuals have been collected up to 40 feet from streams during moist periods. The normal home range has a long dimension that rare exceeds 80 feet.	No Potential . The Study Area does not include suitable stream habitat for this species.	Not Present. No further recommendations for this species.
Dicamptodon ensatus California giant salamander	SSC	Occurs in the north-central Coast Ranges. Moist coniferous and mixed forests are typical habitat; also uses woodland and chaparral. Adults are terrestrial and fossorial, breeding in cold, permanent or semi-permanent streams. Larvae usually remain aquatic for over a year.	Unlikely . The Study Area lacks suitable aquatic habitat.	Presumed Absent. No further recommendations for this species.
Emys marmorata western pond turtle	SSC, FP	A thoroughly aquatic turtle of ponds, marshes, rivers, streams and irrigation ditches with aquatic vegetation. Require basking sites such as partially submerged logs, vegetation mats, or open mud banks, and suitable upland habitat (sandy banks or grassy open fields) for egglaying.	No Potential. The Study Area does not include suitable aquatic habitat.	Not Present. No further recommendations for this species.
Plethodon elongatus Del Norte salamander	SSC	Redwood and North Coast forests with talus slopes and hardwood understories.	No Potential. The Study Area does not include talus slopes with conifer forest.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Rana aurora northern red-legged frog	SSC	Occurs in the vicinity of quiet, permanent pools of streams, marshes, and occasionally ponds. Prefers shorelines with extensive vegetation.	Unlikely. The Study Area does not include suitable aquatic habitat.	Presumed Absent. No further recommendations for this species.
Rana boylii foothill yellow-legged frog	SSC	Found in or near rocky streams in a variety of habitats; highly aquatic. Prefers partially-sunlit, shallow streams and riffles with a rocky substrate; requires at least some cobble-sized substrate for egglaying. Needs at least 15 weeks to attain metamorphosis. Feeds on invertebrates (aquatic and terrestrial).	No Potential. The Study Area does not include suitable aquatic habitat.	Not Present. No further recommendations for this species.
Rana draytonii California red-legged frog	FT, SSC	Lowlands and foothills in or near permanent sources of deep water with dense emergent and/or overhanging riparian vegetation. Favors perennial to intermittent ponds, marshes, and stream pools. Requires 11 to 20 weeks of continuous inundation for larval development. Disperses through upland habitats during and after rains.	No Potential. The Study Area does not include suitable aquatic habitat. This species does not occur north of Navarro River.	Not Present. No further recommendations for this species.
Rhyacotriton variegatus southern torrent salamander	SSC	Known from cold, permanent seeps and small streams with rocky substrate in coast redwood-Douglas fir forests.	No Potential. The Study Area does not include suitable aquatic habitat.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Taricha rivularis red-bellied newt	SSC	Inhabits coastal forests from southern Sonoma County northward, with an isolated population in Santa Clara County. Redwood forest provides typical habitat, though other forest types (e.g., hardwood) are also occupied. Adults are terrestrial and fossorial. Breeding occurs in streams, usually with relatively strong flows.	No Potential. The Study Area does not include suitable aquatic habitat.	Not Present. No further recommendations for this species.
		FISHES		
Eucyclogobius newberryi tidewater goby	FE, SSC	Brackish water habitats along the California coast from Agua Hedionda Lagoon, San Diego County to the mouth of the Smith River. Found in shallow lagoons and lower stream reaches. Requires fairly still but not stagnant water and high oxygen levels.	No Potential. The Study Area does not contain brackish or estuarine waters.	Not Present. No further recommendations for this species.
Pacific lamprey Entosphenus (=Lampetra) tridentatus	SSC	Spawns between March and July in gravel bottomed streams in riffle habitat. Larvae drift downstream to areas of low velocity and fine substrates and are relatively immobile in the stream substrates.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.
Lampetra ayresi river lamprey	SSC	Lower Sacramento River, San Joaquin River and Russian River. May occur in coastal streams north of San Francisco Bay. Adults need clean, gravelly riffles, Ammocoetes need sandy backwaters or stream edges, good water quality and temps less than 25 degrees Celsius.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Lavinia symmetricus navarroensis Navarro roach	SSC	Known from the Navarro River watershed in predominantly warmer waters. Presumably prefers pools, but may favor stream margins when pikeminnows are present. Feeds on filamentous algae, crustaceans, and insects.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.
Lavinia symmetricus parvipinnis Gualala roach	SSC	Known from the Gualala River watershed in predominantly warmer waters. Presumably prefers pools, but may favor stream margins when pikeminnows are present. Feeds on filamentous algae, crustaceans, and insects.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.
Oncorhynchus mykiss irideus steelhead - northern CA DPS	FT	Occurs from the Russian River south to Soquel Creek and Pajaro River. Also in San Francisco and San Pablo Bay Basins. Adults migrate upstream to spawn in cool, clear, well-oxygenated streams. Juveniles remain in fresh water for 1 or more years before migrating downstream to the ocean.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.
Coho salmon - central CA coast ESU Oncorhynchus kisutch	FE, SE, NMFS	Federal listing includes populations between Punta Gorda and San Lorenzo River. State listing includes populations south of San Francisco Bay only. Occurs inland and in coastal marine waters. Requires beds of loose, silt-free, coarse gravel for spawning. Also needs cover, cool water and sufficient dissolved oxygen.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Oncorhynchus tshawytscha Chinook salmon - California coastal ESU	FT	This ESU includes all naturally spawned populations of Chinook salmon from rivers and streams south of the Klamath River (exclusive) to the Russian River (inclusive). Adult numbers depend on pool depth and volume, amount of cover, and proximity to gravel. Water temps >27 degrees C lethal to adults.	No Potential. The Study Area does not contain suitable anadromous or estuarine waters.	Not Present. No further recommendations for this species.
Invertebrates				
western bumble bee Bombus occidentalis	SC	Formerly common throughout much of western North America; populations from southern British Columbia to central California have nearly disappeared (Hatfield 2015). Occurs in a wide variety of habitat types. Nests are constructed annually in pre-existing cavities, usually on the ground (e.g. mammal burrows). Many plant species are visited and pollinated.	Unlikely. All documented occurrences in Mendocino County are historic (1949 to 1984)(CDFW 2024a). The current range of the species is identified much further north and east (CDFW 2023) and is likely extirpated from coastal Mendocino.	Presumed Absent. No further recommendations for this species.
monarch butterfly Danaus plexippus	none (winter roosts protected by CDFW), FC	Winter roost sites extend along the coast from northern Mendocino to Baja California, Mexico. Roosts located in wind-protected tree groves (eucalyptus, Monterey pine, Monterey cypress), with nectar and water sources nearby.	No Potential . The Study Area does not include known roosting tree species.	Not Present. No further recommendations for this species.

SPECIES	STATUS*	HABITAT REQUIREMENTS	POTENTIAL TO OCCUR IN THE STUDY AREA	RESULTS AND RECOMMENDATIONS
Lycaedes argyrognomon lotis lotis blue butterfly	FE	Known from sphagnum-willow bogs in transition zones between coastal prairie with bishop pine and Bolander pine forests. Harlequin lotus (Hosackia gracilis) is suspected host plants.	No Potential. The Study Area does not include larval food plants or known habitat. The species may forage in the Study Area.	Not Present. No further recommendations for this species.
Speyeria zerene behrensii Behren's silverspot butterfly	FE	Inhabits coastal terrace prairie habitat. Larval plant is dog violet (Viola adunca). Known from six historic locations from City of Mendocino to Salt Point; currently considered extant from Point Arena south to Salt Point.	No Potential. The Study Area does not include larval food plants. The species may forage in the Study Area.	Not Present. No further recommendations for this species.

*Key to status codes:

FC Federal Candidate for Listing

FE Federal Endangered

BGEPA Bald and Golden Eagle Protection Act Species

FT Federal Threatened

SC (E/T) State Candidate for Listing (Endangered/Threatened)

SE State Endangered

SFP State Fully Protected Animal

SR State Rare

SSC State Species of Special Concern

ST State Threatened

Rank 1A CNPS CRPR 1A: Plants presumed extinct in California

Rank 1B CNPS CRPR 1B: Plants rare, threatened or endangered in California and elsewhere
Rank 2A CNPS CRPR 2A: Plants presumed extirpated in California, but more common elsewhere

Rank 2B CNPS CRPR 2B: Plants rare, threatened, or endangered in California, but more common elsewhere

Rank 3 CNPS CRPR 3: Plants about which CNPS needs more information (a review list)

Rank 4 CNPS CRPR 4: Plants of limited distribution (a watch list)

WBWG Western Bat Working Group High or Medium-high Priority Species

Potential to Occur:

<u>No Potential</u>: Habitat on and adjacent to the site is clearly unsuitable for the species requirements (cover, substrate, elevation, hydrology, plant community, site history, disturbance regime).

<u>Unlikely</u>: Few of the habitat components meeting the species requirements are present, and/or the majority of habitat on and adjacent to the site is unsuitable or of very poor quality. The species is not likely to be found on the site.

Moderate Potential: Some of the habitat components meeting the species requirements are present, and/or only some of the habitat on or adjacent to the site is unsuitable. The species has a moderate probability of being found on the site.

<u>High Potential</u>: All of the habitat components meeting the species requirements are present and/or most of the habitat on or adjacent to the site is highly suitable. The species has a high probability of being found on the site.

Results and Recommendations:

Present: Species was observed on the site or has been recorded (i.e., CNDDB, other reports) on the site recently.

Assumed Present: Species is assumed to be present on-site based on the presence of key habitat components.

<u>Assumed Present without Impact</u>: Species assumed present; however, project activities will not have an impact on the species.

Presumed Absent: Species is presumed to not be present due to a lack of key habitat components.

Not Present: Species is considered not present due to a clear lack of any suitable habitat and/or local range limitations.

Not Observed: Species was not observed during dedicated/formal surveys.

Presence Unknown: Species has the potential to be present, but no dedicated surveys to determine absence/presence were performed.

Appendix D

Representative Photographs



Photo 1. Seasonal wetland (SW-1).



Photo 2. Seasonal wetland (SW-2).



Photo 3. Seasonal wetland (SW-3).



Photo 4. Coastal tufted hairgrass meadow.





Photo 5. Coyote brush scrub.



Photo 6. Non-native grassland.



Photo 7. Drainage ditch.

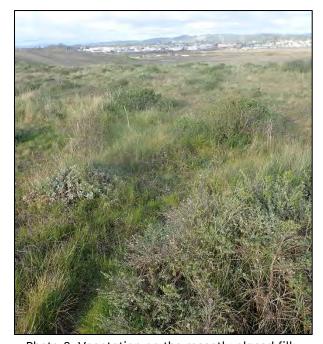


Photo 8. Vegetation on the recently placed fill pile in the west portion of the Study Area.



Appendix E

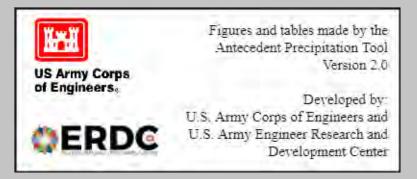
Antecedent Precipitation Tool Analysis

Antecedent Precipitation vs Normal Range based on NOAA's Daily Global Historical Climatology Network



Coordinates	39.437819, -123.813722
Observation Date	2024-03-30
Elevation (ft)	61.627
Drought Index (PDSI)	Mild wetness (2024-02)
WebWIMP H ₂ O Balance	Wet Season

30 Days Ending	30 th %ile (in)	70 th %ile (in)	Observed (in)	Wetness Condition	Condition Value	Month Weight	Product
2024-03-30	2.897638	7.601969	8.614174	Wet	3	3	9
2024-02-29	4.398819	8.782677	14.448819	Wet	3	2	6
2024-01-30	5.346457	9.368898	10.492126	Wet	3	1	3
Result							Wetter than Normal - 18



Weather Station Name	Coordinates	Elevation (ft)	Distance (mi)	Elevation Δ	Weighted ∆	Days Normal	Days Antecedent
FT BRAGG 5 N	39.51, -123.7564	123.031	5.85	61.404	2.992	11011	75
FORT BRAGG 4.0 NNE	39.4985, -123.7854	84.974	1.738	38.057	0.848	77	8
FORT BRAGG 3.5 S	39.3914, -123.802	210.958	8.548	87.927	4.598	7	4
FORT BRAGG 4.5 S	39.3769, -123.801	190.945	9.499	67.914	4.92	34	0
CASPAR 1.4 ESE	39.361, -123.789	323.163	10.441	200.132	6.788	45	3
MENDOCINO 1.3 NNE	39.3257, -123.7942	323.163	12.893	200.132	8.382	12	0
WESTPORT 1.6 NNE	39.6567, -123.7698	722.113	10.161	599.082	10.66	8	0
ELK 1.8 NNE	39.1054, -123.7062	146.982	28.084	23.951	13.31	45	0
ALBION 4.0 SE	39.1878, -123.7096	636.155	22.402	513.124	21.576	6	0
STANDISH HICKEY SP	39.8778, -123.7275	853.018	25.459	729.987	30.041	81	0
LAYTONVILLE 1.1 SW	39.6724, -123.4898	1646.982	18.094	1523.951	35.717	2	0
UKIAH MUNI AP	39.1278, -123.2003	603.018	39.761	479.987	36.977	24	581 []]
		-	•				301-

Appendix F

Wetland Data Forms

Wetland Determination Data Form - Western Mountains, Valleys and Coast Region

roject/Site Noyo Center Laboneatory	City Fort Bragg	County Mer	ndocino	Sampling Date <u>3/31/2024</u>			
pplicant/Owner Noyo Center for Marine Sciences			State CA	_ Sampling Point	SP-01		
nvestigator(s) WRA, Inc., Rhiannon Korhummel		Section,Tow	nship,Range				
andform (hillslope, terrace, etc.)coastal terrace	Local Reli	ef (concave, conv	ex, none) concave		Slope(%) 3		
ubregion(LRR) LRR A	Lat:	Lo	ong:	Datum: WC	SS 84		
oil Map Unit Name Urban Land			NWI classific	ation n/a			
re climatic/hydrologic conditions on-site typical for			(If no, explain in rer				
	☐ Vegetation ☐ Sc			mstances" present?	⊠ Yes □ No		
, , , ,	☐ Vegetation Sc			ain any answers in re			
UMMARY OF FINDINGS - Attach site map	_			•	•		
Hydrophytic Vegetation Present? ✓ Yes ✓ I	1			,			
Hydric Soil Present?	No	Is the Samp within a We		Yes □ No			
Remarks: Sample point located in a topographic de Hydric soils are presumed due to preser wetter than normal and hydrology indica	ce of hydrophytic veg	getation and hydro	logy along with topogi				
/EGETATION (use scientific names)	Absolute Do	minant India	cator Dominance	Test Worksheet			
TREE STRATUM Plot Size:	•		tus	ominant Species	1 (A)		
•				, FACW, or FAC?			
· ·				r of dominant ss all strata?	1 (B)		
				ant species that CW, or FAC?	100 (A/B)		
SAPLING/SHRUB STRATUM Plot Size: -			Prevalence	Index Worksheet			
·			<u> </u>	cover of:	Multiply by:		
·				x1			
·			FAC species	x2 x3			
-			FACU species		_		
Sapling/Shrub Stratum Total Cover:			UPL species				
HERB STRATUM Plot Size: 5'x5' Hordeum marinum	60	x FA	Column Totals	(A)	(B)		
Holcus lanatus	10	x FA	 - _ ,	Index = B/A =			
Juncus patens	10	FAC		c Vegetation Indica			
Festuca pratensis	5	FA		id Test for Hydrophyt			
Isolepis cernua	2	OB	L — '	ninance Test is >50%	J		
·			-	ralence Index is = 3</td <td></td>			
·				phological adaptation			
			Cprovide	supporting data in r	emarks)		
-				land Non-Vascular P			
VOODY VINES Plot Size:-			I .—	natic hydrophytic veg	` ' '		
				hydric soil and wetla ent, unless disturbed			
Woody Vines Total Cover:							
% Bare ground in herb stratum	% cover of biotic of	crust	Hydro Vegetation	' ' IXI	Yes □ No		
Remarks: Vegetation dominated by non-native fac	ultative (FAC) plants.	However, overall		etter. Western Mountains	Valleys and Coast		

SOIL Sampling Point SP-01

SOIL								Sampling Po	<u> </u>	
Profile desci	ription: (Desc Mat		oth needed to docum	nent the i x Feature	ndicator o	r confirr	n the absence of in	dicators.)		
(inches)	Color (mois		Color (moist)	%	Type ¹	Loc1	Texture	Rem	arks	
0-2	10YR 2/1	100					sandy loam			
2-4	2.5Y 4/1	80					sandy clay loam			
	7.5YR 5/4	10					rock	rocks/sand of r	native soil	
	5YR 3/4	10					rock	rocks/sand of	native soil	
4-6	2.5Y 3/1	100					sandy clay loam			
6+								refusal due to	fill rocks	
¹ Type: C=Co	ncentration, D	=Depletion, RN	M=Reduced Matrix.	² Locat	ion: PL=Po	re Lining	g, RC=Root Channel	, M=Matrix		
Histosol Histic Ep Black His Hydroge Depleted Thick Da	(A1) pipedon (A2) stic (A3) n Sulfide (A4)	Surface (A11) 2) S1)	Il LRRs, unless other ☐ Stripped Matrix (S ☐ Loamy Mucky Min ☐ Loamy Gleyed Ma ☐ Depleted Matrix (F ☐ Redox Dark Surfar ☐ Depleted Dark Surfar ☐ Redox Depression	6) eral (F1) trix (F2) (3) ce (F6) fface (F7)	(except ML	.RA1)	Indicators for Pro 2 cm Muck (A Red Parent M Very Shallow Other (explain) 3Indicators of hy	10) aterial (TF2) Dark Surface (1 in remarks)	F12)	
☐ Sandy R		- ,					wetland hydrologunless disturbed	gy must be pres	sent	
Restrictive	Layer (if prese	ent):							•	
Type: rock	S									
Depth (inch	nes): 6 inches	i	<u> </u>				Hydric S	oil Present ?	⊠ Yes □	No
HYDROLOG	GY .					-				
Wetland Hyd	drology Indicators (any one	itors:	fficient)				Second	lary Indicators (2 or more requ	uired)
Surface W High Wate Saturation Water Mar Sediment Drift Depo Algal Mat Iron Depos Surface So Inundation	rater (A1) r Table (A2) (A3) rks (B1) Deposits (B2) sits (B3) or Crust (B4) sits (B5) oil Cracks (B6)		Sparsely Vege Water-Stained Salt Crust (B11 Aquatic Inverte Hydrogen Sulfi Oxidized Rhizo Presence of Re Recent Iron Re Stunted or Stre	Leaves (I brates (B de Odor (espheres a educed Iro eduction ir essed Plan	39) (excep 13) (C1) along Livin on (C4) n Tilled So nts (D1)(Lf	g Roots (Drain Drain Dry-5 Satura Georem Shall Market Shall Shall	er-Stained Leavinage Patterns (ESeason Water Tration Visible or morphic Position ow Aquitard (De-Neutral Test (ESed Ant Mounds t-Heave Hummo	310)	,
Field Observ		.								
Surface water Water table p		Yes □ No □ Yes □ No		2 inches						
Saturation Procession (includes cap	resent?	☐ Yes ☐ No					Wetland Hydrolo	gy Present ?	⊠ Yes □	No
· · ·		eam guage, m	onitoring well, aerial p	hotos, etc	:.) if availal	l ole.	,	<u></u>	_ · · · <u>-</u>	
	mary indicator st (D5) is met.	Surface Water	up to 2 inches observ	ed and al	gal mattino	observe	d in dried out areas.	Secondary indi	cator FAC-Ne	utral

US Army Corps of Engineers

Western Mountains Valleys and Coast

Wetland Determination Data Form - Western Mountains, Valleys and Coast Region

Project/Site Noyo Center Laboneatory	City Fort Bragg	Cou	nty Mendocino	Sampling Date 3/31/2024		
Applicant/Owner Noyo Center for Marine Sciences			Sta	tte CA Sampling Point SP-02		
Investigator(s) WRA, Inc., Rhiannon Korhummel		Sect	tion,Township,I	Range		
Landform (hillslope, terrace, etc.) coastal terrace	Local			ne) flat Slope(%) 3		
Subregion(LRR) LRR A						
				NWI classification n/a		
Are climatic/hydrologic conditions on-site typical for the state of th						
			,	o, explain in remarks)		
	☐ Vegetation ☐		07	"Normal Circumstances" present? X Yes No		
	☐ Vegetation ☐			If needed, explain any answers in remarks)		
SUMMARY OF FINDINGS - Attach site map	showing samp	<u>le point loc</u>	ations, trans	sects, important features, etc.		
Hydrophytic Vegetation Present?			e Sampled A			
Hydric Soil Present? ☐ Yes ☑ N Wetland Hydrology Present? ☐ Yes ☐ N		withi	n a Wetland			
Remarks: Sample point located in uplands adjacen	nt to a seasonal w			02. Vegetation is dominated by non-native FAC y is considered naturally problematic. No hydric soils		
observed and hydric soils are not presun						
VEGETATION (use scientific names)						
TREE STRATUM Plot Size:-	Absolute	Dominant	Indicator	Dominance Test Worksheet		
		Species?	Status	Number of Dominant Species1 (A)		
1				that are OBL, FACW, or FAC? Total number of dominant		
3.				species across all strata? 1 (B)		
4				% of dominant species that 100 (A/B)		
Tree Stratum Total Cover:				are OBL, FACW, or FAC?		
SAPLING/SHRUB STRATUM Plot Size: -				Prevalence Index Worksheet Total % cover of: Multiply by:		
1				OBL species x1		
2				FACW species x2		
3				FAC species x3		
Sapling/Shrub Stratum Total Cover:				FACU species x4		
HERB STRATUM Plot Size: 5'x5'				UPL species x5		
1. Hordeum marinum	 65	X	FAC	Column Totals (A) (B)		
2. Holcus lantatus	15		FAC	Prevalence Index = B/A =		
3. Festuca perennis	5		FAC	Hydrophytic Vegetation Indicators		
4. Geranium sp.			?	☐ 1 - Rapid Test for Hydrophytic Vegetation		
5. Bromus diandrus 6. Vicia sativa			UPL			
6. <u>vicia sauva</u> 7. Isolepis cernua			FACU OBL	☐ 3 - Prevalence Index is = 3.01</td		
8.				— 4 - Morphological adaptations ¹		
Herb Stratum Total Cover:	92			(provide supporting data in remarks) 5 - Wetland Non-Vascular Plants 1		
WOODY VINES Plot Size:	_			Problematic hydrophytic vegetation¹ (explain)		
1				¹ Indicators of hydric soil and wetland hydrology		
2				must be present, unless disturbed or problematic.		
Woody Vines Total Cover: _				Hydrophytic Name of Name		
% Bare ground in herb stratum	% cover of bio	otic crust		Hydrophytic Vegetation Present ? ✓ Yes ☐ No		
Remarks: Vegetation dominated by FAC non-nativ	e species.					

SOIL Sampling Point SP-02

Profile desc Depth		cribe to t	he dept	h needed to docum	nent the i		or confirm	n the absend	e of indicators.)		
(inches)	Color (moi		%	Color (moist)	%	Type ¹	Loc1	Texture	e Rem	arks	
0-6	10YR 2/1	10	10						rocky		
								-			
						-					
	•										
¹ Type: C=Co	ncentration, [D=Deplet	ion, RM=	Reduced Matrix.	² Locat	ion: PL=P	ore Lining	, RC=Root C	hannel, M=Matrix		
				LRRs, unless other					for Problematic Hyd	ric Soils ³ :	
Histosol	•	•		Stripped Matrix (S		,			luck (A10)		
	pipedon (A2)			Loamy Mucky Min		(except MI	_RA1)		arent Material (TF2)		
Black Hi				Loamy Gleyed Ma					hallow Dark Surface (*	ΓF12)	
	n Sulfide (A4)			Depleted Matrix (F				Other ((explain in remarks)		
				Redox Dark Surfa							
	ark Surface (A lucky Mineral			Depleted Dark Sur Redox Depression							
	lleyed Matrix		L_	1 IVedox Debiession	13 (1 0)			³ Indicato	rs of hydrophytic vege	tation and	
☐ Sandy R		(0.)							hydrology must be pre		
								unless di	sturbed or problemation) .	
Restrictive	Layer (if pres	sent):									
Type: rock		,.									
* —				_							
Depth (incl	nes): 6 inche	S		_				Hy	dric Soil Present?	☐ Yes 2	☑ No
rel	ief is unlikely	to collect	precipita	ation or surface flow					s. Soils are not presum		
HYDROLOG	3Y										
	drology Indicators (any on		or is suffi	cient)				:	Secondary Indicators (2 or more re	equired)
Surface W	, -	o maioait) 10 0dill	Sparsely Vege	totad Can	oovo Curf	200 (P9)		☐ Water-Stained Leav	es (B9)(NW	coast)
High Wate				☐ Water-Stained			` '	et) [Drainage Patterns (B10)	
Saturation				Salt Crust (B11		Ja) (excep	TIVV COA	· L	Dry-Season Water		
Water Mai				Aquatic Inverte		13)			Saturation Visible or		gery (C9)
	Deposits (B2))		Hydrogen Sulfi					Geomorphic Positio		
Drift Depo				Oxidized Rhizo	spheres	along Livin	g Roots (☐ Shallow Aquitard (D☐ FAC-Neutral Test (☐		
I= *	or Crust (B4)			Presence of Re					Raised Ant Mounds)
Iron Depo:	` '			Recent Iron Re					Frost-Heave Humm		,
	oil Cracks (B6		nom. (DZ)	Stunted or Stre			RR AA)	_	_	()	
Field Observ	Visible on A	enai imaç	jery (b <i>r)</i>	Other (Explain	ın Kemai	KS)					
Surface water		☐ Yes	⊠ No	Depth (inches):							
Water table	•	➤ Yes		Depth (inches):	5 inches						
·				. ,							
Saturation P (includes cap		X Yes	∐ No	Depth (inches):	4 inches			Wetland H	ydrology Present ?	⊠ Yes □	□No
Describe recorded data (stream guage, monitoring well, aerial photos, etc.) if available.											
Remarks:Prir	mary indicator	High Wa	ater Table	e and Saturation obs	served. H	ydrology is	presume	ed naturally p	roblematic due to abov	e normal rai	infall and
	ly do not repr				··	,	,				
	•										

US Army Corps of Engineers

Western Mountains Valleys and Coast

Wetland Determination Data Form - Western Mountains, Valleys and Coast Region

• , ,	Local			te <u>CA</u> Sampling Point <u>SP-03</u> Range
ndform (hillslope, terrace, etc.) coastal terrace sbregion(LRR) LRR A sil Map Unit Name Urban Land	Local		ion,Township,I	Range
olbregion(LRR) LRR A oil Map Unit Name Urban Land		Relief (concav		
oil Map Unit Name Urban Land	Lat:	`	e, convex, nor	ne) concave Slope(%) 3
			Long:	Datum: WGS 84
				NWI classification n/a
o omnatio/riyarologio contattions off-site typical for				o, explain in remarks)
e any of the following significantly disturbed?	☐ Vegetation ☐] Soil ☐ Hyd		"Normal Circumstances" present? ✓ Yes No
	☐ Vegetation D	'	•	If needed, explain any answers in remarks)
UMMARY OF FINDINGS - Attach site map	_	-		
Hydrophytic Vegetation Present? ✓ Yes	No	ls the	Sampled A	rea — —
Hydric Soil Present? ☑ Yes □			n a Wetland	
Wetland Hydrology Present? ☑ Yes □				
	hydrology and in	topoographic p	oosition likely to	o concentrate precipitation and surface flow. Primary and hydrology is considered naturally problematic.
	Absolute	Dominant	Indicator	Dominance Test Worksheet
REE STRATUM Plot Size:		Species?	Status	Number of Dominant Species 3 (A)
•				that are OBL, FACW, or FAC?
·				Total number of dominant 3 (B) species across all strata?
				% of dominant species that 100 (A/B)
Tree Stratum Total Cover:				are OBL, FACW, or FAC?
SAPLING/SHRUB STRATUM Plot Size: 10'x				Prevalence Index Worksheet Total % cover of: Multiply by:
Rubus armeniacus		X		OBL species x1
•				FACW species x2
•				FAC species x3
Sapling/Shrub Stratum Total Cover:				FACU species x4
HERB STRATUM Plot Size: 5'x5'				UPL species x5
Mentha pulegium	10	Х	OBL	Column Totals (A) (B)
Lythrum hyssopifolia				Prevalence Index = B/A =
·				Hydrophytic Vegetation Indicators —
				1 - Rapid Test for Hydrophytic Vegetation
				■ 2 - Dominance Test is >50%
				■ 3 - Prevalence Index is = 3.0¹</td
•				4 - Morphological adaptations ¹ (provide supporting data in remarks)
Herb Stratum Total Cover:				5 - Wetland Non-Vascular Plants 1
VOODY VINES Plot Size:-				☐ Problematic hydrophytic vegetation¹ (explain)
•				¹ Indicators of hydric soil and wetland hydrology
Woody Vines Total Cover:				must be present, unless disturbed or problematic.
% Bare ground in herb stratum		otic crust		Hydrophytic Vegetation Present ? ✓ Yes ☐ No
emarks: Vegetation dominated by obligate non-				e shrub. Western Mountains Valleys and Coas

SOIL Sampling Point SP-03

Profile desc Depth		cribe to t	the depti	n needed to docum	nent the i		or confirn	n the absence of ir	ndicators.)		
(inches)	Color (moi		%	Color (moist)	%	Type ¹	Loc1	Texture	Rem	arks	
0-6	10YR 2/1	10		` '							
¹Type: C=Co	ncentration [)-Denlet	ion RM-	Reduced Matrix.	² Locat	ion: PI –P	ore Lining	, RC=Root Channe	I M-Matrix		
				RRs, unless other			ore Emiling	Indicators for Pr		ric Soile ³ :	
Histosol	•	тррпсав		Stripped Matrix (S		cu.,			-	ic Solis .	
	oipedon (A2)			Loamy Mucky Min		(except M	_RA1)	☐ 2 cm Muck (A☐ Red Parent N			
☐ Black Hi				Loamy Gleyed Ma		(oxoopt iii	,	☐ Very Shallow		ΓF12)	
	n Sulfide (A4))		Depleted Matrix (F				Other (explain		11 12)	
				Redox Dark Surfa				(- , -	,		
	irk Surface (A			Depleted Dark Sur							
	lucky Mineral			Redox Depression	ıs (F8)			31	adama ka Carana	tatian and	
	leyed Matrix	(S4)							ydrophytic vege ogy must be pre		
☐ Sandv R	edox (SS)								d or problemation		
									d or problematic	,. 	
Restrictive	Layer (if pres	sent):									
Type: com	pacted										
Depth (incl	nes): 6 inche	s						Hardela 6) - !! D (0	N v	□ N-
200(<u> </u>			=				Hydric S	Soil Present ?	X Yes	∐ No
				ogy along with topo							
HYDROLOG	3Y										
	drology Indicators (any on		or is suffic	cient)				Second	dary Indicators (2 or more	required)
Surface W				Sparsely Vege	tated Con	cave Surf	ace (B8)		er-Stained Leav		V coast)
	er Table (A2)			☐ Water-Stained			` '		nage Patterns (I		
Saturation				Salt Crust (B11		zo) (oncop		Dry-	Season Water 7		(00)
Water Ma	ks (B1)			Aquatic Inverte		13)			ration Visible or		agery (C9)
Sediment	Deposits (B2))		Hydrogen Sulfi					morphic Positio llow Aquitard (D		
Drift Depo				Oxidized Rhizo			g Roots (:-Neutral Test (E		
X Algal Mat				Presence of Re		. ,			sed Ant Mounds		A)
Iron Depos		• •		Recent Iron Re			` '		t-Heave Humm		,
	oil Cracks (B6		non/ (D7)	Stunted or Stre			RR AA)			` ,	
Field Observ	Visible on A	enai imag	jery (b/)	Other (Explain	III Kelliai	K5)					
Surface water		X Yes	□No	Depth (inches):	4						
Water table	resent?	☐ Yes		Depth (inches):							
Saturation P		☐ Yes		Depth (inches):							
(includes cap		☐ 162	M INU	20ptil (11101103).				Wetland Hydrolo	gy Present ?	X Yes	☐ No
Describe recorded data (stream guage, monitoring well, aerial photos, etc.) if available.											
	(01	900	٠.٠٠٠)		2.25, 500	,	. =:				
Pamarka:				- 10/-1- (0.4)		land to		A 1 DO	1		- 4
				e Water (A1) at a m					, algal growth o	n submerg	ed
l veg	etation obser	vea (B4).	vegetati	on meets the secor	idary indi	cator FAC	-ineutral I	est (D5).			

US Army Corps of Engineers

Western Mountains Valleys and Coast

Wetland Determination Data Form - Western Mountains, Valleys and Coast Region

Project/Site Noyo Center Laboneatory	City Fort Bragg	Cou	unty Mendocino	Sampling Date <u>3/31/2024</u>
Applicant/Owner Noyo Center for Marine Sciences			Sta	ate CA Sampling Point SP-04
Investigator(s) WRA, Inc., Rhiannon Korhummel		Sec	tion,Township,f	Range
Landform (hillslope, terrace, etc.) coastal terrace	Local	Relief (conca	ve, convex, nor	ne) <u>flat</u> Slope(%) <u>3</u>
Subregion(LRR) LRR A	Lat:		Long:	Datum: WGS 84
Soil Map Unit Name Urban Land				NWI classification n/a
Are climatic/hydrologic conditions on-site typical for			_	- o, explain in remarks)
	☐ Vegetation ☐		,	e "Normal Circumstances" present? X Yes ☐ No
	☐ Vegetation ☐		•	If needed, explain any answers in remarks)
SUMMARY OF FINDINGS - Attach site map	_	_		
Hydrophytic Vegetation Present? Hydric Soil Present? Wetland Hydrology Present? Remarks: Sample point located in uplands adjacer observed. Hydrology indicators observed.	No No nt to seasonal we	withi		? □ Yes ⊠ NO
VEGETATION (use scientific names) TREE STRATUM Plot Size:	Absolute % cover	Dominant Species?	Indicator Status	Dominance Test Worksheet
1				Number of Dominant Species 2 (A) that are OBL, FACW, or FAC?
2				Total number of dominant species across all strata?
3				% of dominant species that 100 (A/B)
Tree Stratum Total Cover:				are OBL, FACW, or FAC?
SAPLING/SHRUB STRATUM Plot Size: 10'x1				Prevalence Index Worksheet Total % cover of: Multiply by:_
1. Rubus armeniacus				OBL species x1
2. 3.				FACW species x2
4				FAC species x3
Sapling/Shrub Stratum Total Cover:				FACU species x4
HERB STRATUM Plot Size: 5'x5'				UPL species x5
1. Holcus lanatus		Х		Column Totals (A) (B)
2. Hordeum marinum			FAC 2	Prevalence Index = B/A =
3. Geranium sp.				Hydrophytic Vegetation Indicators
4 5				1 - Rapid Test for Hydrophytic Vegetation
6.				2 - Dominance Test is >50%
7				■ 3 - Prevalence Index is = 3.01</td
8				4 - Morphological adaptations ¹ (provide supporting data in remarks)
Herb Stratum Total Cover: _				5 - Wetland Non-Vascular Plants ¹
WOODY VINES Plot Size:				☐ Problematic hydrophytic vegetation¹ (explain)
1. 2.				¹ Indicators of hydric soil and wetland hydrology must be present, unless disturbed or problematic.
Woody Vines Total Cover:				
% Bare ground in herb stratum		otic crust		Hydrophytic Yes □ No Vegetation Present ?
Remarks: Vegetation dominated by non-native FA	C species.			

SOIL Sampling Point SP-04

Profile desc Depth		cribe to t	he depth	needed to docum	nent the i		or confirn	n the absen	ce of indicator	rs.)		
(inches)	Color (moi		%	Color (moist)	%	Type ¹	Loc1	Textur	е	Rema	arks	
0-8	10YR 2/1	10	0					sandy loam	 I			
	-					-		-				
¹ Type: C=Co	ncentration, [D=Deplet	ion, RM=	Reduced Matrix.	² Locat	ion: PL=P	ore Lining	, RC=Root C	Channel, M=Ma	atrix		
				RRs, unless other					for Problema		ic Soils ³ :	
Histosol	•	••		Stripped Matrix (S		,			Muck (A10)			
	pipedon (A2)			Loamy Mucky Min		(except MI	_RA1)		arent Material	(TF2)		
Black Hi				Loamy Gleyed Ma					Shallow Dark S		F12)	
	n Sulfide (A4)			Depleted Matrix (F				Other	(explain in rem	arks)		
				Redox Dark Surfa								
	ark Surface (A lucky Mineral			Depleted Dark Sur Redox Depression								
	ileyed Matrix (Redux Depression	is (F0)			3Indicate	ors of hydrophy	tic veget	ation and	
☐ Sandy R		(04)							hydrology mus			
									listurbed or pro			
Restrictive	Layer (if pres	ent):										
		ority.										
Type: rock	.8			•								
Depth (incl	nes): <u>8</u>							н	ydric Soil Pre	sent ?	☐ Yes	⊠ No
Domorko				ed. Hydric soils are								
HYDROLOG	NV											
		-1										
Primary Indic	drology Indic ators (any on-	ators: e indicato	or is suffic	cient)					Secondary Ind	icators (2	2 or more	required)
Surface W		o maioan) 10 0am	Sparsely Vege	tatad Can	oovo Surf	ooo (P9)		☐ Water-Stain	ed Leave	es (B9)(N\	V coast)
High Wate				Water-Stained					Drainage Pa			
Saturation				Salt Crust (B11	,	Ja) (excep	i ivv coa	´ .	Dry-Season			
Water Mai				Aquatic Inverte		13)			Saturation V			agery (C9)
	Deposits (B2)			Hydrogen Sulfi					☐ Geomorphic☐ Shallow Aqu			
Drift Depo	sits (B3)			Oxidized Rhizo			g Roots (☐ Shallow Aqu ☐ FAC-Neutra			
X Algal Mat				Presence of Re		` '			Raised Ant			A)
Iron Depo				Recent Iron Re			` '		Frost-Heave			, .,
	oil Cracks (B6		(DZ)	Stunted or Stre			RR AA)	•	_		,	
Field Observ	Visible on A	enai imaç	gery (B7)	Other (Explain	ın Kemar	KS)	1					
Surface water		X Yes	П№	Depth (inches):	1							
Water table	•	➤ Yes		Depth (inches):								
·					-							
Saturation P		☐ Yes	X No	Depth (inches):				Wetland H	Hydrology Pre	sent ?	X Yes	□ No
(includes capillary fringe) Wetland Hydrology Present?												
Describe reco	oraca data (st	ream gue	ige, mon	itoring well, aerial p	110103, 010	.) II avalla	DIC.					
Remarks:Prir	nary hydrolog	y indicate	ors Surfa	ce Water at a maxir	num dept	h of 1-inch	and High	n Water Tabl	e at 4-inches o	bserved.	Additiona	ılly, algal
ma	tting was pres			oresumed naturally								
con	ditions.											

US Army Corps of Engineers

Western Mountains Valleys and Coast

Appendix G

Statement of Qualifications



STATEMENT OF QUALIFICATIONS

WRA is an environmental consulting firm with over 30 years of experience conducting biological resources assessments, wetland delineations, protocol-level rare plant surveys, special-status wildlife assessments and species-specific surveys, as well as preparing applications with state and federal natural resource agencies for avoiding, minimizing, and mitigating impacts to sensitive natural resources. Other services and products with which WRA has expertise include preparation of CEQA/NEPA documents, habitat mitigation and monitoring plans, natural resource management plans, mitigation and conservation bank enabling instruments, grazing management plans, and wetland and other natural resources restoration plans.

Matt Richmond, BS, Principal with WRA, has over 20 years performing botanical assessments, rare plant surveys, environmentally sensitive habitat area surveys, wetland delineations, and vegetation mapping. He also has experience performing protocol-level surveys for California red-legged frog, Ridgeway's rail, marbled murrelet, northern spotted owl, Point Arena mountain beaver, and Behren's silverspot butterfly. His project focus is in conservation and mitigation banking, coastal development projects, vineyard development, and timber resources. Mr. Richmond regularly manages large-scale mitigation banking projects, as well as coastal development permits, coastal restoration projects, vineyard grading permits with a focus in Mendocino, Napa, Lake, and Sonoma counties. Mr. Richmond's technical training includes the flora of Northern California, plant ecology, and forest ecology. Additionally, he has completed the 40-hour Corps wetland delineation training. Mr. Richmond received his Bachelor of Science in Biology from Humboldt State University.

Rhiannon Korhummel, BS, Senior Scientist with WRA, has 10 years of experience performing vegetation & habitat mapping, rare plant surveys, botanical assessments, vegetation change analysis, invasive plant species mapping, and wetland delineations. Her project focus is in cannabis development, CEQA projects for private and public development projects, coastal development permits, and habitat mitigation and monitoring plans, in Sonoma, Lake, Napa, and Mendocino counties. Ms. Korhummel's technical training includes the flora of Northern California, agrostology, vegetation classification and mapping, aquatic botany, plant ecology, forest ecology, and soil science. Additionally, she has completed the 40-hour Corps wetland delineation course. Ms. Korhummel received her Bachelor of Science in Botany from Humboldt State University.

RESOLUTION NO. PC 23-2024

A RESOLUTION OF THE FORT BRAGG PLANNING COMMISSION RECOMMENDING THAT THE CITY COUNCIL APPROVE DESIGN REVIEW 3-24 (DR 3-24), USE PERMIT 7-24 (UP 7-24), COASTAL DEVELOPMENT PERMIT 4-24 (CDP 4-24), AND SIGN PERMIT 12-24 (SP 12-24) TO CONSTRUCT A 2,400-SQUARE-FOOT WAREHOUSE/WORKSHOP, AND ASSOCIATED ACCESS ROAD, SEWER AND WATER LINES, AND PARKING AT 331 JERE MELO ROAD.

WHEREAS, Noyo Center for Marine Science ("Applicant"), submitted an applicant for Design Review 3-24 (DR 3-24); Coastal Development Permit (CDP 8-24); Sign Permit (SP 12-24) for a 2,400 square foot La-bone-atory, and the associated access road, sewer and water lines and 7 parking spaces located on APN 018-430-15.

WHEREAS, Assessor Parcel Number 018-430-15-00 is in the Timber Resources Industrial (IT) zone in the Coastal Zone and a change to the site's current zoning designation is required for the Project; and

WHEREAS, The issuance of these Planning Permits is conditioned on the Coastal Commission's certification of LCP Amendment 1-24 which would change the Project's site to Public Facilities zoning.

WHEREAS, the Project is subject to the Fort Bragg Coastal General Plan and Coastal Land Use and Development Code (CLUDC); and

WHEREAS, the Planning Commission held a public meeting on August 14, 2024, to consider the Project, accept public testimony and consider making a recommendation to City Council; and

WHEREAS, pursuant to the California Environmental Quality Act ("CEQA") pursuant to Categorically Exempt from CEQA under Section 15303 Class C (3) – New Small Commercial Structures of less than 2,500 SF including on-premise signs; and

NOW, THEREFORE, BE IT RESOLVED that the City of Fort Bragg Planning Commission, based on the entirety of the record before it, which includes without limitation, CEQA, Public Resources Code §21000, et seq. and the CEQA Guidelines, 14 California Code of Regulations §15000, et seq.; the Fort Bragg Coastal General Plan; the Fort Bragg Coastal Land Use and Development Code; the Project applications; all site plans, and all reports and public testimony submitted as part of the Planning Commission meeting of March 27, 2024 and Planning Commission deliberations; and any other evidence (within the meaning of Public Resources Code §21080(e) and §21082.2), the Planning Commission of the City of Fort Bragg hereby find as follows, *per the analysis incorporated herein by reference to the project staff report, dated August 14, 2024*:

A. General Findings

- 1. The foregoing recitals are true and correct and made a part of this Resolution;
- 2. The documents and other material constituting the record for these proceedings are located at the Community Development Department;

 The proposed project is consistent with the purpose and intent of the zoning district, as well as all other provisions of the Coastal General Plan, Coastal Land Use and Development Code (CLUDC) and the Fort Bragg Municipal Code in general.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory *per analysis incorporated herein by reference to the project staff report, dated August 14, 2024.*

- 1. Feasible mitigation measures and/or alternatives have been incorporated to substantially lessen any significant adverse effects of the development on the environment.
- 2. The proposed use is consistent with the purposes of the zone in which the site is located.
- 3. The proposed development is in conformance with the City of Fort Bragg's Coastal General Plan.
- 4. The proposed location of the use and conditions under which it may be operated or maintained will not be detrimental to the public health, safety, or welfare, or materially injurious to properties or improvements in the vicinity.
- 5. Services, including but not limited to, water supply, sewage disposal, solid waste, and public roadway capacity have been considered and are adequate to serve the proposed development.
- 6. Supplemental findings for projects located within Environmentally Sensitive Habitat Areas:
 - a. The coastal tufted hairgrass meadow is not an ESHA and will not be significantly degraded by the proposed development; and
 - b. There is no feasible less environmentally damaging alternative; and
 - c. All feasible mitigation measures capable of reducing or eliminating project related impacts have been adopted.
- 7. There are no individual and cumulative burdens imposed on public access and recreation opportunities by the proposed project.
- 8. There is no necessity for requiring public access conditions for the project to be consistent with the public access provisions of the Coastal Act.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following supplemental findings per 17.71.045 (I2h) for projects located within Environmentally Sensitive Habitat Areas for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory *per analysis incorporated herein by reference to the project staff report, dated August 14, 2024*

- 1. The resource as identified will not be significantly degraded by the proposed development; and
- 2. There is no feasible less environmentally damaging alternative; and
- 3. All feasible mitigation measures capable of reducing or eliminating project related impacts have been adopted.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning

Commission makes the following supplemental findings for projects located between the first public road and the sea for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory per analysis incorporated herein by reference to the project staff report, dated August 14, 2024

- 1. Coastal access is provided by the adjacent 92-acre Coastal Trail, which was designed to accommodate upwards of 20,000 daily visitors. The trail currently provides coastal access for about 15,000 visitors/day on a busy summer holiday weekend. The proposed project will allow a limited number of scientists to engage in scientific study with by-appointment-only nature education opportunities for school groups and other groups. Total annual visitors to the La-bone-atory will not exceed 2,000 people per year or about 5 people per day. It will not result in usage rates that are greater than project design.
- 2. Public access is not feasible through the proposed project site to the Coastal Trail, because the adjacent eastern parcel (mill site) is vacant and fully fenced.
- 3. No public access is required for this project.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for the Use Permit 7-24, per the project analysis incorporated herein by reference to the project staff report, dated August 14, 2024:

- 1. As conditioned, the proposed use is consistent with the General Plan, any applicable specific plan, and the Local Coastal Program;
- 2. As conditioned, the proposed use is allowed within the applicable zoning district and complies with all other applicable provisions of this Development Code and the Municipal Code;
- 3. The design, location, size, and operating characteristics of the proposed activity are compatible with the existing and future land uses in the vicinity;
- 4. The site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the type, density, and intensity of use being proposed would not endanger, jeopardize, or otherwise constitute a hazard to the public interest, health, safety, convenience, or welfare, or be materially injurious to the improvements, persons, property, or uses in the vicinity and zoning district in which the property is located.
- 5. The proposed use complies with any findings required by Section 17.22.030 (Commercial District Land Uses and Permit Requirements).

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for the Design Review Permit 3-24, per the project analysis incorporated herein by reference to the project staff report, dated August 14, 2024:

- 1. Complies with the purpose and requirements of this Section (Design Review in the CLUDC)
- 2. Provides architectural design, building massing, and scale appropriate to and compatible with the site surroundings and the community.
- 3. Provides attractive and desirable site layout and design, including building arrangement, exterior appearance and setbacks, drainage, fences and walls, grading, landscaping, lighting, signs, etc.
- 4. Provides efficient and safe public access, circulation, and parking.
- 5. Provides appropriate open space and landscaping, including the use of water efficient landscaping.
- 6. Is consistent with the Coastal General Plan, and applicable specific plan, and the certified Local Coastal Program.
- 7. Complies and is consistent with the City's Design Guidelines.

BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission does hereby approve Design Review 3-24 (DR 3-24); Coastal Development Permit (CDP 8-24); Sign Permit (SP 12-24) for a 2,400 square foot La-bone-atory, and the associated access road, sewer and water lines and 7 parking spaces, subject to the following standard and special conditions:

SPECIAL CONDITIONS

- 1. LCP Amendment Approval. The Coastal Development Permit for this project shall be issued only after final certification of LCP Amendment 1-24 by the Coastal Commission.
- 2. The applicant shall replace one of the regular parking spaces with an EV parking space on the site plan submitted with the building permit application.
- 3. Prior to issuance of a building permit the applicant shall resubmit the site plan with a landscaping plan that includes the following required features:
 - a. An eight-foot landscaping strip between the building and the parking lot and a 5-foot-wide strip of landscaping surrounding the project site which is at least 42 inches in height at maturity.
 - b. All landscaping shall be from local native plant or seed stock.
 - c. At least three shore pines shall be planted on the lee side (east) of the building, two shall be planted on the south side of the building; and two shall be planted on the north side of the building. Each shore pine shall be protected either by earthen berms or other measures as necessary to ensure their successful adaptation to the high wind environment on the project site. The tree plantings shall be monitored for five years and any trees that do not survive shall be replaced during this five-year period.
 - d. The backflow device shall be screened from view by native shrubs and vegetation.
 - e. All landscaping and irrigation shall comply with the requirements of the State of California Model Water Efficient Landscape Ordinance (MWELO).
- 4. The applicant shall submit a revised fence design to the which complies with the requirements of 17.31050 and 17.42.140. The alternative fence design shall be reviewed and approved by the Director of Community Development prior to

issuance of the building permit.

- 5. Utility Connections.
 - a. The Applicant is responsible for installing all required offsite improvements for sewer and water connections. In addition, the Applicant shall restore any portion of the coastal trail and Jere Melo Drive that are disturbed for the installation of new utilities. If the installation of underground utilities requires the applicant to disrupt access on the Coastal Trail, the applicant shall install: details of when coastal access will be temporarily disrupted shall install temporary A-frame signage that: 1) notifies users at least two weeks in advance of the planned detour and construction; and 2) warning and detour signage and protective fencing during utility installation. The applicant shall keep the trail open as much as possible by placing a steal panel over the utility ditch. Every effort will be made to reduce impacts to public access to as short a time as possible in coordinate with the Public Works Department. Public access shall not be disrupted for more than five business days in total.
 - b. The location of utility connections within Jere Melo Road shall be coordinated with public works staff and shown on the site plan submitted with the building permit application.
 - c. Public Works anticipates that the applicant shall connect to the Sewer and Water lines located near the entrance to the Wastewater Treatment Facility or at the connections near the Wastewater treatment lab or the public bathroom on the trail. The applicant may need to install a force main to connect to one of these connections.
 - d. A Public Utility (or similar) Easement shall be recorded for the private utility lines within the public right of way.
 - e. Because the WWTF water line is limited in capacity, any future development by the applicant (or others) in the area will require installation of a new water main at their cost with corresponding public utility easement and City dedication. At the time of water main install, the existing water connection for the La-Bone-Atory project will need to be removed, and a new connection to the new water main will be required.
 - f. An approved backflow device is required for all water connections. Please contact Heath Daniels at 707-813-8031 for more information.
 - g. Applicant shall pay connection fees (which vary depending on desired connection and meter sizes) based on the cost to the City to make the connections. The applicant shall specify what size of connections will be needed for this project, including any fire connection for sprinklering purposes. Please notify the Public Works Department as soon as possible once the desired connection size(s) has/have been determined.
 - h. The applicant shall contact Underground Service Alert (USA), Dial 811 or 1-800-227-2600, at least 48hrs prior to construction.
- 6. Encroachment Permit. The applicant shall apply for an encroachment permit for any activity occurring in the public right of way during construction. This includes the installation of sewer and water lines, placement of dumpster, construction

- vehicles not parked in conformance with parking codes, and installation of any frontage improvements. Please submit the relevant encroachment permit application 2 weeks prior to anticipated construction date(s) to allow adequate time for processing.
- 7. Impact Fees. The applicant shall pay all required Impact Fees prior to final of the Building Permit, which are estimated as follows: (actual fees to be calculated at time of building permit submittal based on final proposed use):
 - a. Water 2,240 SF increase in garage/workshop space is \$1,983.86.
 - b. Sewer 2,240 SF increase in garage/workshop space is \$1,537.73.
 - c. Drainage 11,064 SF increase in impervious surface is \$8,187.36
 - d. Police Facilities 2,240 SF of Industrial Space is \$1,752.04
 - e. Fire Facilities 2,240 SF of Industrial Space is \$413.26
- 8. The Applicant shall contact Sherwood Valley Band of Pomo three weeks prior to the start of excavation to schedule a tribal monitor. The Tribal Monitor will remain on site during excavation until they determine that disturbance of cultural resources is unlikely.
- 9. If archaeological remains are discovered during project construction, the following actions shall be taken; 1) the construction contractor shall cease and desist from any further excavation or disturbance of the soil within 25 feet of the discovery; 2) the project manager shall notify the Fort Bragg Community Development Department within 24 hours of the discovery; and 3) the City shall notify the Sherwood Valley Band of Pomo Cultural Resources Officer and retain a professional archaeologist to determine appropriate actions in consultation with stakeholders including the Coastal Commission.
- 10. The applicant shall install a small plaque on the La-bone-atory near the building entrance which includes the following language: "This is the unceded traditional territory of the coastal Pomo (indigenous) People past and present. Honoring of the land itself by stewardship has and does happen throughout the generations. This land acknowledgement encompasses us all to continue to learn how to be better stewards of the land."
- 11. Storm water runoff shall be minimized by incorporation of Low Impact Development (LID) strategies that minimize impermeable areas, maximize permeable areas, and that slow, spread, and sink runoff so as to recharge groundwater and minimize runoff. Runoff that is expected shall be collected at vegetative swales or bio retention facilities and overflow finally conveyed by a storm drain system approved by the City Engineer.
- 12. Treatment Control BMPs shall be sized and designed to retain and infiltrate runoff produced by all storms up to and including the 85th percentile (.83" in 24-hours).
- 13. Because this project proposes to replace >5,000 SF of impervious surface, it's defined as a "regulated project", and installation of LID features in compliance with regulations outlined in the County of Mendocino Low Impact Development Standards Manual (LID Manual) will be required. The manual is at: https://www.mendocinocounty.org/home/showpublisheddocument/43360/63758 3284035530000
- 14. The site plan currently shows a bioretention area, but the feature has yet to be

- designed. The feature must be sized based on the total area of impervious surface being created by this project. Completed design in accordance with the LID manual must be submitted at the time of building permit submittal. In order to comply with Low Impact Development requirements, the new parking lot must be sloped toward the bioretention area. The downspouts of the new workshop shall also direct stormwater to the bioretention area.
- 15. Applicant must follow instructions in Part C of the Lid Manual. Applicant to complete and provide to the City the appropriate Site Design Measure Sheet(s) from the Appendices of the Mendocino County LID Manual.
- 16. If construction is to be conducted between October and April (the rainy season) approval from the Public Works Department and additional construction BMP's will be required.
- 17. To eliminate storm water runoff from the access road getting into wetland SW-2 and Wetland SW-1, the applicant shall resubmit a site plan and grading plan, for approval by the City of Fort Bragg in consultation with the Water Board, which achieves the following; 1) reposition the road on the old gravel road so that it is located as far as feasible from each wetland; 2) slope the road so that stormwater does not enter either wetlands; 3) design bioswales to infiltrate stormwater from the road on site; 4) insure hydrologic discontinuity between the bioswales and the season wetlands. The site plan and grading plan shall be approved prior to issuance of the Building Permit. If the applicant is unable to design a system which ensures that road runoff and fugitive dust from the road do not enter the wetland, the applicant must obtain a 401-wetland permit from the Water Board.
- 18. The applicant shall install symbolic fencing (such as the log barriers that are located throughout the Coastal Trail) at the edge of the access road on both sides that is placed the furthest extent feasible from the seasonal wetlands to prevent additional encroachment into the ESHA. Install signage that identifies the area as an environmentally sensitive habitat area to promote education of native species and habitats
- 19. The Applicant shall engage in target the removal of non-native invasive species for a period of five years.
- 20. The applicant shall prepare a Soil Management Plan for review and approval by DTSC prior to undertaking any grading activities on site. The Soils Management Plan shall be implemented during ground disturbing activities.
- 21. The applicant shall submit a new site plan with a pedestrian access (trail or sidewalk) from Jere Melo Drive to the La-BONE-atory as part of the building permit application.
- 22. The applicant shall submit revised elevations that include an awning and small "entrance" sign adjacent to the entrance door for the building as part of the Building Permit application.
- 23. The Monument Sign shall be limited to 42 inches in height, and the sign permit copy for the Monument Sign shall be reviewed by the Community Development Director.

STANDARD CONDITIONS

- 1. This action shall become final on the 11th day following the City Council decision.
- 2. The use and occupancy of the premises shall be established and maintained in conformance with the requirements of this permit and all applicable provisions of the CLUDC.
- 3. The application, along with supplemental exhibits and related material, shall be considered elements of this permit, and compliance therewith is mandatory, unless an amendment has been approved by the City.
- 4. This permit shall be subject to the securing of all necessary permits for the proposed development from City, County, State, and Federal agencies having jurisdiction. All plans submitted with the required permit applications shall be consistent with this approval. All construction shall be consistent with all Building, Fire, and Health code considerations as well as other applicable agency codes.
- 5. The applicant shall secure all required building permits for the proposed project as required by the Mendocino County Building Department.
- 6. If any person excavating or otherwise disturbing the earth discovers any archaeological site during project construction, the following actions shall be taken: 1) cease and desist from all further excavation and disturbances within 25 feet of the discovery; 2) notify the Fort Bragg Community Development Department within 24 hours of the discovery; and 3) retain a professional archaeologist to determine appropriate action in consultation with stakeholders such as Native American groups that have ties to the area.
- 7. This permit shall be subject to revocation or modification upon a finding of any one or more of the following:
 - (a) That such permit was obtained or extended by fraud.
 - (b) That one or more of the conditions upon which such permit was granted have been violated.
 - (c) That the use for which the permit was granted is so conducted as to be detrimental to the public health, welfare, or safety or as to be a nuisance.
 - (d) A final judgment of a court of competent jurisdiction has declared one or more conditions to be void or ineffective, or has enjoined or otherwise prohibited the enforcement or operation of one or more conditions.
- 8. Unless a condition of approval or other provision of the Coastal Land Use and Development Code establishes a different time limit, any permit or approval not exercised within 24 months of approval shall expire and become void, except where an extension of time is approved in compliance with CLUDC Subsection 17.76.070(B).

BE IT FURTHER RESOLVED that this Resolution shall become effective immediately upon its passage and adoption.

The above and foregoing Resolution was introduced by Commissioner Jensen, seconded by Commissioner Neils, and passed and adopted at a regular

meeting of the Planning Commission of the City of Fort Bragg held on the 14th day of August 2024, by the following vote:

AYES: Turner, Neils, Stavely, Jensen, Deitz

NOES:

ABSENT:

ABSTAIN:

RECUSE:

—signed by: Scott Dutz

Scott Deitz, Chair

ATTEST:

—Docusigned by: Maria Flynn

Maria Plyffn, Administrative Assistant

September 5, 20224

Fort Bragg City Hall 416 No Franklin St Fort Bragg, Ca 95437

Attn: City Clerk

City Council,

In 1966, Fort Bragg offered a chance to escape the hustle of So San Francisco so we moved here. We bought an insurance agency (Coastal Insurance), built an office building on the corner of Franklin and Cypress when Cypress was still part of the logging road. It is still successful. The name was changed when it was sold. My husband was on the planning commission when the "shopping center" (DMV) was in the planning stages. I remember how difficult it was for him to satisfy all the requirements of permits, plans, suggestions, debates, allowances, and long hours to come to a reasonable conclusion, so I'll keep this simple:

Please support the LCP Amendment which will allow the Laboneatory project to move forward and for the Ocean Science Center to be built.

I'll ask to speak Monday Night and give an even better reason I'm asking for this to happen.

Sincerely,

Donna Worster (Formerly Mrs. Norman Yates)

Fort Bragg City Council 416 N franklin st Fort Bragg, CA 95437

Dear members of the city council,

I am writing this in support of the Noyo Center's application for an LCP Amendment and permits for the Laboneatory. I am born and raised in Fort Bragg, third generation and after completion of my education decided to return to home to raise my family. I applaud your difficult work and am grateful for your support for the Noyo Center. I have had a change in employment in the last year and now have some time to volunteer for this amazing and wonderful organization. I am proud of the support from the city and all you have done to accomplish the ability for the Noyo center to obtain the 11.5 acres on the previous mill site. This vision is important for our local economy as well as the health of our environment and local ecosytems. Thank you for your support of this LCP amendment.

Sincerely,

Junice Wilson

From: Mark Ruedrich Sanchez, Diana To:

Subject: LCP Amendment and permits for the Laboneatory Date: Monday, September 9, 2024 8:00:21 AM

Attachments: image001.png

image002.png

Dear City Council,

I'm here to support the Noyo Center's application for an LCP Amendment and permits for the Laboneatory. I appreciate the hard work that the City Council, the Planning Commission and the City staff/consultants perform on a daily basis. I know based on 35 years of experience. It's hard.

I am grateful for the City's ongoing support for the Noyo Center. The Noyo Center would not be here were it not for the City's visionary actions to form and launch our non-profit and to acquire our 11.5 acre parcel on the Noyo headlands.

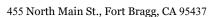
This LCP Amendment, which is needed to allow the Laboneatory project to move forward and, eventually, for the Ocean Science Center to be built, is key.

I share all the enthusiasm present on the coast for big things to come. Who knows what the ocean will bring us in the future.





Co-Founder | President, Board of Directors North Coast Brewing Co.® mark@northcoastbrewing.com





From: Paul Clark
To: Sanchez, Diana

Cc: CMAR (CMAR@MCN.ORG); Paul Clark

Subject: City Council item 7 24-908

Date: Monday, September 9, 2024 8:18:54 AM

Questions and comments on this item. FYI I am in full support of this project. Just questions on the process.

Is the applicant paying the cost of the General Plan update or is this being shared by the Pomo Valley Band, the applicant, and the City. I think this is a fair question for the taxpayers.

Why is it that the entire millsite is not being rezoned to allow such similar use. Seems short sighted to not do all you can when doing an LCP amendment. And to add any other uses that may come up so the potential of the millsite is not always 'subject to LCP amendment. Also I would think the Coastal Commission would agree with that. Ownership can change, and often does.

I had asked the city but still have not heard back. (Done by email) when the appeal period would begin for this application. Again, I have and had no plans to appeal but asked the question: does it start from the approval of this agenda event, the planning commission date approved, or when the LCP is approved if it does get approval. Think this would be a good thing to have on the item summary for all applications.

Thank you. I hope one of the council members would ask these questions. Often, they just go into the comments with no discussion. Too bad if the questions or comments are easily responded to in the discussion. Would make us at least feel our suggestions or questions were heard.

Paul Clark

From: George

To: Norvell, Bernie; Godeke, Jason; Peters, Lindy; Rafanan, Marcia; Albin-Smith, Tess; Sanchez, Diana

Subject: Public Hearing 24- 908

Date: Monday, September 9, 2024 11:49:01 AM

Attachments: FBHC AltVision Rev1.5.png

Honorable City Council members,

I support the resolutions and this carefully crafted plan. I believe the concerns I had have been addressed. This represents an immense amount of work. I can see how this matrix anticipates much that we as a community will have to demand of this process, and participants within it, as we move forward.

The change to the Coastal Trail zoning is a good first step, and should be enlarged considerably. For many reasons, We need a substantially larger Parks and Recreation area or what I will call "Wildlife Corridor." To this, I look for a Central Parkland area after the cleanup of the ponds and surrounding areas is completed. This will require working closely with the owners of the 77 acres in the North. That will take some time.

The recognition through zoning of the Sherwood Valley Band of Pomo is long over due. I also appreciate the plaque on the Science building.

The establishment of the Science Center zoning designation is something this community has dreamt of for decades. It appears to me that the city is being thorough in its requirements of the Noyo Center and has thought through the challenges and the step—wise manner in which this can best be achieved.

By approving these LCP updates the city is setting a high bar for future applicants who might wish to build and develop projects out on the Headlands.

The map in Attachment #3 is fine, as far as it goes. It reflects the issues being discussed in these resolutions. There is a great deal more discussion and study that needs to occur for our community to do a full LCP update for the Headlands — and we should embark on this soon. I feel this should be led by the city. Attachment 5 is an inadequate and now outdated reflection of what has been, in many respects, and exemplary planning effort by the community and the city. The old maps are helpful as an historical record, but they do not reflect the realities of Global Heating, including sea level rise SLR the need for carbon sequestration and sustainable development—where approved by the community—and much more.

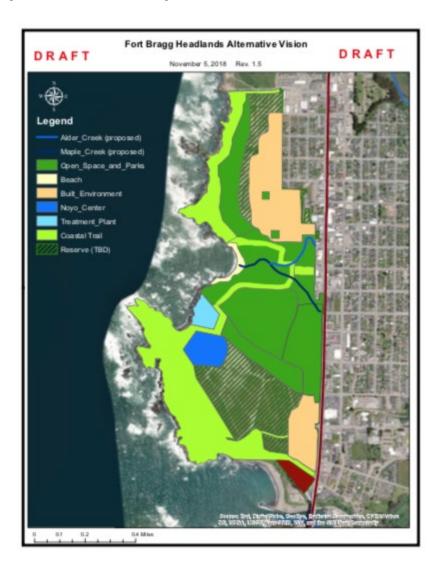
Here is another old map that reflects a much larger vision of restoration and regenerative design which was presented at public meetings by The Fort Bragg Headlands Consortium and needs to be part of this new phase of planning for our communities future.

Thanks to the Council, City staff and everyone who contributed to this important step.

George Reinhardt

Apologies for the blurriness of the map. A crisper version will be supplied when we embark on the full LCP update. You can see that this calls for a much smaller footprint of development, indicated in the tan areas. The ponds are cleaned and possibly gone. The creeks

are daylighted. The Wildlife Corridors and natural set backs are far larger—this is reflected in the dark green and the cross hatched areas. $\,\mathrm{g}$



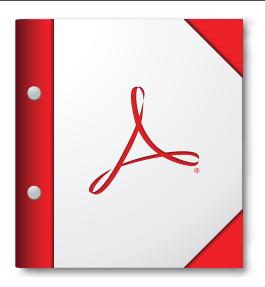
Dear City council members,

My name is Richard Millis, II, I am writing in to show support for the Noyo Centers' application for an LCP Amendments and permits for the Laboneatory. I know this process can be daunting. I am a graduate of the Marine Science technology program that the College of the Redwoods used to offer on the coast. Since the closing of the Collage of the Redwoods, Fort Bragg has counted on the Noyo Center to educate and inform not only our local citizens and youth but additionally visitors from our thriving tourist economy. I hope that this process can go as smoothly as possible. The laboratory will be a great addition to our town and will make it easier for the Noyo Center to work on its upcoming educational displays that will hopefully one day go into the Ocean Science center on the old mill site. I personally want to thank the city council and the planning commission for all the work they do and the support that the city shows to the Noyo center.

Best regards,

Richard Millis, II

09-09-2024



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City of Fort Bragg

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

Text File

File Number: 24-923

Agenda Date: 9/9/2024 Version: 1 Status: Business

In Control: City Council File Type: Staff Report

Agenda Number: 8A.

Receive Report and Provide Direction Regarding Preferred Method for Collecting Business

License Gross Receipts Tax from Contractors.





AGENCY: City Council MEETING DATE: Sept 9, 2024

DEPARTMENT: Community Development/Finance

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AGENDA ITEM SUMMARY

<u>TITLE</u>: Receive Report and Provide Direction Regarding Preferred Method for Collecting Business License Gross Receipts Tax from Contractors.

ISSUE:

The City of Fort Bragg currently uses three separate methods to recover business license fees from general contractors and the trades (plumbers, electricians, site work contractors, etc.).

- 1. Via the Building Permit Business License Tax. The City charges contractors a fraction (0.04 percent) of the building permit valuation to cover the cost of the business license tax for construction projects within the City. This business license tax is charged to contractors whether their business is located within the City or not.
- 2. **Via the Business License Tax and Fee.** Contractors who are exempt from paying the building permit fees (e.g. roofing projects and projects valued at less than \$1,000) are separately contacted by the Finance Department to obtain a business license and pay associated taxes for "over-the-counter" building permits.
- 3. Business License Tax & Fee. The City requires all contractors located within the City or who do business within the City to obtain a business license. The cost of the business license tax is calculated as a fraction of the gross receipts (0.1 percent of the first \$200,000 and 0.04 percent of the remaining amount). Contractors can subtract the building permit fees that they paid for projects within the City from their gross receipts and thereby their business tax. It is unclear how many contractors do this.

This current system is time intensive for all parties and results in confusion and frustration and inequity between Contractors and other businesses operating within City Limits. Additionally the current system is not equitable as all other businesses (non-contractors) who do business within the City (whether located within the City or not) must obtain a business license and pay 0.1 percent of gross receipts on the first \$200,000 earned within the City and 0.04% on any gross receipts that are more than \$200,000.

ANALYSIS:

City staff seek a simpler, less-time intensive and fairer process for obtaining business taxes from contractors. The Community Development Committee considered this item and recommended that the City not retain the current system. Instead, CDC recommends that the City Council discuss and consider this item with additional information about how each approach would impact tax revenues.

MJC worked with Finance Department staff to define alternative implementation approaches as noted below and to show how each approach might affect tax revenue collection by the City.

Approach 1: Obtain the Business Tax only through the Business License process.

The Community Development Department (CDD) would require proof of a business license number prior to issuing a building permit. If a contractor, whether located within the City or the County, could not provide a valid Fort Bragg business license number, they would be asked to get a business license prior to acceptance of the building permit application.

- This approach is likely to net higher overall business taxes from contractors as 0.1 percent of gross revenues will always be more than 0.04 percent of building valuation.
- This approach would be simple to implement.
- This is a more equitable approach as it is how every other business pays to operate within the City.
- Some people will try to game this system by reporting lower gross receipts or by sending homeowners in to obtain the building permit. It is unclear if the City can require a homeowner to obtain a business license for working on their own house.
- In 2023, the City collected \$14,222 in business tax from contractors through the business license process.

Approach 2: Obtain Business Tax through the Building Permit process.

- For implementation, CDD would charge 0.04 percent of each project valuation as part of the building permit fee. Contractors would not be required to obtain a business license for working within the City.
- This approach would be easy to implement.
- This approach will result in lower taxes because building valuations (issued by the Mendocino County Building Department) are well known for being below the actual cost of construction. Additionally, the lower rate of 0.04 percent would result in lower taxes.
- In 2023, the City collected only \$2,254 in business tax from \$5,635,000 in building permit valuations.

RECOMMENDED ACTION:

Receive report and provide direction regarding Business License fees for contractors.

ALTERNATIVE ACTION(S): None

FISCAL IMPACT:

- Approach 2 would result in a net loss of about \$14,000 in taxes.
- Approach 1 would increase tax collection slightly as contractors would pay 0.1% rate

- on the first \$200,000 of their gross receipts like every other business in town. It would also reduce the Finance Department's labor costs spent reaching out in person to collect taxes for over-the-counter building permits such as roofing and solar.
- Many fees are also collected through the building permit process (capacity fees, connection fees, grading fees, drainage fees, General Plan maintenance fees, backflow device fees). These fees would continue to be collected through the building permit process.

GREENHOUSE GAS EMISSIONS IMPACT: None

CONSISTENCY: The Municipal Code would need to be modified to implement direction by City Council.

IMPLEMENTATION/TIMEFRAMES: Depends on direction provided.

ATTACHMENTS:

1. Municipal Code - Business License Code Alternatives

ATTACHMENT 1 – BUSINESS LICENSE CODE ALTERNATIVES EXISTING CODE

5.04.260 TAXES - CONTRACTORS' FEES.

- A. Any person licensed by any government agency or authority as a contractor in any field whatsoever, including, but not limited to, general, electrical, plumbing, cement, paint, plaster, etc. performing work which requires the issuance of a building permit will no longer be required to maintain an annual business license. Instead, all contractors shall pay a fee based on the contract valuation of each building permit, the fee at the rate of 0.04% is to be applied and collected with the issuance of each building permit.
- B. However, contractors, businesses, or individuals providing construction, maintenance or other goods or services which does not require a building permit will be required to purchase a business license using the standard gross receipts formula under § 5.04.230.

RECOMMENDED CODE AMENDMENT Alternative A

5.04.260 TAXES - CONTRACTORS' FEES.

- A. Any person licensed by any government agency or authority as a contractor in any field whatsoever, including, but not limited to, general, electrical, plumbing, cement, roofing, paint, plaster, etc. performing work which is included a valid building permit will pay their business licenses tax based on the contract valuation of each building permit, the tax at the rate of 0.04% will be collected with the submittal of each building permit. In addition, they will be required to maintain an annual business license but will only pay the basic business licenses fee and will not pay any business license tax as part of their business licenses.
- B. However, contractors, businesses, or individuals providing construction, maintenance or other goods or services which 1) do not require building permits and or; 2) obtain "over-the-counter" building permits which total more than \$50,000 valuation per year are thereby exempt from the collection of the business license tax through the building permit process (such as roofers and painters). Such contractors, businesses and individuals will be required to obtain a business license using the standard gross receipts formula under § 5.04.230.

RECOMMENDED CODE AMENDMENT Alternative B

5.04.260 TAXES - CONTRACTORS' FEES.

A. Any person licensed by any government agency or authority as a contractor in any field whatsoever, including, but not limited to, general, electrical, plumbing, cement, paint, plaster, roofing etc. performing work which requires the issuance of a building permit are required to maintain an annual business license. Building Permits may only be issued to Contractors who hold a valid business license. using the standard gross receipts formula under § 5.04.230. Business license taxes will not be collected via the Building Permit process.



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Text File

File Number: 24-931

Agenda Date: 9/9/2024 Version: 1 Status: Filed

In Control: City Council File Type: Report

Agenda Number: 8B.

Receive, Approve, and File the 2024 Local Road Safety/Action Plan (LRSAP) Report from TJKM



CITY OF FORT BRAGG, CALIFORNIA

Local Road Safety/Action Plan



September 2024 Final Report



The preparation of this report (or plan) was programmed through the Mendocino Council of Governments' FY 2023/24 Transportation Planning Work Program and funded with State (Regional Planning Assistance) Discretionary Grant funds.
\$89,707 is the dollar amount for the contract related to the preparation of this Final Report/Plan.

City of Fort Bragg Local Road Safety/Action Plan

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Executive Summary

The City of Fort Bragg's Local Road Safety/Action Plan (LRS/AP) is a comprehensive plan that creates a framework to systematically identify and analyze traffic safety related issues and recommend projects and countermeasures. The LRS/AP aims to reduce fatal and severe injury collisions through a prioritized list of improvements that can enhance safety on local roadways.

This update to the previous Local Roadway Safety Plan (LRSP) adopted in 2022 takes a proactive approach to addressing safety needs. It is viewed as a guidance document that can be a source of information and ideas. As indicated by this update, it is also a living document, one that is routinely reviewed and updated by City staff and their safety partners to reflect evolving collision trends and community needs and priorities. With the LRS/AP as a guide, the City will be able and ready to apply for grant funds, such as the federal Highway Safety Improvement Program (HSIP) and Safe Streets and Roads for All (SS4A).

Chapter 1 – Introduction

The Introduction presents the project, describes how this report is organized, summaries the vision and goals, and the study area for the LRS/AP.

Chapter 2 – Safety Partners

This chapter covers Fort Bragg's collaborative approach to road safety, detailing the involvement of various City departments, local organizations, and agencies in developing and implementing the Local Road Safety/Action Plan. It highlights the engagement of diverse stakeholders through meetings and online platforms, as well as the City's leadership commitment to enhancing road safety through a multi-faceted approach. The chapter introduces Mendocino Council of Government (MCOG) Technical Advisory Committee (TAC) that will serve as the body to review and monitor the recommendations and Safety Project implementation and construction.

Chapter 3 – Existing Planning Efforts

This chapter summarizes existing City and regional planning documents and projects that are relevant to the LRS/AP. It ensures that the recommendations of the LRS/AP are in line with existing goals, objectives, policies, or projects. This chapter summarized the following documents: City of Fort Bragg FY 2023-2024 Budget, 2018 Street Safety Plan, City of Trails: Supplemental Trail Feasibility Studies (2017), City of Trails: Trails Feasibility Study (2016), Inland General Plan (2012), Mill Site Specific Plan (2012), South Main Street Access and Beautification Plan (2011), Fort Bragg Bicycle Master Plan (2009), City of Fort Bragg Coastal General Plan (2008), Mendocino County Pedestrian Facility Needs Inventory and Engineered Feasibility Study (2019), Mendocino Council of Governments 2020 Regional Transportation Improvement Program (2019), Mendocino County Regional Transportation Plan & Active Transportation Plan (2022), Mendocino County Safe Routes to School Plan (2014)

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Chapter 4 – Collision Data Collection and Analysis

Collision data was obtained and analyzed for a three-year period from 2020 to 2022 from the California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS) and the University of California at Berkeley SafeTREC's Transportation Injury Mapping Service (TIMS) and compared with previous year's (2015-2019) collision trends.

- The collision analysis identified general trends of collisions in the City of Fort Bragg. There were a total of 275 collisions reported Citywide from 2020 to 2022. Out of these 275 collisions 219 (80 percent) were property damage only (PDO) collisions, 32 collisions (12 percent) led to complaint of pain injury and 19 collisions (seven percent) led to a visible injury. There were five fatal and severe injury (KSI) collisions, four collisions (one percent) led to a severe injury and one collision led to a fatality.
- KSI Collisions peaked during 1 p.m. 2 p.m. and 9 p.m. to 11 p.m. The highest number of injury collisions were observed between 3 p.m. to 4 p.m.
- Rear-end collisions (40 percent) have the highest rate of KSI collisions followed by hit object (20 percent) and broadside (20 percent) collisions.
- The highest violation categories contributing to KSI collisions is unsafe speed (40 percent), followed by driving under influence of alcohol (DUI) and following too closely with 20 percent each.
- Also, 60 percent of total KSI collision involved people in the age range greater than 50 years.
- Out of all KSI collisions, 40 percent collisions occurred in dark conditions including dusk or dawn.

Chapter 5 - Emphasis Areas

Emphasis areas are a focus of the LRS/AP identified through the various collision types and factors resulting in KSI collisions within Fort Bragg. The five emphasis areas for Fort Bragg are:

- Intersection safety
 - o Collisions within 250 feet of intersections
- Pedestrian safety
- Rear End Collisions
- Driving Under Influence Collisions
- SR 1/Hwy 1 Collisions

Chapter 6 - Equity

The Equity chapter underscores Fort Bragg's commitment to advancing fair and equitable transportation safety improvements for all residents. It analyzes collision data with respect to equity-emphasis communities (EEC), which comprise 50 percent of the city's census tracts and 59 percent of its population. Key findings reveal that 32 percent of total collisions and 20 percent of KSI collisions occur in EEC. The analysis considers various factors including collision types, modes of transportation, violation

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categories and lighting conditions to provide a comprehensive overview of safety challenges in vulnerable communities.

Chapter 7 – Countermeasure Identification

Engineering countermeasures were selected for each of the high-risk locations and for the emphasis areas. These were based off of approved countermeasures from the Caltrans Local Roadway Safety Manual (LRSM) 2024 used in HSIP grant calls for projects. The intention is to give the City potential countermeasures for each location that can be implemented either in future HSIP calls for projects, or using other funding sources, such as the City's Capital Improvement Program. Non-engineering countermeasures were also selected using the 5 E's strategies, and are included with the emphasis areas.

Chapter 8 - Safety Projects

A set of ten safety projects were created for high-risk intersections and roadway segments, using HSIP approved countermeasures. Among those, six projects were identified for city roads and four projects for California State Route 1 (SR 1). These safety projects are:

City Roadways

Project 1 - Improve Safety at Non-Signalized Intersections.

Project 2A: Improve Pedestrian Safety on Non-signalized Intersections. (Pedestrian Set Aside)

Project 2B: Improve Pedestrian Safety on Willow Street. (Pedestrian Set Aside)

Project 3: Improve Safety at Roadway Segments.

Project 4: Improve Pedestrian/Bicycle Safety at Roadway Segments.

Project 5: Citywide Sign Inventory: This project will involve and include all the parts of the city to improve, replace, or install new signage throughout the entire city. (Regulatory and warning)

California State Route (SR 1)/Highway 1

Project 1 - Improve Safety at Improve Safety at Signalized Intersections, and Pedestrian and Bicycle Safety.

Project 2: Improve Safety at Non-Signalized Intersection.

Project 3: Improve Safety at Roadway Segment.

Project 4: Improve Safety at Roadway Segment.

Chapter 9 – Evaluation and Implementation

The LRS/AP is a guidance document that is recommended to be updated every two to five years in coordination with the safety partners. The LRS/AP document provides engineering, education, enforcement, and emergency medical service related countermeasures that can be implemented throughout the City to reduce fatal and severe injury collisions. After implementing countermeasures, the performance measures for each emphasis area should be evaluated annually. The most important measure of success of the LRS/AP should be reducing KSI collisions throughout the

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City. If the number of fatal and severe injury collisions does not decrease over time, then the emphasis areas and countermeasures should be re-evaluated.

Safe Street and Roads for All (SS4A) Action Plan Components

SS4A defines nine action plan components that are integral to any safety action plan in order to satisfy SS4A grant requirements. Of these nine criteria, seven have to be met in order for SS4A grants to be submitted for funding. The table below describes SS4A Action Plan Components and the sections of the LRS/AP that satisfy the seven relevant components.

Action Plan Component	Section
Leadership Commitment and Goal Setting	N/A
2. Planning Structure	Ch-2, Ch-9
3. Safety Analysis	Ch-4
4. Engagement and Collaboration	Ch-2
5. Equity Considerations	Ch-6
6. Policy and Process Changes	N/A
7. Strategy and Project Selections	Ch-7, Ch-8
8. Progress and Transparency	Ch-9 and Mendocino Council of Governments (MCOG) website https://www.mendocinocog.org/
9. Action Plan Adoption Date	August 2024

1. INTRODUCTION

The Mendocino Council of Governments (MCOG) is assisting with updating the comprehensive Local Road Safety/Action Plan (LRS/AP) for the City of Fort Bragg. The updated LRS/AP would enable Fort Bragg to enhance safety for all modes of transportation and all ages and abilities.

What is a LRS/AP?

The Local Road Safety/Action Plan (LRS/AP) is a localized data-driven traffic safety plan that provides opportunities to address unique highway safety needs and reduce the number of KSI collisions. The LRS/AP creates a framework to systematically identify and analyze traffic safety-related issues, and recommend safety projects and countermeasures. The LRS/AP facilitates the development of local agency partnerships and collaboration, resulting in the development of a prioritized list of improvements that can qualify for HSIP and SS4A funding.

The LRS/AP is a proactive approach to addressing safety needs and is viewed as a living document that can be constantly reviewed and revised to reflect evolving trends, community needs, and priorities.

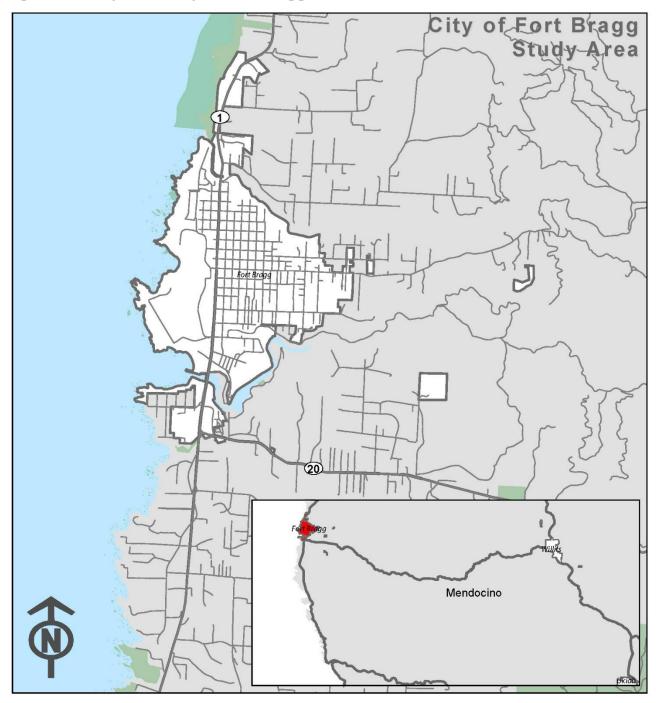
Vision and Goals of the LRS/AP

- **Goal #1**: Systematically identify and analyze roadway safety problems and recommend improvements
- Goal #2: Improve the safety of all road users by using proven effective countermeasures
- **Goal #3**: Ensure coordination and response of key stakeholders to implement roadway safety improvements within Fort Bragg
- **Goal #4**: Serve as a resource for staff who continually seek funding for safety improvements
- Goal #5: Recommend how safety improvements can be made in a manner that is fair and equitable for all Fort Bragg residents

Study Area

The City of Fort Bragg is located in Mendocino County, California, covering a total area of about 2.931 square miles. It is the located on the Pacific Ocean coast, 24 miles west of the City of Willits, at an elevation of 85 feet. The City's estimated population is 6,983 (as of 2020 census). The City is accessible via California State Route/Highway 1 (SR 1) and California State Route/Highway 20 (SR 20). **Figure 1** shows the study area.

Figure 1. Study Area: City of Fort Bragg



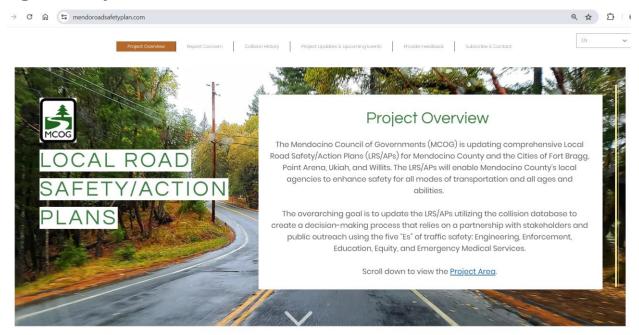
2. Safety Partners

Safety partners are vital to the development and implementation of an LRS/AP. For the City of Fort Bragg, these include representatives from Public Works, Police Department, Fire Department, School District, Caltrans District 1, and other interested citizens and community members. Three stakeholder meetings among these departments/agencies were conducted to review project goals and findings, and to solicit feedback from the group during the project timeline.

This stakeholder outreach was supplemented by a project website (www.mendoroadsafetyplan.com), with an interactive map input platform. Project related information was also published on the City's website and handouts made available at City Hall. As part of the project website, a public input platform called maptionnaire was published online and advertised on social media to solicit input public comments regarding traffic safety.

A total of 46 comments were submitted for the City of Fort Bragg from February 18, 2024 to June 30, 2024. A list of all public comments is included in **Appendix A**. **Figure 2** shows landing page of LRS/AP website and **Figure 3** shows the location of the public comment on the map.

Figure 2. Project Website



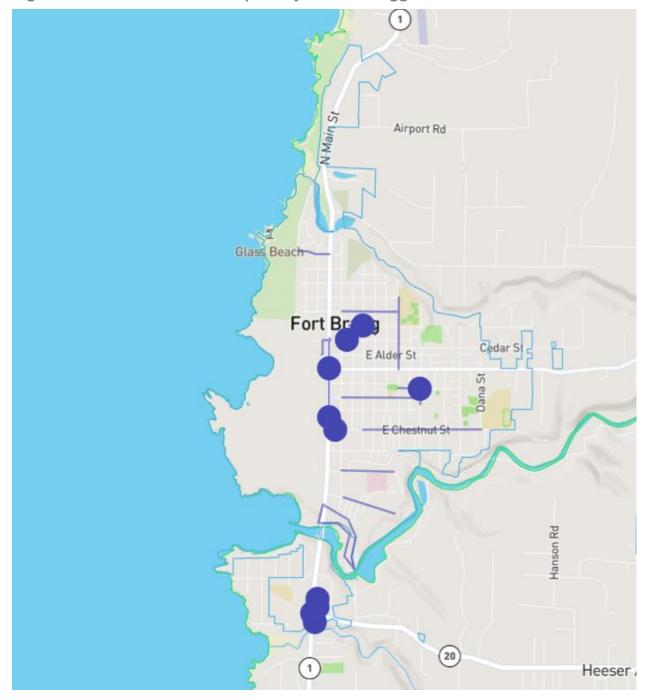


Figure 3. Public Comments Map - City of Fort Bragg

The most common commented traffic safety issue was speeding. Willow Street was the most commented street, followed by Main Street/Highway 1 (SR 1) and E Chestnut Street. Main Street/Highway 1 (SR 1) was referred to the most as the street with pedestrian and bicycle safety issues, with five comments combined. **Figure 4** refers to the summary of public outreach by location and pertinent issue per location.

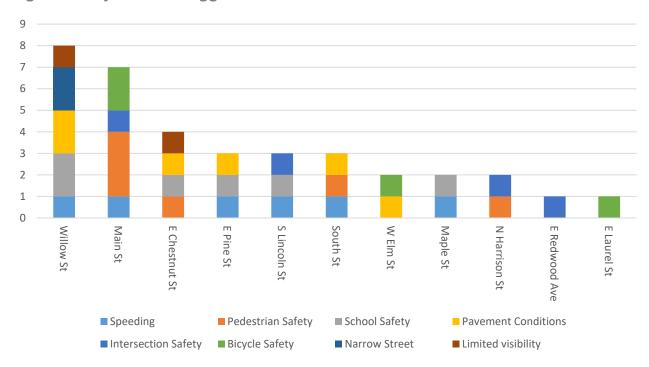


Figure 4. City of Fort Bragg - Public Comments

Note: This summary does not list corridors with less than two comments. Categories with less than two comments are not included in this graph. Each comment was assigned to the major road if at an intersection.

In addition, five Public Workshops, three virtual and two in-person (in Fort Bragg and Ukiah), were held to introduce the project, present data information and recommendations, and provide a forum for comments and feedback.

Leadership Commitment to Road Safety

The City of Fort Bragg is deeply committed to enhancing road safety and significantly reducing traffic fatalities and severe injuries for all road users. Recognizing the vital importance of safe streets, the City has made it a top priority to create a safer transportation environment for residents and visitors alike.

This dedication to improving road safety is rooted in Fort Bragg's core values of prioritizing the well-being and quality of life for all community members, whether they drive, walk, bike, or use public transit.

To achieve these road safety goals, the City of Fort Bragg is implementing a multifaceted, evidence-based approach that addresses the various factors contributing to traffic incidents. This strategy includes:

- Infrastructure improvements to enhance road design and safety features
- Public awareness campaigns to educate residents on safe road use practices
- Collaboration with local law enforcement to ensure traffic laws are effectively upheld

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By adopting this comprehensive approach, the City is confident it can make substantial progress in reducing serious injuries and fatalities on Fort Bragg's streets.

The City Council and leadership team are fully committed to this safety initiative and have dedicated the necessary resources to drive meaningful change. Regular assessment of progress, analysis of traffic data, and engagement with community stakeholders will ensure Fort Bragg stays on course to meet its safety objectives.

Through this steadfast commitment, Fort Bragg aims to create a model for other coastal communities in California, demonstrating how a small city can make big strides in creating safer streets for everyone.

Technical Advisory Committee

The Technical Advisory Committee (TAC), a committee of Mendocino Council of Governments (MCOG), will serve as the body to review and monitor the recommendations and Safety Project implementation and construction. The TAC consists of nine (9) voting members or their authorized technical representatives, as follows: the County Director of Transportation, the County Director of Planning & Building Services, the Mendocino Transit Authority General Manager, the Caltrans Transportation Planning Branch Chief, one technical representative appointed by each of the four cities, and the County Air Pollution Control Officer. Additionally, one (1) nonvoting member shall be a rail representative appointed by North Coast Railroad Authority. TAC meetings are typically once a month.

The nine (9) voting members or their authorized technical representatives of TAC consists as follows:

Agency

- City of Ukiah
- City of Willits
- City of Fort Bragg
- City of Point Arena
- Mendocino County Department of Transportation
- Mendocino County Planning & Building Services
- Mendocino Transit Authority
- Caltrans
- Air Quality Management District

The TAC will ensure a comprehensive and equitable approach to safety improvements by fostering interagency coordination and community engagement. Regular monitoring and evaluation of safety metrics will allow for adaptive management,

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enabling the team to adjust strategies as needed. In addition, Fort Bragg's Public Works Department will also be accountable for the progress made toward the plan goals.

3. Existing Planning Efforts

This chapter summarizes the planning documents, projects underway, and studies reviewed for the City of Fort Bragg LRS/AP The purpose of this review is to ensure the LRS/AP vision, goals, and E's strategies are aligned with prior planning efforts, planned transportation projects, and non-infrastructure programs. The documents reviewed are listed below:

- City of Fort Bragg FY 2023-2024 Budget
- 2018 Street Safety Plan
- City of Trails: Supplemental Trail Feasibility Studies (2017)
- City of Trails: Trails Feasibility Study (2016)
- Inland General Plan (2012)
- Mill Site Specific Plan (2012)
- South Main Street Access and Beautification Plan (2011)
- Fort Bragg Bicycle Master Plan (2009)
- City of Fort Bragg Costal General Plan (2008)
- Mendocino County Pedestrian Facility Needs Inventory and Engineered Feasibility Study (2019)
- Mendocino Council of Governments 2020 Regional Transportation Improvement Program (2019)
- Mendocino County Regional Transportation Plan & Active Transportation Plan (2022)
- Mendocino County Safe Routes to School Plan (2014)

The following sections include brief descriptions of these documents and how they inform the development of the LRS/AP. A summary of each document is provided in **Table 1**. A more detailed list of relevant policies and programs is provided in **Appendix B**.

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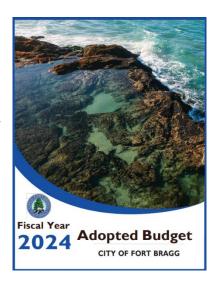
Table 1. Document Review Summary

Document	Highlights				
City of Fort Bragg FY 2023-2024 Budget	The City of Fort Bragg's fiscal year 2023-2024 budget outlines the funds the city has allocated to various departments and project include street, road maintenance, and improvements.				
2018 Street Safety Plan	This plan recommends infrastructure improvements that will enhance the safety of pedestrians, bicyclists, and motorists on residential neighborhoods, and commercial streets in Fort Bragg.				
City of Trails: Supplemental Trail Feasibility Studies (2017)	The City of Trails supplement evaluates engineering and geotechnical challenges associated with implementation of two segments of costal trails.				
City of Trails: Trails Feasibility Study (2016)	This City of Trails Feasibility Study evaluates three potential new priority trails which could be developed to expand the existing trail network in Fort Bragg.				
Inland General Plan (2012)	This general plan regulates land use for inland properties that are within City limits but not in the Coastal Zone.				
Mill Site Specific Plan (2012)	The Mill Site Specific Plan is a community-based vision for the redevelopment of the old mill site in Fort Bragg.				
South Main Street Access and Beautification Plan (2011)	This project enhances pedestrian crossings of Highway 1, with curb extensions, high visibility striping, stop bars, pedestrian signage, and strategically placed median refuge islands. It also improves safety by reducing vehicle speeds, as well as beautifies the streetscape with trees and landscape strips.				
Fort Bragg Bicycle Master Plan (2009)	This plan establishes goals and policies, analyzes existing conditions, proposes recommended standards and identifies potential projects for guiding the improvement of the City's bicycle facilities.				
City of Fort Bragg Costal General Plan (2008)	Circulation element of the coastal General Plan details long range plans for the City of Fort Bragg including bicycle, pedestrian, vehicle, and transit policies.				
Mendocino Council of Governments 2020 Regional Transportation Improvement Program (2019)	The Regional Transportation Improvement Program (RTIP) is a program of highway, local road, transit and active transportation projects that a region plans to fund with State and Federal revenue.				
Mendocino County Regional Transportation Plan & Active Transportation Plan (2022)	Details bicycle and pedestrian improvements on County significant corridors. Includes many detailed priority bike and pedestrian projects.				
Mendocino County Safe Routes to School Plan (2014)	Safe Routes to School (SRTS) is a program with a simple goal: helping more children get to school by walking and bicycling including the schools Westport Village Community School and Three Rivers Learning Center.				

Local Road Safety/Action Plan

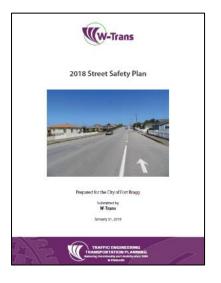
City of Fort Bragg FY 2023-2024 Budget

The City of Fort Bragg's fiscal year 2023-2024 Budget outlines the funds the City has allocated to various departments and project include street and road maintenance and improvements. Street maintenance, along with traffic and safety improvement cost along with their funding sources have been listed under the FY 2021-2025 Capital Improvement Program.



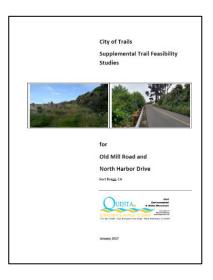
2018 Street Safety Plan

The City of Fort Bragg completed a Residential Streets Safety Plan (RSSP) in 2005. The 2018 Street Safety Plan is an expansion and update of the 2011 Residential Streets Safety Plan that also address commercial street safety. The roadways evaluated in this study are Maple Street, Elm Street, Pine Street, Main Street (SR 1), Fir Street, and Harold Street. This plan provided guidance on countermeasures selected for the LRS/AP.



City of Trails: Supplemental Trail Feasibility Studies (2017)

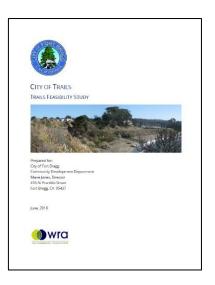
The City of Trails Supplemental Trail Feasibility Study evaluates engineering and geotechnical challenges associated with implementation of two segments of a coastal trail to connect the existing Coastal Trail-South Segment, with Noyo Harbor. This document builds on the City of Trails Feasibility Study, in which the Old Mill Road Multi-use Trail to North Noyo Harbor is described as a priority trail, in addition, this Study also addresses the feasibility of placing either a Class I or II bicycle trail parallel to North Harbor Drive. This plan provides guidance on countermeasures selected for the LRS/AP.



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City of Trails: Trails Feasibility Study (2016)

The City of Trails Feasibility Study evaluates three potential new priority trails which could be developed to expand the existing trail network in Fort Bragg. The purpose of the City of Trails Feasibility Study is to identify trail opportunities that are beneficial and of interest to the community; provide detailed feasibility and development cost information for the selected priority trails; and identify permitting requirements. providina Trails benefit communities by opportunities to walk and ride to daily destinations and recreational activities. The availability of trails can, over time, reduce a community's dependence on cars, total vehicle miles traveled (VMT), and greenhouse gas emissions.



Inland General Plan (2012)

This General Plan regulates land use for inland properties that are in city limits, but not in the Coastal Zone. The policy framework of the Inland General Plan has a long range perspective and is intended to address development concerns for the next 10 years (2022). The Circulation Element contains policies for public transit, bicycle facilities, parking, and transportation for the mobility impaired, taking into account the relationship between land use and transportation needs of the community.

5. CIRCULATION ELEMENT

A. Purpo

Government Code Section 65302[b] requires that every General Plan include a Circulation Element which consists of "the general location and extent of existing and proposed majo thoroughfares, transportation routes, terminats, and other local public utilities and facilities, all correlated with the Land Use Element of the Plan."

Government Code Section 6530(D) also requires all jurisdictions to plan for an integrated multimodal transportation network of complete streets in third General Plan. Complete streets are designed for the needs of all users regardless of age or ability or whether they are driving walking, bio-cyling, or taking transit. Complete streets are designed and operated to enables all access for all users. Pedestrians, bio-jutiest, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street.

The Circulation Element discusses multi-modal transportation issues for the Fort Bragg Planning Area: is briefly describes the oxisting multi-modal circulation system and trave characteristics and projects future traffic and multi-modal transportation challenges based on the land uses and growth projections described in the Land Use Element. Policies and programs contained in this element provide a guide for decisions regarding multi-modal transportation system improvements to accommodate Fort Braggs articipated growth. Destine

The main objectives of the Circulation Element are to

- Support the efficient and safe circulation of people, goods, energy, water, sewage, storn drainage and communications;
- Plan for the balanced multi-modal transportation network that meets the needs of al users of the circulation system, including: bicyclists, children, persons with disabilities and the property of companying and produced transportations.
- Ensure that Fort Bragg's circulation network accommodates anticipated development.
- Minimize the intrusion of through-traffic onto local streets; and

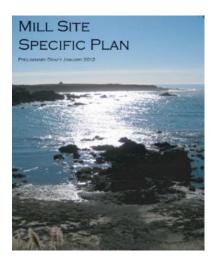
B. Existing Conditions

Roadway Classifications

The street system in Fort Brogg is laid rout in a grid pattern with Main Street (Highway Chei hundloring as the primary north-south modewy. Frankfis Street is located one block seat of Main Street and provides access along the main commercial corridor. A number of street, including Cypress Street, Christian Steel, All Steet, Redecod Avenue, Pre-Steet, and Ethin including Cypress Street, Christian Steel, All Steet, Redecod Avenue, Pre-Steet, and Ethin function as defined and shown in Table C-1 and May C-1; Existing Roadway System. 8 has \$1.5 Contained Steets.

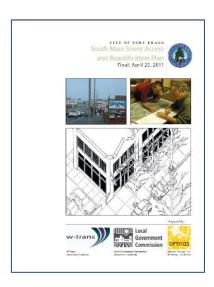
Mill Site Specific Plan (2012)

The Mill Site Specific Plan is the result of a community-based vision for the redevelopment of the old mill site in Fort Bragg that defines the framework for future redevelopment. The Mill Site Specific Plan Study Area includes the Plan Area and the adjacent 82-acre coastal trail and parkland area to the west. The central elements to the Specific Plan's central vision are the coastline, walkability, public spaces, a central business district extension, opens space, and habitat restoration.



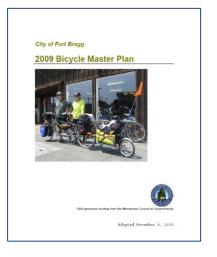
South Main Street Access and Beautification Plan (2011)

This plan's primary focus is to improve safety, mobility, and access between central Fort Bragg and its southern business, recreational, and residential areas and to improve the aesthetic qualities of the South Main corridor through design recommendations that positively impact the overall urban design of the project area.



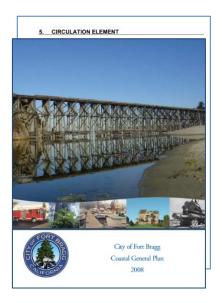
City of Fort Bragg Bicycle Master Plan (2009)

In 2009, the City adopted a Bicycle Master Plan that incorporated the development of bike paths, bike lanes, and bike routes throughout the City. The City's Bicycle Master Plan builds on the existing Bicycle Circulation Plan. Bicycling is an important transportation option that offers many benefits to the Fort Bragg community. The Bicycle Master Plan was prepared to direct the City's efforts to improve the cycling environment in Fort Bragg.



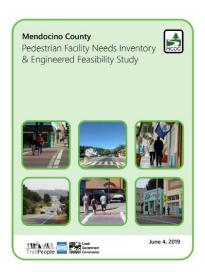
City of Fort Bragg Coastal General Plan (2008)

The General Plan presents a consolidated framework of decisions for guiding where and how development should occur in Fort Bragg. The Coastal General Plan applied to all projects in the Coastal Zone. Circulation Element discusses transportation issues for the Fort Bragg Planning Area; it briefly describes the existing circulation system, travel characteristics, and projects future traffic based on the land uses and growth projections described in the Land Use Element. The Circulation Element ensure that Fort Bragg's circulation network is sufficient to accommodate anticipated development.



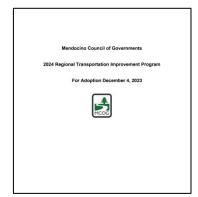
Mendocino County Pedestrian Facility Needs Inventory and Engineered Feasibility Study (2019)

The Mendocino County Pedestrian Facility Needs Inventory and Engineered Feasibility Study has a simple goal: to improve sidewalks, paths, and safe crossings in Mendocino County so it's easier to walk where you need to. This study covers all of Mendocino County; a vast amount of territory and many communities from large to tiny. This report describes all the potential pedestrian access improvement projects identified through the review of past studies, the inventory and analysis of existing conditions for pedestrian access, agency staff input, and the public input from workshops, meetings, and on-line surveys.



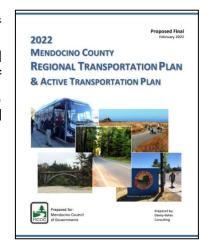
Mendocino Council of Governments 2024 Regional Transportation Improvement Program

The Regional Transportation Improvement Program (RTIP) is a program of highway, local road, transit, and active transportation projects that a region plans to fund with State and Federal revenue programmed by the California Transportation Commission in the State Transportation Improvement Program (STIP).



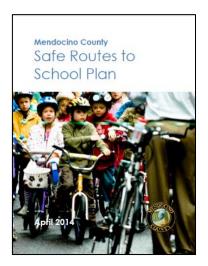
Mendocino County Regional Transportation Plan & Active Transportation Plan (2022)

This Plan is intended to identify priority bicycle and pedestrian improvements within all jurisdictions of Mendocino County, which include the Cities of Ukiah, Willits, Fort Bragg, Point Arena, and the unincorporated areas of the County of Mendocino.



Mendocino County Safe Routes to School Plan (2014)

Safe Routes to School (SRTS) is a program with a simple goal: helping more children get to school by walking and bicycling. The plan envisions active kids using safe streets, helped by engaged adults (from teachers to parents, engineers, planners, and police officers), surrounded by responsible drivers. The plan is the first area-wide SRTS plan in Mendocino County, designed to serve schools in the unincorporated areas of the county. The plan includes recommendations for a SRTS program that will strive to enhance children's health and well-being, ease traffic congestion near the school to improve safety, increase the number of students getting regular physical activity, and improve air quality around schools.



4. Collision Data Collection and Analysis

This chapter summarizes the results of a citywide collision analysis for collisions that have occurred in the City of Fort Bragg between January 2015 and December 2019 as part of the LRSP adopted in 2022, along with an updated summary of collision analysis spanning from January 2020 to December 2022 to supplement and revise the earlier results as part of the plan update.

The LRS/AP systematically identifies and analyzes traffic safety issues to recommend appropriate safety strategies and improvements. This chapter starts with an analysis of citywide collisions of all severity, including PDO collisions, retrieved from TIMS and SWITRS. Further on, a detailed analysis was conducted for high-injury collisions, including KSI collisions that have occurred on Fort Bragg's roadways. After this data was separated, a comprehensive evaluation was conducted based on factors such as collision severity, type of collision, primary collision factor, lighting, weather, and time of the day. The following is a brief overview of the sections:

- Demographic and Jurisdiction Information
- Data Collection
- Collision Data Analysis
- Fatal and Severe Injury Collision Analysis
- Geographic Collision Analysis
- High Injury Network
- Summary

Figure 5 illustrates all the injury collisions that have occurred in Fort Bragg from January 2020 to December 2022.

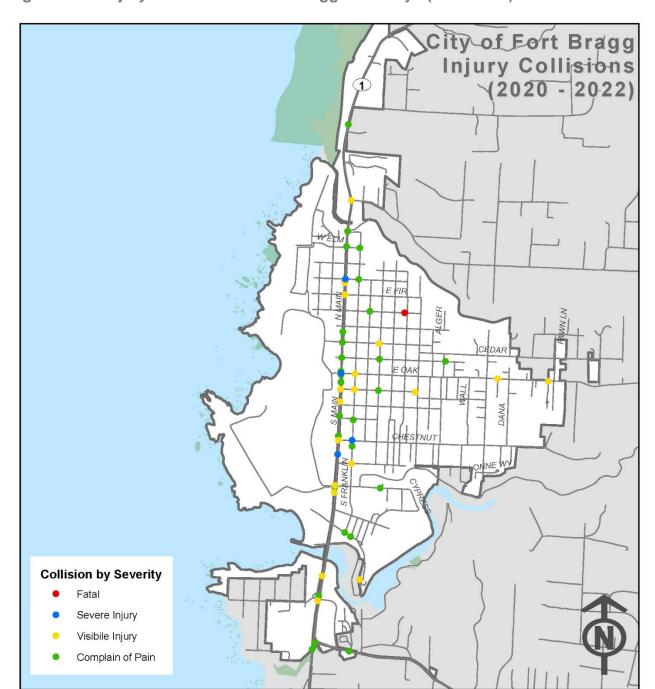


Figure 5. All Injury Collisions on Fort Bragg Roadways (2020-2022)

Demographic and Jurisdiction Characteristics

This section provides an understanding of the demographics of the City of Fort Bragg and Mendocino County, including characteristics like the population, centerline miles of roadway, and commute to work. The data was collected from the United States Census Bureau.

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Population

According to the 2020 decennial census data, the population of Fort Bragg is 6,983 which is 7.6 percent of the county population. The population as well as the centerline miles are listed in **Table 2**.

Table 2. Fort Bragg and Mendocino Population and Centerline Miles

	Population	Percent of County Population	Centerline Miles	Percent of County Centerline Miles
Point Arena	460	0.5%	2.3	0.2%
Willits	4,988	5.4%	20.5	1.8%
Fort Bragg	6,983	7.6%	27.75	2.5%
Ukiah	16,607	18.1%	58.9	5.3%
Unincorporated	62,563	68.3%	1,009.9	90.2%
Total	91,601		1,119.35	

Commute to Work

According to five-year estimates from the American Community Survey (ACS) 2022¹ from the U.S. Census, approximately 87 percent of Fort Bragg residents travel by cars or vans to work, out of which 76 percent drive alone and 11 percent carpool. About eight percent of residents walk to work and four percent work from home. The different modes of transportation used to commute to work for the City are shown in **Table 3**.

Table 3. City of Fort Bragg Commute to Work Census Data

Commute to Work	Fort Bragg	Commute to Work	Fort Bragg
Drive alone	76%	Walked	8%
Carpool 11%		Taxicab, motorcycle, bicycle	1%
Public Transportation 0%		Work from Home	4%

Source: Data from the Census Bureau ACS 5-year Estimate 2022

Jurisdiction Rankings

From 2020 to 2022, Mendocino County had 59 fatal traffic collisions, with one occurring in Fort Bragg, with an annual traffic fatality rate per 100,000 populations of 21.47 for the County as a whole, and 4.77 for Fort Bragg. **Table 4** shows the comparison of traffic fatality rates and population.

 $^{^{1} \ \}underline{\text{https://data.census.gov/table/ACSDT5Y2022.B08541?q=Fort\%20Bragg\%20city,\%20California\&t=Transportation}$

Local Road Safety/Action Plan

Table 4. Comparison of traffic fatality rates by jurisdiction

Jurisdiction	Fatal Traffic Collisions (2020-2022)	Population	3-year annual Fatality Rate per 100,000			
Fort Bragg	1	6,983	4.77			
Mendocino County	59*	91,601	21.47			
California	12,921	39,538,223	10.89			
United States	124,558	331,449,281	12.52			
*Note: These numbers include all state route collisions fatalities						

*Note: These numbers include all state route collisions fatalities

Source: TIMS, Census, NHTSA

Office of Traffic Safety Rankings

Additional information on collisions in the City of Fort Bragg is provided by the California Office of Traffic Safety (OTS). The OTS is designated by the Governor to receive federal traffic safety funds for coordinating California's highway safety programs. OTS rankings from 2021, the latest available year, indicate that the City of Fort Bragg ranks in the top, meaning higher collisions rates in motorcycle collisions (three out of 76 similarly sized cities), pedestrian (with age of 15 or less) collisions (seven out of 76 similarly sized cities) and bicycle collisions (nine out of 7 similarly sized cities). These rankings take into account fatal and injury crashes per population and per VMT. Overall Fort Bragg ranks 13 out 76 similarly sized cities in California in fatal and injury collisions. **Table 5** provides a summary of the 2021 rankings².

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² California Office of Traffic Safety. (2021). Office of Traffic Safety Rankings 2021. https://www.ots.ca.gov/media-and-research/crash-rankings-results/?wpv view count=1327&wpv-wpcf-year=2021&wpv-wpcf-city_county=Fort+Bragg&wpv_filter_submit=Submit

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Table 5. Office of Traffic Safety Ratings 2021

OTS 2018 Ranking	Fort Bragg	OTS 2021 Ranking	Fort Bragg	OTS 2021 Ranking	Fort Bragg
Total Fatality and Injury	13/76	Pedestrian	9/76	Speed Related	13/76
Alcohol Involved	12/76	Bicycle	9/76	Nighttime	15/76

Collision Data Collection

Collision data helps understand different factors that might be influencing collision patterns and various factors leading to collisions in a given area. For the initial analysis, five-year jurisdiction-wide collision data, from 2015 to 2019 was retrieved from TIMS and SWITRS database. For the report update, collision data from 2020 to 2022 is included to refine preceding findings. State Route roadways in Fort Bragg were included in this analysis. The collision data was analyzed and plotted in ArcMap to identify high-risk intersections and roadways segments.

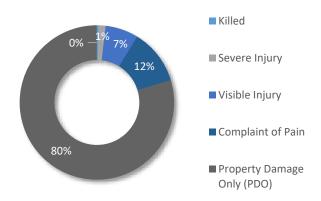
Collision Data Analysis

There were a total of 548 collisions reported City-wide from 2015 to 2019 and 275 collisions reported from 2020 to 2022. Out of the 275 collisions, 219 collisions (80 percent) were PDO collisions, 32 collisions (12 percent) led to complaint of pain injury and 19 collisions (7 percent) led to a visible injury. There were five KSI collisions, four collisions (1 percent) led to a severe injury and one collision led to a fatality in 2020-2022. Note that the graph and chart presented in this chapter includes collisions from 2020 to 2022. **Figure 6** illustrates the classification of all collisions based on severity.

Local Road Safety/Action Plan

The analysis first includes a comparative evaluation between all collisions and KSI collisions, based on various factors including but not limited to the collision trend, primary collision factor, collision type, facility type, motor vehicle involved with, weather, lighting, and time of the Further on, a comprehensive analysis is conducted for only KSI collisions. KSI collisions cause the most damage to those affected, infrastructure and the aftermath of these collisions lead expenses for iurisdiction great

Figure 6. Collisions by Severity (2020-2022)



administration. The LRS/AP process thus focuses on these collision locations to proactively identify and counter their respective safety issues.

The collision data was segregated by fatality type, i.e. based on collisions occurring on intersections and roadway segments. For the analysis, a collision was said to have occurred at an intersection if it occurred within 250 feet of it. The reported collisions categorized by facility type and collision severity are presented in **Table 6**.

Table 6. Collisions by Severity and Fatality Type (2015-2022)

	2015-2019		2020-2022			2015-2022	
Collision Severity	City Streets	State Routes	Total	City Streets	State Routes	Total	Total
Killed	0	1	1	1	0	1	2
Severe Injury	0	4	4	1	3	4	8
Visible Injury	10	13	23	9	10	19	42
Complaint of Pain	16	34	50	12	20	32	82
Property Damage Only (PDO)	280	190	470	135	84	219	689
Total	306	242	548	158	117	275	823

Note: State Routes 1 & 20 collisions are included in the analysis.

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Preliminary Analysis

Collision Severity by Year

For the previously identified collisions, the number decreased from 2015 to 2019, as well as from 2020-2022. The highest number of collisions (121 collisions) were observed in 2016 and the lowest number of collisions (101) were observed in 2017. From 2020 to 2022, the highest number of collisions (101 collisions) were observed in 2021. A total of five KSI collisions occurred in the City of Fort Bragg during 2020-2022, while no KSI collisions occurred in 2015 and 2017. Overall, KSI collisions were observed to rise from 2017 to 2019, with the highest number of KSI collisions (two collisions) occurring in the years 2016 and 2018. **Figure 7** indicates the three-year collision trend for all collisions, KSI collisions, and also PDO collisions for 2020-2022.

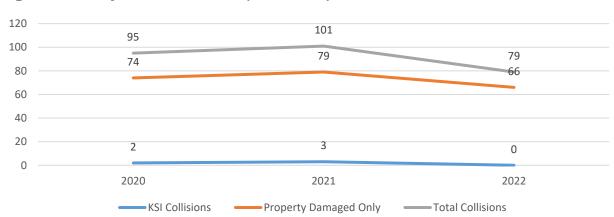


Figure 7. Yearly Collision Trend (2020-2022)

Intersection vs. Roadway Collisions

When evaluating roadways vs intersections in 2020-2022, it was observed that the majority of collisions occurred at intersections, where 95 percent of total collisions (261 collisions) occurred at intersections whereas five percent (14 collisions) occurred on roadway segments. This classification by facility type can be observed in **Figure 8**.

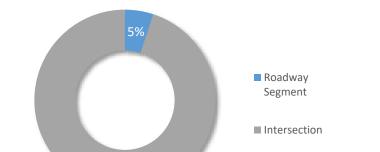


Figure 8. Intersection vs. Roadway Collisions - All Collisions (2020-2022)

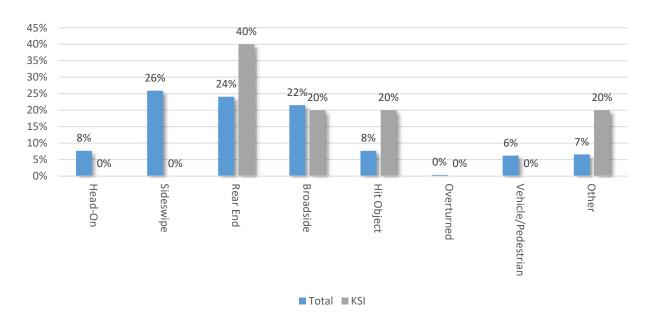
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Collision Type

Considering collisions of all severity, the most commonly occurring collision type were sideswipe collisions (26 percent) and rear end collisions (23 percent) in 2015-2019 and sideswipe collisions (26 percent) in 2020-2022, which also accounted for majority of all severity.

When only KSI collisions were considered, the second most commonly occurring collision type was rear end collisions (40 percent) in 2020-2022. **Figure 9** illustrates the collision type for all collisions as well as KSI collisions.

Figure 9. Collision Type - All Collisions vs. KSI Collisions (2020-2022)



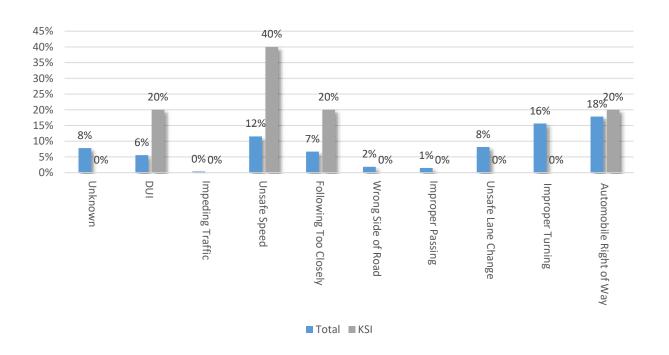
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Violation Category

Considering collisions of all severity, the most common violation category was observed to be improper turning (23 percent) and automobile right of way (18 percent) in 2015-2019, automobile right of way (18 percent), and improper turning (16 percent) in 2020-2022.

For KSI collisions in 2020-2022, unsafe speed (40 percent) and automobile right of way (20 percent) were also observed to be the main violation categories. **Figure 10** illustrates the violation category for all collisions and KSI collisions.

Figure 10. Violation Category: All Collisions vs. KSI Collisions (2020-2022)



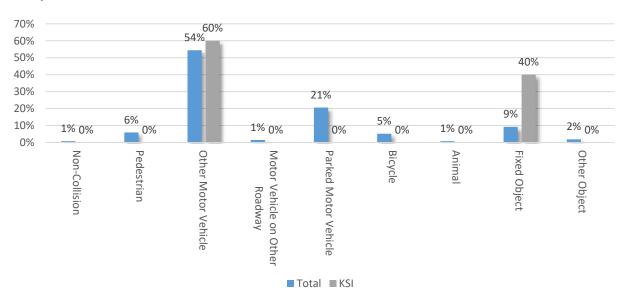
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Motor Vehicle Involved With

Considering all collisions in 2015-2019, 55 percent of the collisions were motor vehicle involved with another motor vehicle, and 54 percent of collisions also involved other motor vehicle in 2020-2022. The remaining collisions include motor vehicle involved with parked motor vehicle (21 percent) collisions in 2020-2022.

The trends for KSI collisions are noticeably different. For KSI collisions in 2015-2019, 60 percent of the collisions involved a pedestrian and 40 percent involved another vehicle, indicating these collision types are more likely to result in a fatal or severe collision. Where in for KSI collisions, 60 percent of collisions involve other motor vehicle in 2020-2022. **Figure 11** illustrates the percentage for all collisions as well as KSI collisions.

Figure 11. Motor Vehicle Involved with: All Collisions vs. KSI Collisions (2020-2022)



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Lighting

For collisions of all severity in 2015-2019, 68 percent of collisions occurred in daylight and 19 percent of collisions occurred in the dark on streets with street lights, while in 2020-2022, 71 percent of collisions occurred in daylight and 17 percent of collisions occurred during dark with street lights. For KSI collisions in 2015-2019, 80 percent of collisions occurred in daylight and 20 percent of collisions occurred in the dark on streets with street lights while 60 percent of collisions occurred during daytime in 2020-2022. **Figure 12** illustrates the lighting condition for all collisions and KSI collisions.

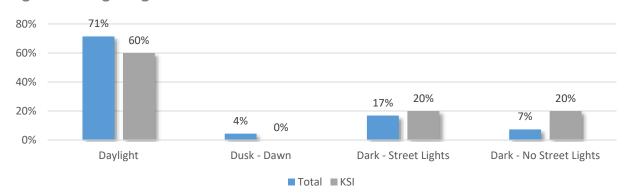


Figure 12. Lighting Conditions: All Collisions vs. KSI Collisions

Weather

For all collisions in 2015-2019, 77 percent of the collisions occurred during clear weather conditions and 14 percent collisions occurred during cloudy weather conditions, and in 2020-2022, 85 percent of collisions occurred during clear weather conditions and seven percent of collisions occurred in cloudy weather conditions. For KSI collisions in 2020-2022, 100 percent of the collisions occurred during clear weather conditions. **Figure 13** illustrates the percentage distribution of weather conditions during occurrence of collisions of all severity as well as KSI collisions.

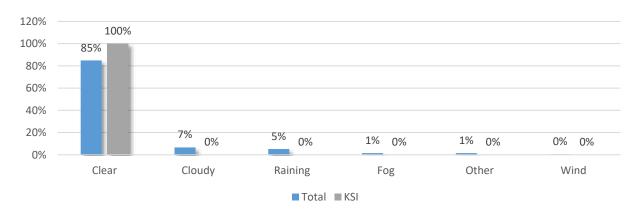


Figure 13. Weather Conditions: All Collisions vs. KSI Collisions (2020-2022)

Local Road Safety/Action Plan

Time of the Day

For collisions of all severity, for 2015-2019, maximum number of collisions occurred between 12:00 p.m. to 1:00 p.m. (nine percent) and the minimum number of collisions occurred between 3:00 a.m. to 6:00 a.m. (zero percent) and for 2020-2022, maximum number of collisions occurred between 3:00 p.m. to 4:00 p.m. (nine percent) and the minimum number of collisions occurred between 8:00 p.m. to 9:00 p.m. (three percent).

For all KSI collisions in 2020-2022, the maximum number of collisions occurred between 1:00 p.m. to 2:00 p.m. (40 percent). **Figure 14** illustrates the percentage of collisions occurring during the day for all severity collisions as well as KSI collisions.

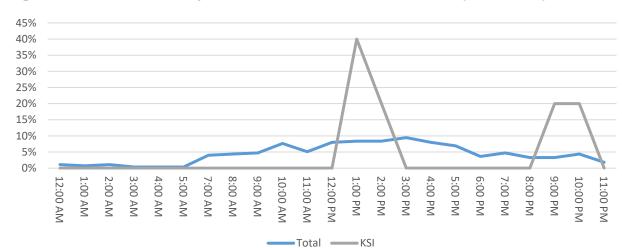


Figure 14. Time of the Day: All Collisions vs. KSI Collisions (2020-2022)

Killed and Severe Injury Collision Analysis

The detailed collision analysis is effective for identifying high-risk locations by evaluating collisions that have led to a fatality or a severe injury (KSI). Collisions have been further analyzed taking into account the following collision attributes:

- Location
- Violation Category
- Collision Type vs. Violation Category
- Collision Type vs. Motor Vehicle Involved With
- Motor Vehicle Involved With vs. Violation Category
- Collision Type vs. Lighting Conditions
- Collision Types vs. Time of Day
- Gender vs. Age

Figure 15 illustrates the location of KSI collisions occurring in the City from January 1, 2020 to December 31, 2022.

Figure 15. Fort Bragg KSI Collisions (2020-2022)

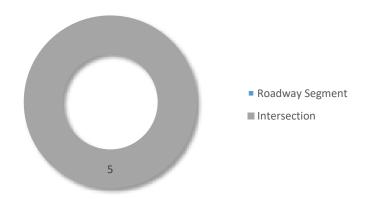


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Fatality Type

Of the total five KSI collisions that occurred in Fort Bragg, in 2015-2019, five collisions (100 percent) occurred at intersections (within 250 feet of an intersection) and none occurred on roadways segment or at mid-block locations. In 2020-2022, all the five KSI collisions (100 percent) occurred at intersections (within 250 feet of an intersection). This distribution is illustrated in **Figure 16**.

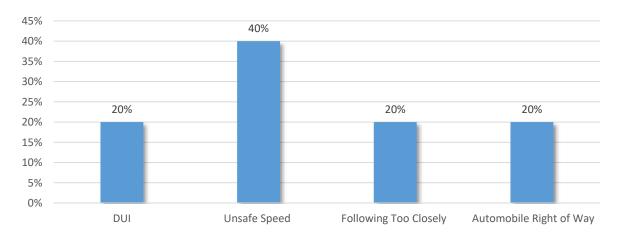
Figure 16. KSI Collisions: Roadway Segments and Intersections (2020-2022)



Violation Category

For KSI collisions in 2015-2019, automobile right of way (40 percent) was observed to be major violation categories and 40 percent of collisions occurred due to unsafe speed and 20 percent automobile right of way at intersections in 2020-2022. **Figure 17** illustrates the violation category for KSI collisions.

Figure 17. KSI Collisions: Violation Category (2020-2022)



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Collision Type and Violation Category

For all collisions that led to a fatality or severe injury, the most common violation types were unsafe speed, following too closely which lead to rear end collisions in 2020 to 2022. **Figure 18** illustrates the type of collision as well as the violation category for KSI collisions.

2
1.5
1
0.5
0
DUI
Unsafe Speed
Following Too Closely
Automobile Right of Way

Figure 18. KSI Collisions: Collision Type Vs Violation Category (2020-2022)

Collision Type and Motor Vehicle Involved With

For all KSI collisions, the collision types include rear end and broadside collisions that occurred between two motor vehicles in 2020-2022. **Figure 19** illustrates the type of collision as well as the motor vehicle involved with for KSI collisions.

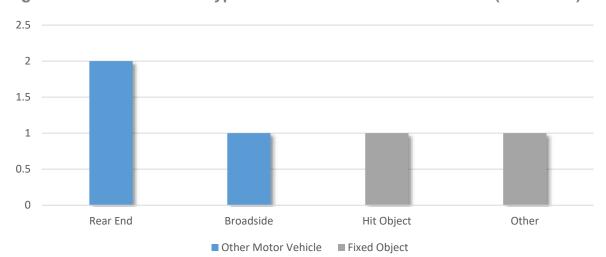


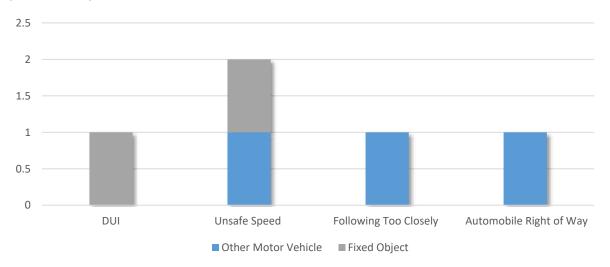
Figure 19. KSI Collisions: Type and Motor Vehicle Involved with (2020-2022)

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Motor Vehicle Involved with and Violation Category

For all collisions that led to a fatality or severe injury, the collision violation category of collisions that led to the highest amount of collisions was automobile right of way collisions and unsafe speed collisions in 2020-2022. The results, with violation category and motor vehicle involved with, are shown in **Figure 20.**

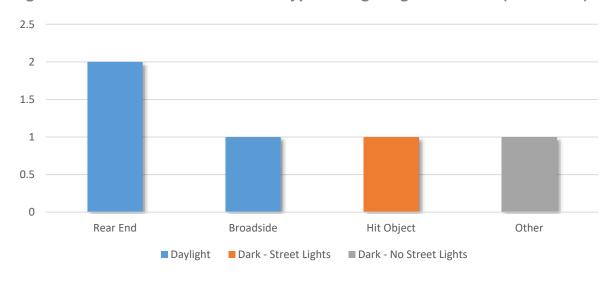
Figure 20. KSI Collisions: Motor Vehicle Involved with vs Violation Category (2020-2022)



Collision Type and Lighting Conditions

For all KSI collisions in 2015-2019, four collisions occurred in the daylight. The only collision that occurred in the dark was a vehicle/pedestrian collision. For all KSI in 2020-2022, three collisions occurred in daylight. One hit-object collision occurred in dark. **Figure 21** illustrates the lighting condition and the collision type as observed for KSI collisions.

Figure 21. KSI Collisions: Collision Type Vs Lighting Conditions (2020-2022)



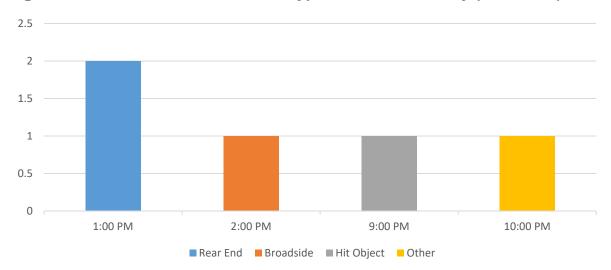
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Collision Type and Time of the Day

For all the KSI collisions in 2015-2019, the most common collision type was vehicle-pedestrian collisions, which occurred throughout the day.

For all the KSI collisions, the collision type was rear end, broadside and hit object type collisions, which occurred between 1:00 p.m. to 2:00 p.m. and 9:00 p.m. to 10:00 p.m. in 2020-2022. The rear end collisions occurred during the afternoon at 1:00 p.m. **Figure 22** illustrates the collision type by the time of the day for all KSI collisions.

Figure 22. KSI Collisions: Collisions Type vs Time of the Day (2020-2022)



Geographic Collision Analysis (2020-2022)

This section describes a detailed geographic collision analysis performed for injury collisions occurring at roadway segments and intersections in the City of Fort Bragg. The above collision analysis was used to identify five main collision factors that highlight the top collision trends in the City of Fort Bragg. These five collision factors were identified to be Sideswipe Collisions, Automobile Right of Way Collisions, Improper Turning Collisions, Rear End Collisions, and Nighttime Collisions.

Sideswipe Collisions

For total collisions, 26 percent of collisions were sideswipe collisions, compared to zero percent for KSI collisions, meaning pedestrian collisions are more likely to result in a PDO or severity other than fatal or severe injury. **Figure 23** shows the distribution of sideswipe collisions throughout the City of Fort Bragg between 2020 and 2022. State Route/Highway 1, East Alder Street and North Harbor Drive have a higher concentration of sideswipe collisions, compared to other roads in Fort Bragg.

Automobile Right of Way Collisions

For total collisions, 18 percent of collisions were automobile right of way collisions which is highest among other violation categories. **Figure 24** shows the distribution of automobile right of way collisions throughout Fort Bragg between 2020 and 2022. State Route/Highway 1, East Alder Street, East Chestnut Street, and North Harrison Street have a higher concentration of automobile right of way collisions, compared to other Fort Bragg roads.

Improper Turning Collisions

For total collisions, 16 percent of collisions were unsafe speed collisions. **Figure 25** shows the distribution of unsafe speed collisions throughout Fort Bragg between 2020 and 2022. North Harbor Drive and State Route/Highway 20 have a higher concentration of improper turning collisions compared to other Fort Bragg roads.

Rear End Collisions

For KSI collisions, 40 percent of collisions were rear collisions which is highest among other type of collisions in Fort Bragg. **Figure 26** shows the distribution of rear end collisions throughout Fort Bragg between 2020 and 2022. Highway 1 and N Franklin Street and N Harbor Drive have a higher concentration of rear end collisions, compared to other Fort Bragg roads.

Nighttime Collisions

For total collisions, 29 percent of collisions were nighttime collisions. **Figure 27** shows the distribution of broadside collisions throughout Fort Bragg between 2020 and 2022. State Route/Highway 1, South Franklin Drive and East Redwood Avenue have a higher concentration of nighttime collisions, compared to other Fort Bragg roads.

Figure 23. Sideswipe Collisions

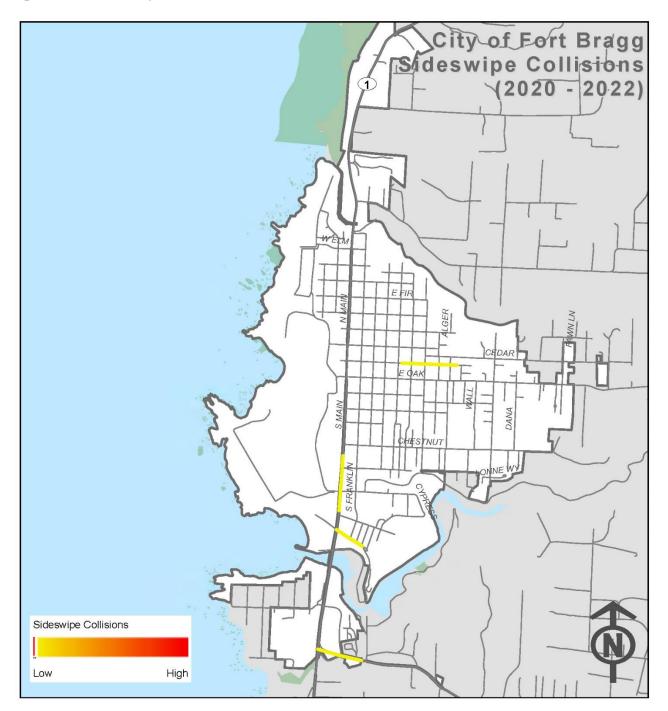


Figure 24. Automobile Right of Way Collisions

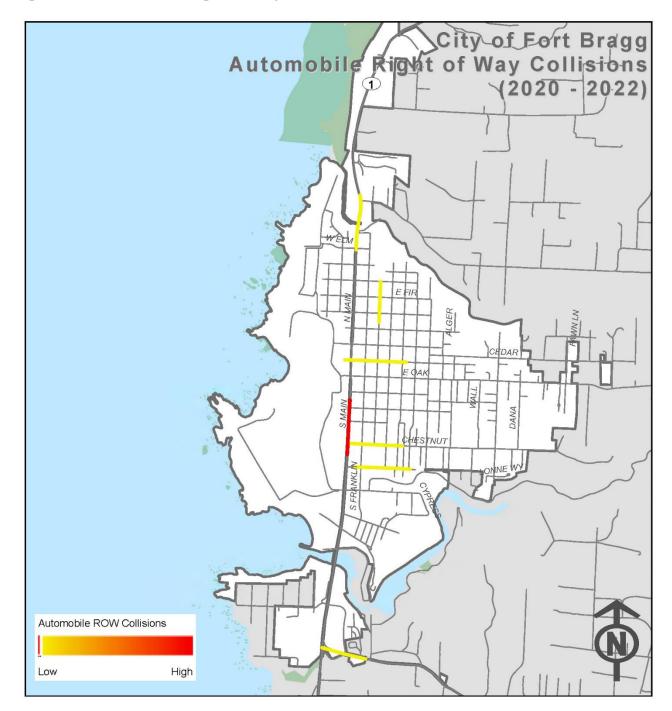


Figure 25. Improper Turning Collisions

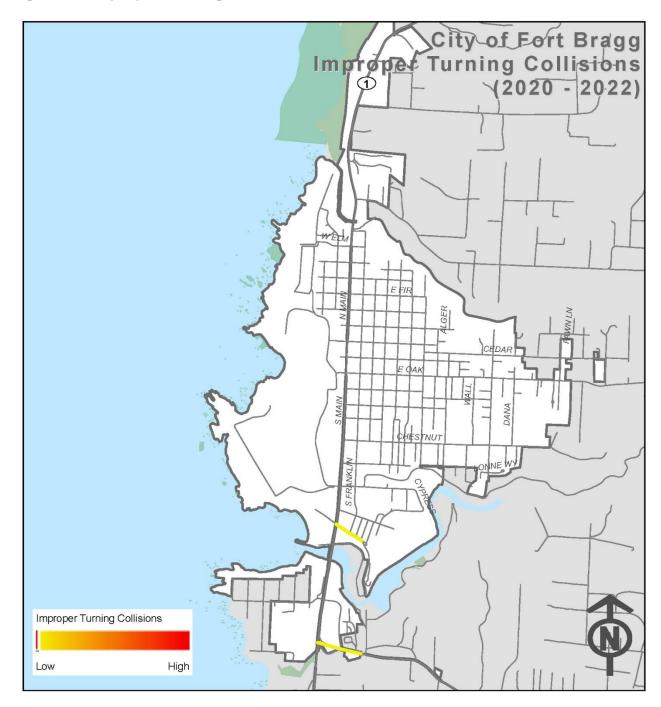


Figure 26. Rear End Collisions

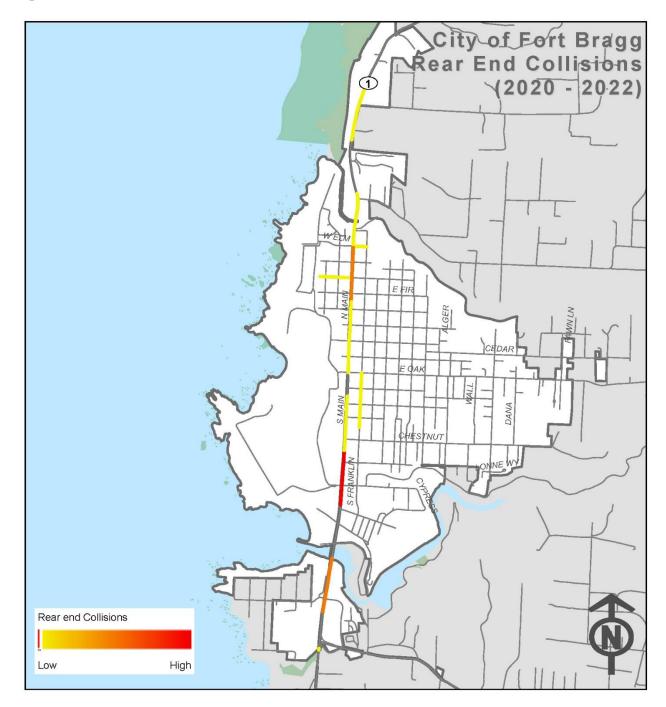
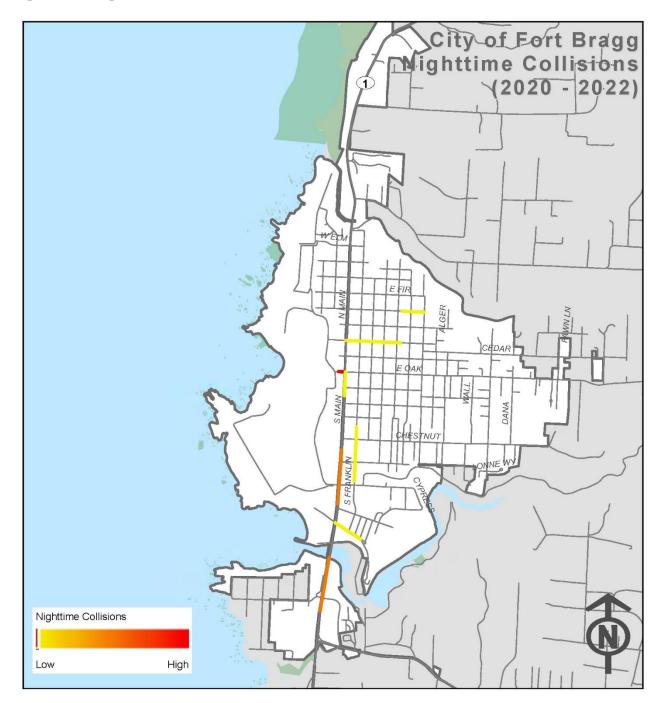


Figure 27. Nighttime Collisions



Collision Severity Weight

A collision severity weight was used to identify the high severity collision network, using the Equivalent Property Damage Only (EPDO) method. The EPDO method accounts for both the severity and frequency of collisions by converting each collision to an equivalent number of PDO collisions. The EPDO method assigns a crash cost and score to each collision according to the severity of the crash weighted by the comprehensive crash cost. These EPDO scores are calculated using a simplified version of the comprehensive crash costs per HSIP Cycle 12 application. The weights used in the analysis are shown below in **Table 7**.

Table 7. EPDO Score used in HSIP Cycle 12

Collision Severity	EPDO Score
Fatal and Severe Injury Combined	165*
Visible Injury	11
Possible Injury	6
PDO	1

^{*}This is the score used in HSIP Cycle 12 for collisions on roadways segments, to simplify the analysis this study uses the same score for all KSI collisions regardless of location

The EPDO scores for all collisions can then be aggregated in a variety of ways to identify collision patterns, such as location hot-spots. The weighted collisions for the City of Fort Bragg were geolocated onto Fort Bragg's road network. **Figure 28** shows the location and geographic concentration of collisions by their EPDO score.

EPDO Score

Low

High

City of Fort Bragg
EPDO Score
(2020 - 2022)

Figure 28. Fort Bragg EPDO Score (2020-2022)

High-Injury Locations

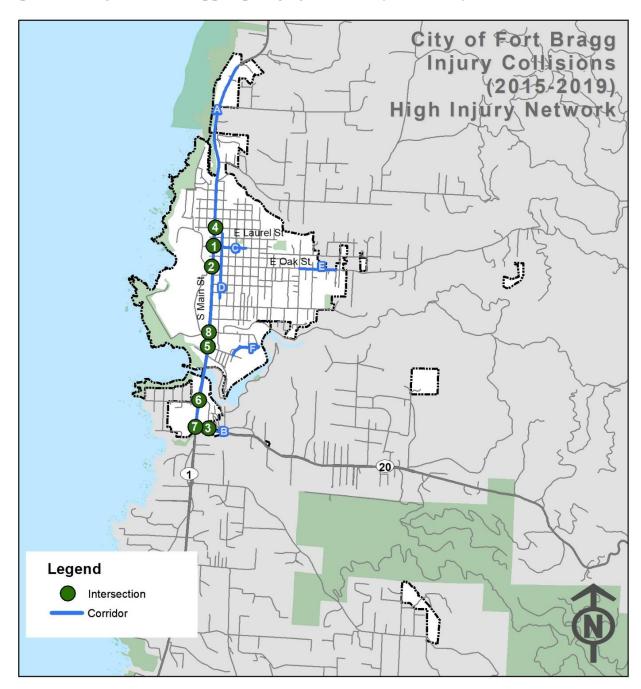
Following the detailed collision analysis in the previous sections, the next step is to identify the high-risk roadway segments and intersections in the City of Willits. The methodology for scoring the high injury locations is methodology used calculating the EPDO Score of roadways in the City.

Figure 29 shows the top six high-collision corridors, and top eight high-collision intersections for 2015-2019 analysis.

Figure 30 shows the top five high-collision corridors, and top five high-collision intersections for 2020-2022 analysis.

For the purposes of the identification of the high collision network, intersections include collisions that occurred within 250 feet of it and roadways include all collisions that occurred along the roadway except for collisions that occurred occur directly at an intersection, or collisions that occurred at a distance of 0 feet from the primary and secondary road as per the statewide integrated traffic records system (SWITRS).

Figure 29. City of Fort Bragg High Injury Network (2015-2019)



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High Injury Intersections (2015-2019)

Table 8 lists the most significant high-collision intersections identified in the 2015-2019 analysis.

Table 8. High Injury Intersections (2015-2019)

ID	Intersection	Total	KSI	Vehicl e/Ped	Auto R/W	Unsafe Speed	Broad- side	EPDO Score
					Colli	sions		
1	Redwood Ave and Route 1/S Main St	5	1	4	0	0	0	171
2	Oak St and Route 1/ S Main St	2	1	1	0	2	0	165
3	Boat Yard Dr and Route 20	1	1	0	1	0	0	165
4	Pine St and Route 1/ S Main St	1	1	1	0	0	0	165
5	South St and Route 1/ S Main St	1	1	0	1	0	1	165
6	Boat Yard Dr and Route 1/ S Main St	3	0	0	1	0	1	28
7	Route 1 and Route 20	3	0	0	0	3	0	23
8	Cypress St and Route 1/ S Main St	3	0	1	0	0	1	18

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High Injury Corridors (2015-2019)

Table 9 lists the most prominent high-collision corridors identified in the 2015-2019 analysis.

Table 9. High Injury Corridors (2015-2019)

ID	Corridors	Total	KSI	Vehicle/ Ped	Auto R/W	Unsafe Speed	Broadside	Length (miles)	EPDO Score
			Collisions						00010
А	Main St/Route 1: Jane Ln to Highway 20/ Fort Bragg Willits Rd	29	1	2	5	6	6	3.6	383
В	Highway 20/ Fort Bragg Willits Rd: Route 1 to South Harbor Dr	1	1	0	1	0	0	0.1	165
С	Redwood Ave: West Terminus to North Whipple St	5	0	4	0	0	0	0.3	35
D	Franklin St: Laurel St to E Chestnut St	3	0	0	0	0	2	0.6	23
Е	Fort Bragg Sherwood Rd: California Way to Dana St	1	0	0	1	0	0	0.2	11
F	River Dr/ Kemppe Way: South St to Cypress St	1	0	1	0	0	0	0.3	11

City of Fort Bragg ligh Injury Network (2020 - 2022) HIN Intersections HIN Corridor

Figure 30. City of Fort Bragg High Injury Network (2020-2022)

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High Injury Intersection (2020-2022)

A total of five intersections were identified as high injury intersections for 2020-2022 collision data. There were a total of five KSI collisions that occurred at these intersections. The intersection of E/W Oak Street and S Main Street has the highest EPDO score. **Table 10** lists the most significant high-collision intersections identified in the 2020-2022 analysis.

Table 10. High Injury Intersections (2020-2022)

ID	Intersection	Total	Killed	Severe Injury	KSI Collisions	Pedestrian / Bicycle	EPDO Score
1	E/W Oak St & S Main St	7	0	1	1	4	206
2	E/W Bush St & N Main St	3	0	1	1	0	182
3	E Chestnut St & S Franklin St	2	0	1	1	0	171
4	E Pine St & N Corry St	1	1	0	1	0	165
5	Walnut St & S Main St	1	0	1	1	0	165

High Injury Corridors (2020-2022)

In 2020-2022 analysis, five corridors were identified as high injury corridors. There were a total five KSI collisions on these corridors. The corridor with the highest number of injury collisions is S Main Street from Fort Bragg City Limits to E Oak Street. **Table 11** lists the most prominent high-collision corridors identified in the 2020-2022 analysis.

Table 11. High Injury Corridors (2020-2022)

ID	Corridors	Total Injury Collisions	Killed	Severe Injury	Pedestrian/ Bicycle	Length (miles)	EPDO Score
Α	S Main St: Fort Bragg City Limits to E Oak St	9	0	1	3	1	233
В	N Harbor Dr: S Main St to Woodward St	3	0	1	1	0.8	182
С	W Oak: North Main St to Cheif Celeri Dr	2	0	1	0	0.2	171
D	E Pine St: North Main St to N Harold St	1	1	0	0	0.3	165
Е	W Bush: North Main St to West St	1	0	1	0	0.1	165

5. Emphasis Areas

Emphasis areas are focus areas that are identified through the comprehensive collision analysis of the identified high injury locations within Fort Bragg. Emphasis areas help in identifying appropriate safety strategies and countermeasures with the greatest potential to reduce collisions occurring at these high injury locations. In addition, traffic safety related concerns were heard at stakeholder meetings and Public Workshops conducted for this plan.

This chapter summarizes the top five emphasis areas identified for Fort Bragg. These emphasis areas were derived from the consolidated high injury collision database (**Appendix C**) where top injury factors were identified by combining the data manually. Along with findings from the data analysis, stakeholder input was also considered while identifying emphasis areas specific to Fort Bragg.

The following are the identified emphasis areas –

- Intersection safety
 - o Collisions within 250 feet of intersections
- Pedestrian safety
- Rear End Collisions
- Driving Under Influence Collisions
- SR 1 Collisions

The 5 E's of Traffic Safety

LRS/AP utilizes a comprehensive approach to safety incorporating "5 E's of traffic safety": Engineering, Enforcement, Education, and Emergency Medical Services (EMS). While the fifth E, Equity, is not discussed in this chapter, it is still an area that needs to be considered and addressed as outlined in Chapter 6. This approach recognizes that not all locations can be addressed solely by infrastructure improvements. Incorporating the 5 E's of traffic safety is often required to ensure successful implementation of significant safety improvements and reduce the severity and frequency of collisions throughout a jurisdiction.

Some of the common violation types that may require a comprehensive approach are speeding, failure-to-yield to pedestrians, red light running, aggressive driving, failure to wear safety belts, distracted driving, and driving while impaired. When locations are identified as having these types of violations, coordination with the appropriate law enforcement agencies is needed to arrange visible targeted enforcement to reduce the potential for future driving violations and related crashes and injuries.

To improve safety, education efforts can also be used to supplement enforcement. Additionally, education efforts can supplement enforcement to improve the efficiency of each. Education can also be employed in the short-term to address high crash

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locations until the recommended infrastructure project can be implemented, addressed under Engineering improvements and countermeasures. Similarly, EMS entails strategies around supporting organizations that provide rapid response and care when responding to collisions causing injury, by stabilizing victims and transporting them to facilities.

Existing Traffic Safety Efforts in the City of Fort Bragg

The City of Fort Bragg has already implemented safety strategies corresponding to the various E's of traffic safety. The strategies detailed in this chapter can supplement these existing programs and concentrate them on high injury collision locations and crash types. These initiatives are summarized in the following table.

Table 12. Existing Programs Summary

Document/ Program	Description	E's Addressed
2018 Street Safety Plan	This plan recommends infrastructure improvements that will enhance the safety of pedestrians, bicyclists, and motorists on residential neighborhoods and commercial streets in Fort Bragg.	Engineering
City of Trails: Trails Feasibility Study (2016)	This City of Trails Feasibility Study evaluates three potential new priority trails which could be developed to expand the existing trail network in Fort Bragg.	Engineering
South Main Street Access and Beautification Plan (2011)	This project enhances pedestrian crossings of Highway 1, with curb extensions, high visibility striping, stop bars, pedestrian signage, and strategically placed median refuge islands. It also improves safety by reducing vehicle speeds, as well as beautifies the streetscape with trees and landscape strips.	Engineering
Fort Bragg Police Department Ongoing Programs and Resources	The City Police Department has a number of programs and resources to reduce traffic fatalities and injuries including a crosswalk safety pamphlet, a bicycle safety pamphlet, and an ongoing commitment to enforcing traffic violations at key location in Fort Bragg including schools.	Enforcement Education
Mendocino Council of Governments 2024 Regional Transportation Improvement Program	The Regional Transportation Improvement Program (RTIP) is a program of highway, local road, transit and active transportation projects that a region plans to fund with State and Federal revenue.	Engineering
Mendocino County Regional Transportation Plan and Active Transportation Plan (2022)	Details bicycle and pedestrian improvements on County significant corridors. Includes detailed priority bike and pedestrian projects.	Engineering
Mendocino County Safe Routes to School Plan (2014)	In addition to the Citywide program the countywide Safe Routes to School (SRTS) is also a resource to a program with a simple goal: helping more children get to school by walking and bicycling.	Engineering Education
Walk and Bike Mendocino	Walk and Bike Mendocino promotes walking and biking as a primary transportation choice in short distance travel in Mendocino County.	Education

Factors Considered in the Determination of Emphasis Areas

This section presents collision data analysis of collision type, collision factors, facility type, roadway geometries, analyzed for the various emphasized areas. Emphasis areas were determined by factors that led to the highest amount of injury collisions, with a specific emphasis on KSI injury collisions. In addition to the collision data, emphasis areas were also identified from the feedback received from stakeholders. This section also presents comprehensive programs, policies, and countermeasures to reduce collisions in specific emphasis areas.

Emphasis Area 1 – Intersection Collisions

The City of Fort Bragg experienced a total of 22 reported collisions on the high injury network. Of these collisions, 20 (91 percent) occurred at intersections, including five KSI collisions. The following collision data is based on only intersection injury collisions on the high injury network in the City of Fort Bragg.

50% 25% 35%
Occurred on SR 1 Pedestrian/Bicycle Rear End
Collisions Collisions

Table 13. Emphasis Area 1 Strategies

Obje	ctive:							
Redu	Reduce the number of fatal and severe injury collisions at intersections.							
	Strategy	Performance Measure	Agencies/ Organizations					
Education	Conduct public information and education campaign for intersection safety laws regarding traffic signals, stop signs, and turning left or right.	Number of education campaigns	City/School District/Police Department					
Enforcement	Targeted enforcement at high-risk intersections to monitor traffic law violations right-of-way violations, speed limit laws and other violations that occur at intersections.	Number of tickets issued	Police Department					
Engineering	 SI02, Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number SI03, Improve signal timing (coordination, phases, red, yellow, or operation) SI07, Convert signal to mast arm (from pedestalmounted) SI08, Install raised pavement markers and striping (Through Intersection) SI16RA/NS04RA, Convert intersection to roundabout NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs NS09, Upgrade intersection pavement markings (NS.I.) R01NT, Add Segment Lighting R22, Install/Upgrade signs with new fluorescent sheeting (regulatory or warning) R27, Install delineators, reflectors and/or object markers 	Number of intersections improved	City					
EMS	SI04EV, Install emergency vehicle pre-emption systems	EMS vehicle response time	Mendocino County Local Emergency Services Agency					

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Emphasis Area 2 – Pedestrian Safety

The City of Fort Bragg experienced a total of 22 reported collisions on the high injury network. Of these collisions, five (23 percent) were pedestrian collisions, with none being KSI collisions. The following collision data is based on only pedestrian injury collisions on the high injury network in the City of Fort Bragg.

80% 80% 60%

Vehicle/Pedestrian Collisions

Involved a pedestrian in a crosswalk at intersection

Nighttime Collisions

Table 14. Emphasis Area 2 Strategies

Objec	Objective:							
Redu	Reduce the number of fatal and severe pedestrian injury collisions.							
	Strategy	Performance Measure	Agencies/ Organizations					
Education	Conduct pedestrian safety campaigns and outreach to raise their awareness of pedestrian safety needs through media outlets, social media, and Bike and Walk Mendocino. Update pamphlet for crosswalk safety for Fort Bragg every three-five years.	Number of education campaigns	City/ School District/ Police Department					
Enforcement	Targeted enforcement at high-risk locations especially near schools and downtown.	Number of tickets issued	Police Department					
Engineering	 SI22PB, Modify signal phasing to implement a Leading Pedestrian Interval (LPI) NS09, Upgrade intersection pavement markings (NS.I.) NS21PB, Install raised medians (refuge islands) NS23PB/R35PB, Install/upgrade pedestrian crossing (with enhanced safety features) R36PB, Install raised pedestrian crossing R37PB, Install Rectangular Rapid Flashing Beacons (RRFB) High-visibility ladder crosswalks Mid-block curb extension In-road yield sign for pedestrian crossing at crosswalk The City should apply for HSIP pedestrian set aside funds every two years 	Number of locations improved	City					
EMS	SI04EV, Install emergency vehicle pre-emption systems	EMS vehicle response time	Mendocino County Local Emergency Services Agency					

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Emphasis Area 3 – Rear End Collisions

The City of Fort Bragg experienced a total of 22 reported collisions on the high injury network. Of these collisions, seven (32 percent) were rear end collisions, including two KSI collisions. The following collision data is based on only rear end injury collisions on the high injury network in the City of Fort Bragg.

87%
Involved other motor vehicle

100% Collisions at Intersections **71%** Unsafe Speed collisions

Table 15. Emphasis Area 3 Strategies

Objec	tive:						
Reduce the number of fatal and severe injury collisions at intersections that are a result of rear end collisions.							
	Strategy	Performance Measure	Agencies/ Organizations				
Education	Conduct public information and education campaign for intersection safety laws regarding traffic lights, stop signs, and turning left or right.	Number of education campaigns	City/School District/Police Department				
Enforcement Education	Targeted enforcement at high-risk intersections to monitor rear end collisions	Number of tickets issued	Police Department				
Engineering	 SI02, Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number SI03, Improve signal timing (coordination, phases, red, yellow, or operation) SI07, Convert signal to mast arm (from pedestal-mounted) SI08, Install raised pavement markers and striping (Through Intersection) S16RA/NS04RA, Convert intersection to roundabout NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs NS09, Upgrade intersection pavement markings (NS.I.) R01NT, Add Segment Lighting R22, Install/Upgrade signs with new fluorescent sheeting (regulatory or warning) R27, Install delineators, reflectors and/or object markers 	Number of intersections improved	City				
EMS	SI04EV, Install emergency vehicle pre-emption systems	EMS vehicle response time	Mendocino County Local Emergency Services Agency				

Emphasis Area 4 - Driving Under Influence (DUI) Collisions

The City of Fort Bragg experienced a total of 22 reported collisions on the high injury network. Of these collisions, two (9 percent) were collisions that occurred due to driving under influence, including one KSI collision. The following collision data is based on only driving under the influence injury collisions on the high injury network in the City of Fort Bragg.

100% Occurred at Night 100% Fixed Object collisions **50%** Head On Collisions

Table 16. Emphasis Area 4 Strategies

Objective: Reduce the number of KSI collisions that are a result of driving under the influence						
	Strategy	Performance Measure	Agencies/ Organizations			
Education	Conduct public information and education campaign for safety laws regarding driving under the influence and publicize alternatives.	Number of education campaigns	City/ School District/ Police Department			
Enforcement	Targeted enforcement at high-risk locations to monitor driving under the influence.	Number of tickets issued.	Police Department			
Engineering	 SI02, Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number SI07, Convert signal to mast arm (from pedestal-mounted) SI08, Install raised pavement markers and striping (Through Intersection) SI16RA/NS04RA, Convert intersection to roundabout NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs NS09, Upgrade intersection pavement markings (NS.I.) R01NT, Add Segment Lighting R04, Install guard rail R15. Widen shoulder R22, Install/Upgrade signs with new fluorescent sheeting (regulatory or warning) R27, Install delineators, reflectors and/or object markers 	Number of locations improved.	City			
EMS	SI04EV, Install emergency vehicle pre-emption systems	EMS vehicle response time.	Mendocino County Local Emergency Services Agency			

Emphasis Area 5 – SR 1 Collisions

The City of Fort Bragg experienced a total of 22 reported collisions on the high injury network. Of these collisions, 17 (77 percent) were collisions that occurred on SR/Hwy 1, including three KSI collisions. The following collision data is based on only SR/Hwy 1 collisions on the high injury network in the City of Fort Bragg.

41% 29% 18%
Rear End Unsafe Speed Nighttime collisions Collisions

Table 17. Emphasis Area 5 Strategies

	Objective:								
Redu	Reduce the number of fatal and severe injury collisions that occur on SR 1								
	Strategy	Performance Measure	Agencies/ Organizations						
Education	Conduct public information and education campaign for intersection safety laws regarding traffic lights, stop signs, turning left or right, and speeding.	Number of education campaigns	City/ School District/ Police Department						
Enforcement Education	Targeted enforcement at high-risk intersections to monitor safety on SR 1.	Number of tickets issued	Police Department						
Engineering	 SI02, Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number SI03, Improve signal timing (coordination, phases, red, yellow, or operation) SI08, Install raised pavement markers and striping (Through Intersection) SI16RA/NS04RA, Convert intersection to roundabout NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs SI22PB, Modify signal phasing to implement a LPI NS09, Upgrade intersection pavement markings (NS.I.) NS21PB, Install raised medians (refuge islands) NS23PB/R36PB, Install/upgrade pedestrian crossing (with enhanced safety features) R27, Install delineators, reflectors and/or object markers 	Number of locations improved	City						
EMS	SI04EV, Install emergency vehicle pre-emption systems	EMS vehicle response time	Mendocino County Local Emergency Services Agency						

6. Equity

Through this LRS/AP update, the City of Fort Bragg seeks to advance equity in identifying and addressing its transportation safety needs. The City recognizes that transportation benefits and costs accrue unequally across communities. Despite transportation's ability to connect communities to opportunities, resources, and destinations, historical patterns of decisions and investments in transportation have not addressed, and even aggravated or created, inequalities in wealth, access, and health.

Inequalities in transportation safety result in an undue concentration of collisions, unsafe roadways, or severe injury collisions in communities with social, economic, or other vulnerabilities. Data shows that roadway collisions disproportionately impact people who are Black, American Indian, and live in rural communities (USDOT's National Roadway Safety Strategy 2022). Non-motorists, such as pedestrians and bicyclists, are more likely to be involved in a KSI collision than motorists. Traditional safety strategies such as enforcement face backlash for their discriminatory outcomes that burden racial minorities. These measures do not address policy or built environment limitations, resulting in safety hazards to roadway uses. Hence, a commitment to make roads safe for all users must consider equity seriously in analyzing roadway safety and recommending improvements.

It is a core goal of this LRS/AP to recommend safety improvements in a manner that is fair and equitable for all the City's residents, in line with a federal commitment to creating an equitable transportation system that is safe, efficient, and sustainable. Planning and decision-making processes followed in this LRS/AP update adequately consider inputs and feedback from communities with limited means or ability to participate effectively. Three virtual stakeholder meetings and five public workshops (three virtual and two in-person workshops) were held with residents during the LRS/AP update to gather insights into safety burdens faced by communities, share data and findings, and gather feedback on safety countermeasures and recommendations. LRS/AP is also guided by public inputs received through the online public input platform and feedback from the safety partners.

This chapter details how the safety data is analyzed with respect to equity-emphasis communities (EEC) to identify the impact of collisions in vulnerable communities. USDOT's⁴ commitment to expanding "access and opportunity to all communities while focusing on underserved, overburdened, and disadvantaged communities" guides this plan in prioritizing safety projects to benefit the most vulnerable of the communities.

³https://www.transportation.gov/sites/dot.gov/files/2022-02/USDOT-National-Roadway-Safety-Strategy.pdf

⁴ https://www.transportation.gov/sites/dot.gov/files/2022-04/Equity_Action_Plan.pdf

The LRS/AP includes elements from the FHWA recommended Safe Systems Approach and prioritizes the needs of vulnerable road users such as bicyclists and pedestrians in identifying countermeasures and developing the countermeasure toolbox. The projects identified are also analyzed for their adherence to the Justice40 commitment to directing benefits of investments to vulnerable communities.

Average Annual Fatality Rate in the City

The City residents are less likely to be killed in a collision as compared to the average Californian. The average annual fatality rate (AAFR) for the City of Fort Bragg is 0.8 persons killed per 100,000 residents for both 2017-2021 and 2018-2022 time periods, which is very modest when compared to the rate for the state of California (10.12 persons killed per 100,000 residents in 2017-2021, and 10.40 in 2018-2022). AAFR has been calculated based on the methodology provided by the Safe Streets for All grant program. The calculation worksheet and methodology are available in **Appendix D.**

Equity-Emphasis Communities

Equity-emphasis communities are communities facing disadvantages in climate and disaster risk burden, environmental burden, health vulnerability, social vulnerability, and transportation insecurity due to underinvestment in their transportation systems. The LRS/AP utilizes the concept of transportation disadvantage developed by the USDOT to identify EEC. The five areas, developed using data including the 2020 American Community Survey, capture various population characteristics indicating vulnerabilities as described below:⁵

- CLIMATE AND DISASTER RISK BURDEN: measures current and future risks to an area from climate and natural disasters based on potential losses from existing hazard exposure and vulnerability.
- **ENVIRONMENTAL BURDEN**: measures factors such as pollution, hazardous facility exposure, water pollution and the built environment.
- **HEALTH VULNERABILITY**: measures the prevalence of health conditions such as asthma, cancer, high blood pressure, diabetes, and poor mental health.
- **SOCIAL VULNERABILITY**: identifies populations that are at a higher risk due to certain social conditions.
- TRANSPORTATION INSECURITY: it is the condition in which people are unable to regularly and reliably satisfy the travel necessary to meet the needs of daily life.

The EEC are communities (census tracts) facing cumulative transportation disadvantages, as identified in USDOT's Equitable Transportation Communities

⁵ https://www.transportation.gov/priorities/equity/justice40/etc-explorer-indicator-table

Explorer (ETCE). For each community, ETCE calculates a disadvantage ranking for all its census tracts. These rankings are reported as national percentiles, where a 65th percentile rank or above is considered disadvantaged.

The City has a large share of equity-emphasis communities. In Fort Bragg, EEC makes up 50 percent of census tracts, shown in **Figure 31**. These census tracts are home to 59 percent of the City's 7.8K residents. In comparison, 37 percent of community population in California and 35 percent of community population in Mendocino County can be considered EEC. Specifically, the City faces disadvantages due to social vulnerability (85 percent) and health vulnerability (83 percent). The City also ranks higher for these elements than California and the County, as shown in **Figure 32**.

Equity-Emphasis Communities

No Yes

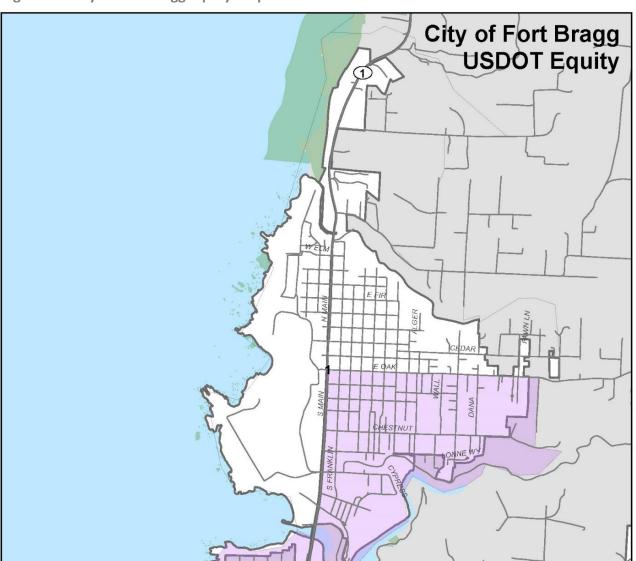


Figure 31. City of Fort Bragg Equity-Emphasis Communities

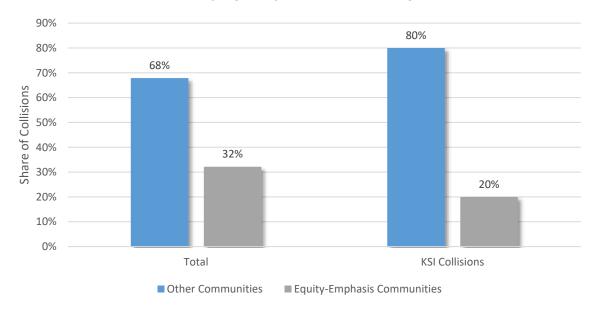
90 80 65 70 60 62 61 Percentile Rank 55 50 48 40 38 30 20 10 0 Climate & Disaster Health Vulnerability Social Vulnerability Environmental Transportation Risk Burden Burden Insecurity Transportation Disadvantage Components Fort Bragg Mendocino County California -65th Percentile Rank

Figure 32. City of Fort Bragg Transportation Disadvantage

Roadway Safety in Equity Emphasis Communities

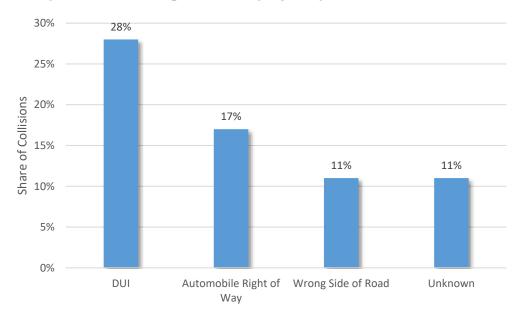
Roadway safety burdens in EEC for Fort Bragg are identified after overlaying collision data on the equity data from ETCE. The data considered in this analysis is limited to collisions leading to a fatality or an injury and is available in **Appendix E.** Trends in roadway collisions in EEC for collision severity, collision type, violation category, motor vehicle involved with, mode, and lighting conditions, as compared to other communities (non-EEC within the City), and to the overall City, are as follows:

Figure 33. Collision Share in Equity-Emphasis Community



- EEC saw a lower share of collisions when compared to their share in area or percentage. Only 32 percent of total collisions and 20 percent of KSI collisions in the City occurred in these communities (Figure 33), accounting for 50 percent of land area.
- The KSI collision in EEC was broadside due to automobile right of way violation.
- Top trends in the type of collisions are rear end (22 percent), followed by broadside (17 percent), and vehicle-pedestrian collisions (17 percent).

Figure 34. Top Violation Categories in Equity Emphasis Areas



• The top violation categories for collisions in EEC are DUI, automobile right of way violations, driving on the wrong side of the road, and of unknown type.

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These contributed to approximately 67 percent of collisions (**Figure 34**). In EEC, 28 percent of all collisions are DUI, as compared to only 16 percent in the City.

- EEC reported 56 percent of collisions that involved a passenger car, followed by 22 percent which involved a pickup truck. 11 percent of collisions involved a bicycle, higher than the share for other communities (three percent) and the City (five percent).
- Majority of the collisions occurred during the day (78 percent). However, EEC
 has a higher share of nighttime collisions at locations without street lights (11
 percent) than the City (five percent).

7. Countermeasure Identification

This section summarizes the process of selecting countermeasures on Fort Bragg streets as part of the analysis for the LRS/AP. Countermeasures were selected for each of the identified high-risk intersections and roadway segments based on extensive review of existing conditions at the site and characteristics of identified collisions on the High Injury Network.

Identified collision factors and existing conditions were cross referenced with the Caltrans LRSM identified countermeasures that are HSIP approved. Countermeasures that best fit the site and have the highest opportunity for systemic implementation were selected. Countermeasures were selected not only for each high-risk location, but also for each identified citywide Emphasis Area.

Countermeasures Selection

In 2010, the Federal Highway Administration (FHWA) published a set of three manuals for local and rural road owners to present a simple, data driven safety analysis framework for rural agencies across the country. In conjunction with these documents, California Department of Transportation (Caltrans) developed the Local Roadway Safety Manual (LRSM). The goal of this manual is to "maximize the safety benefits for local roadways by encouraging all local agencies to proactively identify and analyze their safety issues and to position themselves to compete effectively in Caltrans' statewide, data-driven call-for-projects."6 Although, the LRSM identifies all of California's local roadway safety issues and the countermeasures that address them, this document only highlights the issues and countermeasures relevant to the local roads of the City of Fort Bragg. This section identifies the different solutions for the City from HSIP-qualified and non-HSIP countermeasures. It also provides a brief description along with their corresponding crash reduction factors (CRF), expected life and baseline cost. An excerpt of the LRSM, detailing each available HSIP countermeasure referenced in the recommendations tables, is included as **Appendix** F.

The countermeasures have been divided into the following categories:

- Signalized Intersections (SI) countermeasures only applicable for signalized intersections;
- Non-Signalized (NS) countermeasures only applicable to stop-controlled, or uncontrolled intersections;
- Roadway Segment (RS) countermeasures only applicable to roadway segments;

https://dot.ca.gov/-/media/dot-media/programs/local-assistance/documents/hsip/2024/lrsm2024.pdf

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Other (O) – countermeasures that do not qualify for HSIP funding.

Draft Countermeasure Toolbox

Signalized Intersections Countermeasures

SI03 – Improve signal timing (coordination, phases, red, yellow, or operation) Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number. Includes adding phases, lengthening clearance intervals, eliminating or restricting higher-risk movements, and coordinating signals at multiple locations.

- Crash Reduction Factor 15%
- Expected Life 10 years
- **S21PB Install advance stop bar before crosswalk** (Bicycle Box). Signalized Intersections with a marked crossing, where significant bicycle and/or pedestrians volumes are known to occur.
- Crash Reduction Factor 15%
 Expected Life 10 years
- **S22PB Modify signal phasing to implement a Leading Pedestrian Interval (LPI).** A leading pedestrian interval (LPI) gives pedestrians the opportunity to enter an intersection 3-7 seconds before vehicles are given a green indication. With this head start, pedestrians can better establish their presence in the crosswalk before vehicles have priority to turn left.
- Crash Reduction Factor 15%
- Expected Life 10 years

Non-Signalized Intersections Countermeasures

NS01NT – Add intersection lighting. Non-signalized intersections that have a disproportionate number of night-time crashes and do not currently provide lighting at the intersection or at its approaches. Crash data should be studied to ensure that safety at the intersection could be improved by providing lighting (this strategy would be supported by a significant number of crashes that occur at night).

- Crash Reduction Factor 40%
- Expected Life 20 years

- NS08 Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs. The visibility of intersections and, thus, the ability of approaching drivers to perceive them can be enhanced by installing larger regulatory and warning signs at or prior to intersections. A key to success in applying this strategy is to select a combination of regulatory and warning sign techniques appropriate for the conditions on a particular unsignalized intersection approach.
- Crash Reduction Factor 15%
- Expected Life 10 years

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NS09 – Upgrade intersection pavement markings. Unsignalized intersections that are not clearly visible to approaching motorists, particularly approaching motorists on the major road. The strategy is particularly appropriate for intersections with patterns of rear-end, right-angle, or turning crashes related to lack of driver awareness of the presence of the intersection.

- Crash Reduction Factor 25%
- Expected Life 10 years
- **NS11 Install flashing beacons as advance warning.** Non-Signalized Intersections with patterns of crashes that could be related to lack of a driver's awareness of approaching intersection or controls at a downstream intersection.
- Crash Reduction Factor 30%
- Expected Life 10 years
- **NS21PB Install raised medians (refuge islands).** Intersections that have a long pedestrian crossing distance, a higher number of pedestrians, or a crash history. Raised medians decrease the level of exposure for pedestrians and allow pedestrians to concentrate on (or cross) only one direction of traffic at a time.
- Crash Reduction Factor 45%
- Expected Life 20 years
- NS23PB Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features). Adding pedestrian crossings that include enhances safety features has the opportunity to enhance pedestrian safety at locations noted as being especially problematic. The enhanced safety elements help delineate a portion of the roadway that is designated for pedestrian crossing.
- Crash Reduction Factor 35%
- Expected Life 20 years

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Roadway Countermeasures

R01NT – Add segment lighting. Providing roadway lighting improves the safety during nighttime conditions by (1) making drivers more aware of the surroundings, which improves drivers' perception-reaction times, (2) enhancing drivers' available sight distances to perceive roadway characteristic in advance of the change, and (3) improving non-motorist's visibility and navigation.

- Crash Reduction Factor –
 35%
- Expected Life 20 years
- R22 Install/Upgrade signs with new fluorescent sheeting (regulatory or warning). The target for this strategy should be on roadway segments with patterns of head on, nighttime, non-intersection, run-off road, and sideswipe crashes related to lack of driver awareness of the presence of a specific roadway feature or regulatory requirement. Ideally this type of safety CM would be combined with other sign evaluations and upgrades (install chevrons, warning signs, delineators, markers, beacons, and relocation of existing signs per MUTCD standards).
- Crash Reduction Factor –
 15%
- Expected Life 10 years

R26 – Install dynamic/variable speed warning signs.

This strategy primarily addresses crashes caused by motorists traveling too fast around sharp curves. It is intended to get the drivers attention and give them a visual warning that they may be traveling over the recommended speed for the approaching curve. Care should be taken to limit the placement of these signs to help maintain their effectiveness.

- Crash Reduction Factor –
 30%
- Expected Life 10 years
- **R28 Install edge-lines and centerlines**. Any road with a history of run-off-road right, head-on, opposite-direction-sideswipe, or run-off-road-left crashes is a candidate for this treatment install where the existing lane delineation is not sufficient to assist the motorist in understanding the existing limits of the roadway.
- Crash Reduction Factor –
 25%
- Expected Life 10 years

R34PB – Install Separated Bike Lanes. Separated bikeways are most appropriate on streets with high volumes of bike traffic and/or high bike-vehicle collisions, presumably in an urban or suburban area. Separation types range from simple, painted buffers and flexible delineators, to more substantial separation measures including raised curbs, grade separation, bollards, planters, and parking lanes.

- Crash Reduction Factor –
 45%
- Expected Life 20 years

R35PB – Install sidewalk/pathway (to avoid walking along roadway). Sidewalks and walkways provide people with space to travel within the public right-of-way

- Crash Reduction Factor –
 80%
- Expected Life 20 years

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that is separated from roadway vehicles. The presence of sidewalks on both sides of the street has been found to be related to significant reductions in the "walking along roadway" pedestrian crash risk compared to locations where no sidewalks or walkways exist.

R36PB – Install/upgrade pedestrian crossing (with enhanced safety features). Adding pedestrian crossings has the opportunity to greatly enhance pedestrian safety at locations noted as being problematic. The enhanced safety elements, which may include curb extensions, medians and pedestrian crossing islands, beacons, and lighting, combined with pavement markings delineating a portion of the roadway that is designated for pedestrian crossing.

- Crash Reduction Factor 35%
- Expected Life 20 years

- R38PB Install Rectangular Rapid Flashing Beacon (RRFB). Rectangular Rapid Flashing Beacon (RRFB) includes pedestrian-activated flashing lights and additional signage that enhance the visibility of marked crosswalks and alert motorists to pedestrian crossings. It uses an irregular flash pattern that is similar to emergency flashers on police vehicles. RRFBs are installed at unsignalized intersections and mid-block pedestrian crossings.
- Crash Reduction Factor –
 35%
- Expected Life 20 years

Other Countermeasures

Bulb outs/curb extensions. Curb extensions (also called bulb-outs) extend the sidewalk into the parking lane to narrow the roadway and provide additional pedestrian space at key locations; they can be used at corners and at mid-block. Curb extensions enhance pedestrian safety by increasing pedestrian visibility, shortening crossing distances, slowing turning vehicles, and visually narrowing the roadway.

Speed Feedback Signs. Speed feedback signs, also known as dynamic speed displays, provide drivers with feedback about their speed in relationship to the posted speed limit. When appropriately complemented with police enforcement, speed feedback signs can be an effective method for reducing speeds at a desired location.

In Road Yield/Stop Signs. In-street pedestrian crossing signs (MUTCD R1-6 or R1-6a) are placed within the roadway, either between travel lanes or in a median. The sign may be used to remind road users of laws regarding right-of-way at an unsignalized pedestrian crossing. This countermeasure is used with other crosswalk visibility enhancements to indicate optimal or preferred locations for people to cross and to help reinforce the driver requirement to yield the right-of-way to pedestrians at crossing locations.

8. Safety Projects

This section summarizes the process of selecting safety projects as part of the analysis for the City of Fort Bragg's LRS/AP. The next step after the identification of high-risk locations, emphasis areas and applicable countermeasures is to identify location-specific safety improvements for all high-risk roadway segments and intersections.

Specific countermeasures and improvements were selected from the 2024 LRSM, where:

- SI refers to improvements at signalized locations,
- NS refers to improvements at non-signalized locations, and
- R refers to improvements at roadway segments.

The corresponding number refers to the countermeasure number in the LRSM (2024). The countermeasures were grouped into safety projects for high-risk intersections and roadway segments. A total of ten safety projects were developed, six for City roads and four for State Route/Highway 1. All countermeasures were identified based on the technical teams' assessment of viability that consisted of extensive analysis, observations, and City staff input. The most applicable and appropriate countermeasures as identified have been grouped together to form projects that can help make high-risk locations safer.

Table 18 and **Table 19** lists the safety projects for high-risk intersections and roadway segments, along with total base planning level cost (2024 dollar amounts) estimates and the resultant preliminary Benefit-Cost (B/C) Ratio. The "Total Benefit" estimates were calculated for the proposed improvements being evaluated in the proactive safety analysis. This "Total Benefit" is divided by the "Total Cost per Location" estimates for the proposed improvements, giving the resultant B/C Ratio. The B/C Ratio Calculation follows the methodology as mentioned in the LRSM (2024).

Appendix G lists the HSIP Analyzers for each project which includes the complete cost, benefit and B/C Ratio.

The next step in the process will be to prepare grant ready materials for HSIP Cycle 12 applications. It should be noted that while the LRS/AP projects were based on high-risk locations, HSIP applications can be expanded to include many locations across the city.

Once the desired projects are selected, our team recommends three potential options for selecting locations to include in the HSIP applications:

- Select the top projects ranked by crash cost
- City identifies desired intersections
- Apply for various intersections citywide with more generic cost estimates

Table 18. List of Viable Safety Projects (City Roads)

Location	CM1	CM2	СМЗ	Cost per Location	B/C Ratio	
Project 1 - Improve Safety at	Non-Signali	zed Intersec	tions.			
E Chestnut St & S Franklin St	NS01NT	NS08		\$32,550	69.56	
E Pine St & N Corry St	NS01NT	NS08		\$28,700		
Project 2A: Improve Pedestr	ian Safety at	Non-Signali	zed Intersect	ions. (Pedestrian	Set Aside)	
S Lincoln St & Willow St	NS21PB	NS23PB		\$60,360		
Willow St & Livingston St		NS23PB		\$26,620	N1/A	
Willow St & Florence St		NS23PB		\$26,220	N/A	
Willow St & Wall St		NS23PB		\$35,600		
Project 2B: Improve Pedestr	ian Safety or	n Willow Stre	eet. (Pedestr	ian Set Aside)		
Willow St: S Harold St to Wall St	R35PB	R36PB		\$190,800	N/A	
Project 3: Improve Safety at	Roadway Se	gments.				
N Harbor Dr: S Main St to Woodward St	R01NT		R28	\$13,420		
E Pine St: N Main St to N Harold St	R01NT	R26	R28	\$59,700		
E/W Bush St: Brandon way to West St	R01NT		R28	\$32,900		
Maple St: S Main St to S Harold St	R01NT			\$16,500	40.68	
Willow St: S Harold St to S Sanderson Way	R01NT	R26	R28	\$65,900	40.00	
Elm St: Glass Beach Dr to N Franklin St	R01NT			\$12,500		
W Oak St: Chief Celeri to S Main Street	R01NT		R28	\$14,420		
E Chestnut St: S Main Street to Dana St	R01NT	R26	R28	\$64,700		
Project 4: Improve Pedestria	n/Bicycle Sa	fety at Road	lway Segmei	nts.		
N Harbor Dr: S Main St to Woodward St		R35PB		\$275,940		
Maple St: S Main St to S Harold St		R35PB	Restripe existing bike lane*	\$89,200	16.5	

Citywide Sign Inventory

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Location	CM1	CM2	СМЗ	Cost per Location	B/C Ratio	
W Oak Street: Chief Celeri to S Main Street	R34PB	R35PB		\$60,000		
E Pine St: N Main St to N Harold St			Restripe existing bike lane*	-		
E Oak St: S Main St to Dana St			Restripe existing bike lane*	-		
Project 5: Citywide Sign Inventory: This project will involve and include all the parts of the city to improve, replace, or install new signage throughout the entire city. (Regulatory and warning)						

Notes: *Improvements are not included in the estimated cost per location but recommended at respective location.

\$631,000

16.81

Table 19. List of Viable Safety Projects (State Route/Highway 1)

R22

Location	CM1	CM2	СМЗ	Cost per Location	B/C Ratio	
Project 1 - Improve Safety at Bicycle Safety.	Improve S	afety at Sigr	nalized Inters	sections, and Pede	estrian and	
E/W Oak St & S Main St	SI03	SI21PB	SI22PB	\$24,200	195.13	
Project 2: Improve Safety at	Non-Signa	alized Inters	ection.			
E/W Bush St & S Main St	NS08	NS11	NS23PB	\$206,700	15.1	
Project 3: Improve Safety at	Roadway	Segment.				
S Main St: Fort Bragg City Limits to Oak St	R22	R26		\$152,600	110.9	
Project 4: Improve Safety at Roadway Segment.						
S Main St: Fort Bragg City Limits to Oak St	R36PB	R38PB		\$125,100	90.59	

CM – countermeasure. B/C ratio is the dollar amount of benefits divided by the cost of the countermeasure.

SI03 – Improve signal timing (coordination, phases, red, yellow, or operation) Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number.

S21PB - Install advance stop bar before crosswalk (Bicycle Box).

S22PB - Modify signal phasing to implement a Leading Pedestrian Interval (LPI).

NS01NT - Add intersection lighting.

NS08 – Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs.

NS09 - Upgrade intersection pavement markings.

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NS11 - Install flashing beacons as advance warning.

NS21PB - Install raised medians (refuge islands).

NS23PB – Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features).

R01NT - Add segment lighting.

R22 – Install/Upgrade signs with new fluorescent sheeting (regulatory or warning).

R26 – Install dynamic/variable speed warning signs.

R28 – Install edge-lines and centerlines.

R34PB - Install Separated Bike Lanes.

R35PB – Install sidewalk/pathway (to avoid walking along roadway).

R36PB – Install/upgrade pedestrian crossing (with enhanced safety features).

R38PB - Install Rectangular Rapid Flashing Beacon (RRFB).

Table 20 mentions projects funded by the Highway Safety Improvement Program (HSIP) that the City submitted for consideration during the 2022 HSIP Cycle 11 funding round. These projects were awarded funding for Cycle 11.

Table 20. Cycle 11 HSIP Applications

Location	CM1	CM2	СМЗ	Cost per Location	HSIP Funds Requested	B/C Ratio
HSIP Application ID: H11 intersection warning and enhanced safety features	d regulat	ory signs,				
Boat Yard Dr and Route 20	NS06			\$840		
Pine St and Route 1/ S Main St	NS06	NS21PB	NS22PB	\$122,087		
South St and Route 1/S Main St	NS06	NS21PB		\$32,928	\$91,600	73.63
Highway 1/Main Street and Pudding Creek Road	NS06			\$1,785		75.05
Noyo Point Road and S Main Street	NS06			\$1,505		
Harold/Oak St	NS06	NS21PB		\$88,928		
HSIP Application: Install ADA compliant curb ram	_	bility cross	swalks, bu	ilbouts, and w	arning signs a	long with
Nine intersections and connecting segments of Harold St between Fir St in the north and Maple St in the south	crosswa warning ADA co	igh visibility alks, bulbou signs along mpliant curl	its, and g with b ramps	\$297,700	\$248,130	N/A

Notes: For B/C ratio calculation, 5-year (2015-2019) collision data was utilized. Costs requested include contingency, PS&E, environmental and construction costs. These HSIP application followed LRSM 2022 countermeasure codes which are described below:

NS06, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs NS21PB, Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features) NS22PB, Install Rectangular Rapid Flashing Beacon (RRFB)

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These projects address critical safety improvements for the City, five on city-owned roadways and four on SR/Hwy 1 (Main Street). These projects have been further prioritized based on the goals and vision outlined in Chapter 1 in order to meet Strategy and Project Selection SS4A criteria. The six criteria for the prioritization are safety benefits, benefits to vulnerable road users, school safety impact, equity impact, public engagement, and ease of implementation. Each criterion is scored separately and then weighed to arrive at the final scores for each project, as described in **Table 21**. A project can receive a maximum score of 100. The project prioritization calculation is available in **Appendix H**. **Table 22** presents the projects in the priority order.

Table 21. Prioritization Matrix

Criteria	Description	Weight
Safety Benefits	Safety benefits are evaluated using the Benefit-to-Cost (BCR) ratio. BCR is calculated based on five-year collision data and 2024 planning-level cost estimates, as per the HSIP norms. Projects are then grouped into three equal-range buckets based on the BCR and receive safety scores as follows: • Projects in the highest bucket - 100 • Projects in the Middle bucket - 50 • Projects in the Lowest bucket - 20	40%
Benefit to Vulnerable Road Users	Considers improvements benefiting pedestrians, bicyclists, transit users, or persons with disabilities. • Projects with benefits - 100 • Projects without benefits - 0	15%
School Safety Impact	Considers safety improvements on roadways and intersections within 1/4 mile of an existing school. • Projects in proximity to schools - 100 • Projects without proximity to schools - 0	10%
Equity Impact	Considers the location of a project entirely or partially in an equity- emphasis community (EEC). • Projects in EEC - 100 • Projects outside of EEC - 0	15%
Public Engagement	Considers projects that have garnered community and stakeholder support during the LRSP outreach process. • Projects with community support - 100 • Projects without community support - 0	10%
Ease of Implementation	Projects are scored based on the complexity of their countermeasures. For projects with multiple countermeasures, the lowest category score is applied. • High-ease improvements like signs, lights, striping, and crosswalks - 100 • Medium-ease improvements like sidewalks, medians, and new signals - 50 • Low-ease improvements requiring lane/geometry changes, right-of-way acquisition, or utility or drainage work – 20	10%

Table 22. Priority Project List

Priority	Project	Priority Score (out of 100)			
1	City Project 2A: Improve Pedestrian Safety at Non-Signalized Intersections. (Pedestrian Set Aside)	95			
2	City Project 2B: Improve Pedestrian Safety on Willow Street. (Pedestrian Set Aside)	92			
3	SH Project 1: Improve Safety at Improve Safety at Signalized Intersections, and Pedestrian and Bicycle Safety.				
4	City Project 1: Improve Safety at Non-Signalized Intersections.	80			
5	SH Project 4: Improve Safety at Roadway Segment.	70			
6	City Project 5: Citywide Sign Inventory	68			
7	City Project 4: Improve Pedestrian/Bicycle Safety at Roadway Segments.	63			
8	SH Project 3: Improve Safety at Roadway Segments.				
9	City Project 3: Improve Safety at Roadway Segment.	53			
10	SH Project 2: Improve Safety at Non-Signalized Intersection.	28			

9. Evaluation and Implementation

This chapter describes the steps the City may take to evaluate the success of this plan and steps needed to update the plan in the future. The LRS/AP is a guidance document and requires periodic updates to assess its efficacy and re-evaluate potential solutions. It is recommended to update the plan every two to five years in coordination with the identified safety partners. This document was developed based on community needs, stakeholder input, and collision analysis conducted to identify priority emphasis areas throughout the City. The implementation of strategies under each emphasis area would aim to reduce fatal and severe injury collisions in the coming years. Funding is a critical component of implementing any safety project. While the HSIP program is a common source of funding for safety projects, there are numerous other funding sources that could be pursued for such projects. Potential funding sources are listed below in **Table 23**.

Table 23. Potential Funding Sources

Funding Source	Funding Agency	Amount Available	Next Estimated Call for Projects	Applicable E's	Notes
Active Transportation Program	Caltrans, California Transportation Commission	~\$223 million per year	2024	Engineering, Education	Can use used for most active transportation related safety projects as well as education programs
Highway Safety Improvement Program	Caltrans	TBD	2024	Engineering	Most common grant source for safety projects
Surface Transportation Block Group Program	FHWA (Administered through MCTC)	Varies by FY	TBD	Engineering	Typically used for roadway projects
Office of Traffic Safety Grants	California Office of Traffic Safety	Varies by grant	Closes January 31 st annually	Education, Enforcement, Emergency Response	10 grants available to address various components of traffic safety
Affordable Housing and Sustainable Communities Program	Strategic Growth Council and Dept. of Housing and Community Development	~\$405 million	TBD	Engineering, Education	Must be connected to affordable housing projects; typically focuses on bike/ped infrastructure/ programs

Funding Source	Funding Agency	Amount Available	Next Estimated Call for Projects	Applicable E's	Notes
Urban Greening	California Natural Resources Agency	\$23.75 million	TBD	Engineering	Focused on bike/ pedestrian infrastructure and greening public spaces
Local Streets and Road Maintenance and Rehabilitation	CTC (distributed to local agencies)	\$1.5 billion statewide	N/A; distributed by formula	Engineering	Typically pays for road maintenance type projects
RAISE Grant	USDOT	~\$1 billion	TBD	Engineering	Typically used for larger infrastructure projects
Sustainable Transportation Equity Project	California Air Resources Board	~\$19.5 million	TBD; most recent call in 2023	Engineering, Education	Targets projects that will increase transportation equity in disadvantaged communities
Safe Street for All (SS4A)	USDOT	\$200k - \$50 million	2026	Engineering	Two types of SS4A grants available: Action Plan Grants and Implementation Grants
Transformative Climate Communities	Strategic Growth Council	~\$90 million	TBD; most recent call in 2022	Engineering	Funds community- led projects that achieve major reductions in greenhouse gas emissions in disadvantaged communities

Implementation

The LRS/AP document provides engineering, education, enforcement, and EMS related countermeasures that can be implemented throughout the City to reduce KSI collisions. It is recommended that the City of Fort Bragg implement the selected projects high-collision locations in coordination with other projects proposed for the City's infrastructure development in their future Capital Improvement Plans.

The success of the LRS/AP can be achieved by fostering communication among the City and the safety partners.

Monitoring and Evaluation

For the success of the LRS/AP, it is crucial to monitor and evaluate the five E-strategies continuously. Monitoring and evaluation help provide accountability, ensures the effectiveness of the countermeasures for each emphasis area, and help making decisions on the need for new strategies. The process would help the City make informed decisions regarding the implementation plan's progress and accordingly, update the goals and objectives of the plan.

After implementing countermeasures, the strategies should be evaluated annually as per their performance measures. The evaluation should be recorded in a before-after study to validate the effectiveness of each countermeasure.

Pre-Implementation Data Collection

Before any safety project is implemented, comprehensive baseline data should be collected within the project area to enable future before/after comparison analysis. Data to be compiled includes:

Collision Data:

- Collision types (pedestrian, angle, rear-end, etc.)
- Collision severity levels
- Locations and corridors
- Contributing factors

Traffic Data:

- Vehicle traffic volumes
- Pedestrian and bicycle traffic counts

Operations Data:

- 85th percentile and pace speeds
- Vehicle/pedestrian/bicycle conflict observations
- Observable road user behavior and compliance levels

Statistical Analysis Methodology

Appropriate statistical techniques can be applied to account for regression-to-mean effects, traffic volume changes over time, and other potential biases. Recommended approaches include Empirical Bayes method and advanced regression modeling. Using these techniques, an estimate of the predicted long-term safety performance should be calculated assuming no safety improvements were implemented. This becomes the baseline for comparison.

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Post-Implementation Data Collection

After allowing sufficient time following project implementation (typically 1-3 years), the same scope of "after" data can be re-collected to enable before/after comparison.

Performance Evaluation Measures

The following key safety performance measures can be evaluated by comparing predicted vs. actual post-implementation conditions:

- 1. Total collisions
- 2. Fatal and serious injury collisions (KSI)
- 3. Collisions by type (pedestrian, intersection, roadway departure, etc.)
- 4. Operating speeds
- 5. Conflicts between modes (vehicle/pedestrian/bicycle)

Supplemental Measures for Behavioral Safety Projects

For safety initiatives focused on influencing driver, pedestrian, or bicyclist behavior (e.g. education campaigns, enforcement activities), leading indicators of compliance can be tracked, such as:

- 1. Speeding violations
- 2. Impaired driving arrests/citations
- 3. Distracted driving violations
- 4. Pedestrian and bicycle traffic counts
- 5. Observed yielding/compliance behavior

Project Evaluation Report

All findings from the before/after analysis should be documented in a comprehensive Project Evaluation Report containing:

- Project scope and description of implemented countermeasures
- Implementation costs
- Data collection processes and sources
- Statistical analysis methodology
- Summary of before/after performance results
- Assessment of whether intended benefits were achieved
- Lessons learned and recommendations
- Supplemental policy, program or design guidance as applicable

Continual Monitoring Process

To ensure ongoing effectiveness evaluation, city should establish:

- Routine schedules for MOE (Measure of Effectiveness) data collection and analysis
- Designated staff responsibilities for MOE activities

- Integration of MOE findings into annual performance reviews
- Mechanism for refining project approach based on evaluation results

LRS/AP Update

The LRS/AP is a guidance document and is recommended to be updated every two to five years after adoption. After monitoring performance measures focused on the status and progress of the E's strategies in each emphasis area, the next LRS/AP update can be tailored to resolve any continuing safety problems.

Aside from the Technical Advisory Committee and City of Fort Bragg's review and monitoring of the projects as outlined in Chapter 2, an annual stakeholder meeting with the safety partners is also recommended to discuss the progress for each emphasis area and oversee the implementation plan. The document should then be updated as per the latest collision data, emerging trends, and the E's strategies' progress and implementation.

A copy of the final LRS/AP will be located on Mendocino Council of Governments (MCOG) website at https://www.mendocinocog.org/

Appendices:

APPENDIX A: SUMMARY OF PUBLIC COMMENTS

Respondent ID	LatLong	Intersection	Primary Street	Secondary Street	Comments	Mode	Pertinent Issues
			Main St		Pedestrians have to cross the extra turning lanes into Rt. 1 from Rt. 20, which cars often speed through	Pedestrian	
69yls3gfg9m7	POINT (-123.807888 39.420135)	Y	Main St	Fort-Bragg-Willits Rd	Intersection is dangerous for pedestrians - crosswalks are long (40 ft, no refuge),	Pedestrian	Speeding
					NB/SB (Harrison St.) traffic is a designated through street. 1 collision in 2018 (PCF was 21802(a)CVC as per Police Chief) and 4 others within 250 feet that involved		
38obb64dnp66	POINT (-123.802075 39.445488)	Υ	N Harrison St	E Laurel St	collisions with stationary objects.	Motor Vehicle	Intersection Safety
					Intersection is dangerous for pedestrians - crosswalks are long (40 ft, no refuge), NB/SB (Harrison St.) traffic is a designated through street. 1 collision in 2018 (PCF		
38obb64dnp66	POINT (-123.802075 39.445488)	Y	N Harrison St	E Laurel St	was 21802(a)CVC as per Police Chief) and 4 others within 250 feet that involved collisions with stationary objects.	Pedestrian	Pedestrian Safety
3800004d11p00	10111 (-123.802073 33.443488)		N Hallison St	E Laurer St	Visibility issue - Vehicles traveling north on the alley can not see around the building	redestriali	i edestriali sarety
38obb64dnp66	POINT (-123.805257 39.436344)	Υ	E Chestnut St	Un-named St	to the west and often pull blindly into traffic on Chestnut, or cut off eastbound pedestrians traveling on the sidewalk.	Pedestrian	Pedestrian Safety
,	,				Visibility issue - Vehicles traveling north on the alley can not see around the building		,
38obb64dnp66	POINT (-123.805257 39.436344)	Υ	E Chestnut St	Un-named St	to the west and often pull blindly into traffic on Chestnut, or cut off eastbound pedestrians traveling on the sidewalk.	Motor Vehicle	Limited visibility
817b4zss389c	POINT (-123.805938 39.441718)	Υ	Main St	E Oak St	i crosss this intersection everyday i would like to see a ped signal This intersection should have a 4-way stop sign. Have seen quite a few "near	Pedestrian	Pedestrian Safety
8ai27ewh9pa7	POINT (-123.803927 39.444287)	Υ	E Redwood Ave	Un-named St	misses" (car on car, and car on pedestrian).	Motor Vehicle	Intersection Safety
8v2yl2whk826	POINT (-123.795624 39.439921)	Y	Willow St	S Lincoln St	Stakeholder - this intersection has high foot traffic from FBUSD students, and patrons of the dog park and Community Center. There are no EB/WB traffic controls, resulting in speeding opportunities for vehicles. Crosswalks are long with no refugies islands and minimal markings. Willow St. West of this intersection to Harold St is narrow, with vehicles parked along both sides of the road, significantly reducing visibility for any traffic entering or exiting that portion of street. NB traffic on S Lincoln street has extremely limited visibility of Willow St. West of the intersection due to vehicles and a landscaping wall at the corner property. This intersection is unsafe for school foot traffic as well as sevile traffic.	Pedestrian	Limited visibility
,	,						,
8v2yl2whk826	POINT (-123.795624 39.439921)	Υ	Willow St	S Lincoln St	Stakeholder - this intersection has high foot traffic from FBUSD students, and patrons of the dog park and Community Center. There are no EB/WB traffic controls, resulting in speeding opportunities for vehicles. Crosswalks are long with no refuge islands and minimal markings. Willow St. West of this intersection to Harold St is narrow, with vehicles parked along both sides of the road, significantly reducing visibility for any traffic entering or exiting that portion of street. NB traffic on S Lincoln street has extremely limited visibility of Willow St. West of the intersection due to vehicles and a landscaping wall at the corner property. This intersection is unsafe for school foot traffic as well as vehicle traffic.	Motor Vehicle	Narrow Street
					Stakeholder - this intersection has high foot traffic from FBUSD students, and patrons of the dog park and Community Center. There are no EB/WB traffic controls, resulting in speeding opportunities for vehicles. Crosswalks are long with no refuge Islands and minimal markings. Willow St. West of this intersection to Harold St is narrow, with vehicles parked along both sides of the road, significantly reducing visibility for any traffic entering or exiting that portion of street. NB traffic on S Lincoln street has extremely limited visibility of Willow St. West of the intersection due to vehicles and a landscaping wall at the corner property. This intersection is		Pavement
8v2yl2whk826	POINT (-123.795624 39.439921)	Y	Willow St	S Lincoln St	unsafe for school foot traffic as well as vehicle traffic.	Pedestrian	Conditions
8v2yl2whk826	POINT (-123.795624 39.439921)	Y	Willow St	S Lincoln St	Stakeholder - this intersection has high foot traffic from FBUSD students, and patrons of the dog park and Community Center. There are no EB/WB traffic controls, resulting in speeding opportunities for vehicles. Crosswalks are long with no refuge islands and minimal markings. Willow St. West of this intersection to Harold St is narrow, with vehicles parked along both sides of the road, significantly reducing visibility for any traffic entering or exiting that portion of street. NB traffic on S Lincoln street has extremely limited visibility of Willow St. West of the intersection due to vehicles and a landscaping wall at the corner property. This intersection is unsafe for school foot traffic as well as vehicle traffic.	Motor Vehicle	Speeding
					Stakeholder - this intersection has high foot traffic from FBUSD students, and patrons of the dog park and Community Center. There are no EB/WB traffic controls, resulting in speeding opportunities for vehicles. Crosswalks are long with no refuge islands and minimal markings. Willow St. West of this intersection to Harold St is narrow, with vehicles parked along both sides of the road, significantly reducing visibility for any traffic entering or exiting that portion of street. NB traffic on S Lincoln street has extremely limited visibility of Willow St. West of the intersection due to vehicles and a landscaping wall at the corner property. This intersection is		
8v2yl2whk826	POINT (-123.795624 39.439921)	Υ	Willow St	S Lincoln St	unsafe for school foot traffic as well as vehicle traffic.	Pedestrian	School Safety
69yls3gfg9m7	LINESTRING (123.807882 39.412409, 123.799018) 39.410285, 123.79976 39.410275, 123.796973 39.410018, 123.794403 39.408519, 123.79241 39.407871, 123.79186 39.408519, 123.788529 39.407871, 123.79186 39.407871, 123.78563 39.403551, 123.78563 39.99765, 123.786491 39.398347, 123.78163 39.39956, 123.77833 39.393347, 123.77833 39.393347, 39.39347, 39.393347, 39.39347, 39.39347, 39.39347, 39.39347, 39.3934746, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.393474, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.39347, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3947, 39.3	N	Simpson Ln	Main St to Mitchall Crook Dr	Cars speeding on a narrow road that's also shared with cyclists and walkers	Motor Vehicle	Speeding
	LINESTRING (-123.807882 39.412409, - 123.799019 39.412085, -123.79776 39.411275, -123.796973 39.410018, - 123.794403 39.408519, -123.79241 39.407871, -123.791886 39.406585, - 123.790312 39.405034, -123.788529 39.403535, -123.78679 39.403251, - 123.785068 39.399765, -123.784491 39.398347, -123.781763 39.396928, - 123.779981 39.394746, -123.77833	PA PA					
69yls3gfg9m7	39.393394, -123.774266 39.393035)	N	Simpson Ln	Main St to Mitchell Creek Dr	Cars speeding on a narrow road that's also shared with cyclists and walkers	Bicycle	Bicycle Safety
	LINESTRING (-123.808742 39.408203, - 123.810255 39.406439, -123.81064						
	39.405057, -123.811217 39.404165, - 123.812537 39.402252, -123.812647				Speed limit is too fast for a narrow residential road that pedestrians routinely walk		
69yls3gfg9m7	39.401551, -123.812647 39.399234)	N	Ocean Dr	Main St to Pacific Way	on	Motor Vehicle	Narrow Road
	LINESTRING (-123.808742 39.408203, - 123.810255 39.406439, -123.81064 39.405057, -123.811217 39.404165, -						
	123.812537 39.402252, -123.812647				Speed limit is too fast for a narrow residential road that pedestrians routinely walk		
69yls3gfg9m7	39.401551, -123.812647 39.399234)	N	Ocean Dr	Main St to Pacific Way	on Vehicles speeding along this collector - middle school located at east end, several 40	Pedestrian	Speeding
	LINESTRING (-123.798056 39.446745, -				ft. crosswalks with no refuges along this school route with heavy pedestrian traffic. Crosswalks could be better marked (lighted signals maybe) and traffic calming		Pavement
38obb64dnp66	123.803917 39.446754)	N	E Pine St	N Harold St to N McPherson St	measures are desperately needed.	Pedestrian	Conditions

					Vehicles speeding along this collector - middle school located at east end, several 40 ft. crosswalks with no refuges along this school route with heavy pedestrian traffic.		
	LINESTRING (-123.798056 39.446745, -				Crosswalks could be better marked (lighted signals maybe) and traffic calming		
38obb64dnp66	123.803917 39.446754)	N	E Pine St	N Harold St to N McPherson St	measures are desperately needed.	Pedestrian	Signal Upgrade
					Vehicles speeding along this collector - middle school located at east end, several 40		
	LINESTRING (-123.798056 39.446745, -				ft. crosswalks with no refuges along this school route with heavy pedestrian traffic. Crosswalks could be better marked (lighted signals maybe) and traffic calming		
38obb64dnp66	123.803917 39.446754)	N	E Pine St	N Harold St to N McPherson St		Pedestrian	School Safety
					Vehicles speeding along this collector - middle school located at east end, several 40		
	LINESTRING (-123.798056 39.446745, -				ft. crosswalks with no refuges along this school route with heavy pedestrian traffic. Crosswalks could be better marked (lighted signals maybe) and traffic calming		
38obb64dnp66	123.803917 39.446754)	N	E Pine St	N Harold St to N McPherson St	measures are desperately needed.	Motor Vehicle	Speeding
	LINESTRING (-123.80601 39.438119, -						.,
	123.80598 39.444257, -123.805906						
8l7b4zss389c	39.444428)	N	Main St	Hazel St to E Redwood Ave	I ride my bike and i would like to see a bike lane Staff - Street lighting is minimal along this path and needs to be addressed. This path	Bicycle	Bicycle Safety
	LINESTRING (-123.798013 39.447995, -				used greatly by pedestrians (students) from Fort Bragg Middle School. This is		
9mb8xtd4bf3y	123.798045 39.441681)	N	N Whipple St	E Fir St to E Redwood Ave	especially an issue in winter months when the sun sets early.	Pedestrian	Lighting
					Staff - With increase in activity at this park due to recent and planned		
	LINESTRING (-123.80208 39.444724, - 123.802071 39.445504, -123.800745				improvements, drivers will need to take extra precaution in this area that includes a library, park, future soccer pitch, etc. The area will need to be analyzed; possibly		
9mb8xtd4bf3y	39.445495, -123.800733 39.444701)	N	W Redwood Ave	N Harrison St to N Whipple St	need to add 4-way stop at the Laurel/Harrison intersection if deemed necessary.	Motor Vehicle	Intersection Safety
					OFTEN see both cars and cyclists zooming suddenly around the corner from		
	LINESTRING (-123.803669 39.445558, -				McPherson onto Laurel driving the wrong way down this one-way street. The		
	123.803201 39.445538, -123.803222 39.445448, -123.803659 39.44546, -				cyclists sometimes continue out of sight. The cars either turn into the small parking lot, or go S down the alley. Certain people do this habitually. Eventually there will		
8ai27ewh9pa7	123.803653 39.445546)	N	E Laurel St	N Franklin St to N McPhersonSt		Bicycle	Bicycle Safety
					Stakeholder - Need to get people off of Highway 1, improve safety at the crossing of		
	LINESTRING (-123.805814 39.444226, -				Redwood, Alder, and Oak and make improvements to Chief Celeri Drive which is		
	123.806734 39.444224, -123.806724 39.443261, -123.806724 39.442987, -				frequently used by walkers, bikers, and vehicles to create connectivity to the central coastal trail. There is an existing project described in the City of Trails (and other		
8cd2kmj8xt3a	123.806834 39.442969)	N	Main St	E Redwood Ave to E Alder St	publications) which identify safety improvements and benefits.	Bicycle	Bicycle Safety
					Stakeholder - Need to get people off of Highway 1, improve safety at the crossing of		
	LINESTRING (-123.805814 39.444226, - 123.806734 39.444224, -123.806724				Redwood, Alder, and Oak and make improvements to Chief Celeri Drive which is		
	39.443261, -123.806724 39.442987, -				frequently used by walkers, bikers, and vehicles to create connectivity to the central coastal trail. There is an existing project described in the City of Trails (and other		
8cd2kmj8xt3a	123.806834 39.442969)	N	Main St	E Redwood Ave to E Alder St	publications) which identify safety improvements and benefits.	Pedestrian	Pedestrian Safety
	LINESTRING (-123.806674 39.429733, -						
	123.805511 39.429174, -123.8038 39.428414, -123.802912 39.426907, -						
	123.80339 39.42509, -123.803097				Stakeholder- Improve circulation down and through Harbor for all modes of		
	39.424081, -123.804252 39.425167, -				transportation. Currently only a narrow one way in one way out of this heavily		
	123.803629 39.427108, -123.804977				populated tsunami zone. Additionally we need to find a way for pedestrians to		
8cd2kmj8xt3a	39.428097, -123.807213 39.42813, - 123.806683 39.429758)	Υ	Main St	N Harbor Dr	safely cross the highway in this corridor. A traffic circle would be an ideal additional here on Highway 1.	Motor Vehicle	Intersection Safety
ocuzkinjoxtoa	LINESTRING (-123.806674 39.429733, -		IVIdili St	IV Harbor Br	nere on riighway 1.	WOOD VEHICLE	intersection safety
	123.805511 39.429174, -123.8038						
	39.428414, -123.802912 39.426907, -						
	123.80339 39.42509, -123.803097 39.424081, -123.804252 39.425167, -				Stakeholder- Improve circulation down and through Harbor for all modes of transportation. Currently only a narrow one way in one way out of this heavily		
	123.803629 39.427108, -123.804977				populated tsunami zone. Additionally we need to find a way for pedestrians to		
	39.428097, -123.807213 39.42813, -				safely cross the highway in this corridor. A traffic circle would be an ideal additional		
8cd2kmj8xt3a	123.806683 39.429758) LINESTRING (-123.802126 39.436345, -	Υ	Main St	N Harbor Dr	here on Highway 1.	Pedestrian	Pedestrian Safety
	123.793063 39.436317, -123.7886				Stakeholder - This corridor is a common route to school that could use some		Pavement
8cd2kmj8xt3a	39.43636)	N	E Chestnut St	S Harrison St to S Lincoln St	additional complete street features as well as pavement maintenance.	Pedestrian	Conditions
	LINESTRING (-123.802126 39.436345, -						
8cd2kmj8xt3a	123.793063 39.436317, -123.7886 39.43636)	N	E Chestnut St	S Harrison St to S Lincoln St	Stakeholder - This corridor is a common route to school that could use some additional complete street features as well as pavement maintenance.	Pedestrian	School Safety
ocuzkiiijoxt3a	35.45030)	IN	E Cliestilut 3t	3 Harrison St to 3 Lincoln St	Stakeholder - Another School route. This is a narrow street, that doesn't have well	reuestrian	School Salety
	LINESTRING (-123.798073 39.440003, -				marked cross walks or sufficiently accessible sidewalks as well as many blind-spots		
	123.795182 39.439935, -123.795575				that could create dangerous situations for the elementary-aged children who		
8cd2kmj8xt3a	39.439859, -123.795555 39.438598)	N	Willow St	S Harold St to S Lincoln St	frequent this area. Stakeholder - Another School route. This is a narrow street, that doesn't have well	Motor Vehicle	Narrow Street
	LINESTRING (-123.798073 39.440003, -				marked cross walks or sufficiently accessible sidewalks as well as many blind-spots		
L	123.795182 39.439935, -123.795575		l		that could create dangerous situations for the elementary-aged children who	l	Pavement
8cd2kmj8xt3a	39.439859, -123.795555 39.438598)	N	Willow St	S Harold St to S Lincoln St	frequent this area.	Pedestrian	Conditions
	LINESTRING (-123.798073 39.440003, -				Stakeholder - Another School route. This is a narrow street, that doesn't have well marked cross walks or sufficiently accessible sidewalks as well as many blind-spots		
	123.795182 39.439935, -123.795575				that could create dangerous situations for the elementary-aged children who		
8cd2kmj8xt3a	39.439859, -123.795555 39.438598)	N	Willow St	S Harold St to S Lincoln St	frequent this area.	Pedestrian	School Safety
					Stakeholder- We frequently receive complaints of speeding and difficulty of "feeling safe when crossing crosswalks." As another route to school, this very wide right of		
	LINESTRING (-123.804515 39.43919, -				way would be a good candidate for a road diet, street trees, improved crosswalks,		
8cd2kmj8xt3a	123.795743 39.439148)	N	Maple St	S Franklin St to S Lincoln St	etc.	Pedestrian	School Safety
			l ———		Stakeholder- We frequently receive complaints of speeding and difficulty of "feeling	I	
	LINESTRING (-123.804515 39.43919, -				safe when crossing crosswalks." As another route to school, this very wide right of way would be a good candidate for a road diet, street trees, improved crosswalks,		
8cd2kmj8xt3a	123.795743 39.439148)	N	Maple St	S Franklin St to S Lincoln St	etc.	Pedestrian	Speeding
					Stakeholder- Another very wide corridor that leads to a school with frequent		
Ocd3km:0+3.	LINESTRING (-123.804513 39.446778, -	N	N Franklin Ct	E Dino Ct to C Clas Ct	complaints of speeding. Similar treatments to those proposed on maple for	Rodostsias	Spording
8cd2kmj8xt3a	123.798055 39.446727) LINESTRING (-123.80595 39.451832	N	N Franklin St	E Pine St to E Elm St	complete street modifications would improve safety in this corridor. Stakeholder - very busy tourist area. The sidewalk is not in great condition, could use	Pedestrian	Speeding
	123.807557 39.451821, -123.808396				ADA improvements, better bike facilities, and way-finding signage to improve safety		
8cd2kmj8xt3a	39.45206, -123.809516 39.452082)	N	W Elm St	Main St to Glass Beach Dr	for all user types.	Bicycle	Sign Upgrade
	LINESTRING (-123.80595 39.451832, - 123.807557 39.451821, -123.808396				Stakeholder - very busy tourist area. The sidewalk is not in great condition, could use ADA improvements, better bike facilities, and way-finding signage to improve safety		
8cd2kmj8xt3a	39.45206, -123.809516 39.452082)	N	W Elm St	Main St to Glass Beach Dr	for all user types.	Bicycle	Bicycle Safety
,	LINESTRING (-123.80595 39.451832, -				Stakeholder - very busy tourist area. The sidewalk is not in great condition, could use		
0 - 121	123.807557 39.451821, -123.808396				ADA improvements, better bike facilities, and way-finding signage to improve safety	B. d	Pavement
8cd2kmj8xt3a	39.45206, -123.809516 39.452082)	N	W Elm St	Main St to Glass Beach Dr	for all user types. Stakeholder- significant need for sidewalk improvments for pedestrian safety.	Pedestrian	Conditions
					Several properties do not have sidewalks at all which means people are walking in a		
					roadway which is full of potholes. Walking in the roadway is made even more		
					difficult because the amount of on-street parking create significant visual barriers.		
					Because this links to the Very High Density Residential district, there are many low		
					income earners in this area that may not have access to other means of transportation. In addition, this is the primary route to the hospital and medical		
	Î.	i	I	1	services which means it is high-traffic generating. The City frequently receives	Ī	
8cd2kmj8xt3a	LINESTRING (-123.804341 39.430374, - 123.798489 39.428942)	N	South St	S Franklin St to deadend	complaints of speeding in this area as well. This corridor should be considered for traffic calming opportunities as well as pavement and sidewalk improvements.	Motor Vehicle	Speeding

					Stakeholder- significant need for sidewalk improvments for pedestrian safety.		
					Several properties do not have sidewalks at all which means people are walking in a		
					roadway which is full of potholes. Walking in the roadway is made even more		
					difficult because the amount of on-street parking create significant visual barriers.		
					Because this links to the Very High Density Residential district, there are many low		
					income earners in this area that may not have access to other means of		
					transportation. In addition, this is the primary route to the hospital and medical		
					services which means it is high-traffic generating. The City frequently receives		
	LINESTRING (-123.804341 39.430374, -				complaints of speeding in this area as well. This corridor should be considered for		Pavement
8cd2kmi8xt3a	123.798489 39.428942)	N	South St	S Franklin St to deadend	traffic calming opportunities as well as pavement and sidewalk improvements.	Pedestrian	Conditions
-	,				Stakeholder- significant need for sidewalk improvments for pedestrian safety.		
					Several properties do not have sidewalks at all which means people are walking in a		
					roadway which is full of potholes. Walking in the roadway is made even more		
1					difficult because the amount of on-street parking create significant visual barriers.		
1					Because this links to the Very High Density Residential district, there are many low		
					income earners in this area that may not have access to other means of		
					transportation. In addition, this is the primary route to the hospital and medical		
					services which means it is high-traffic generating. The City frequently receives		
	LINESTRING (-123.804341 39.430374, -				complaints of speeding in this area as well. This corridor should be considered for		
8cd2kmj8xt3a	123.798489 39.428942)	N	South St	S Franklin St to deadend	traffic calming opportunities as well as pavement and sidewalk improvements.	Pedestrian	Pedestrian Safety
,	LINESTRING (-123.804581 39.432741, -				Stakeholder- see comments for south Street, same issues and potential remedies		
8cd2kmj8xt3a	123.798633 39.432623)	N	Cypress St	S Franklin to Kemppe Way	here.	Pedestrian	Pedestrian Safety
,	,				Stakeholder - this route is utilized by drivers who wish to avoid stop signs, resulting		,
					in speeding vehicles whipping around the corner in this area that is prone to		
	LINESTRING (-123.795415 39.439925, -				significant amounts of pedestrian traffic from the nearby schools and and		
	123.795628 39.439922, -123.795568				Community Center. There are no controls at the S Lincoln / Maple St. intersection for		
	39.439859, -123.795561 39.439164, -				NB/SB traffic, and none for EB/WB traffic at the S Lincoln / Willow St intersection,		
8v2yl2whk826	123.795927 39.439159)	N	S Lincoln St	Willow St to Maple St	resulting in a zig-zag raceway.	Pedestrian	School Safety
				-	Stakeholder - this route is utilized by drivers who wish to avoid stop signs, resulting		
					in speeding vehicles whipping around the corner in this area that is prone to		
	LINESTRING (-123.795415 39.439925, -				significant amounts of pedestrian traffic from the nearby schools and and		
	123.795628 39.439922, -123.795568				Community Center. There are no controls at the S Lincoln / Maple St. intersection for		
	39.439859, -123.795561 39.439164, -				NB/SB traffic, and none for EB/WB traffic at the S Lincoln / Willow St intersection,		
8v2yl2whk826	123.795927 39.439159)	N	S Lincoln St	Willow St to Maple St	resulting in a zig-zag raceway.	Motor Vehicle	Speeding
					Stakeholder - this route is utilized by drivers who wish to avoid stop signs, resulting		
					in speeding vehicles whipping around the corner in this area that is prone to		
	LINESTRING (-123.795415 39.439925, -				significant amounts of pedestrian traffic from the nearby schools and and		
	123.795628 39.439922, -123.795568				Community Center. There are no controls at the S Lincoln / Maple St. intersection for		
	39.439859, -123.795561 39.439164, -				NB/SB traffic, and none for EB/WB traffic at the S Lincoln / Willow St intersection,		
8v2yl2whk826	123.795927 39.439159)	N	S Lincoln St	Willow St to Maple St	resulting in a zig-zag raceway.	Motor Vehicle	Intersection Safety

APPENDIX B: MATRIX OF PLANNING GOALS, POLICIES, AND PROJECTS

Document	Highlights
City of Fort Bragg Coastal General Plan (2008)	 Policy C-2.12 Roadway Safety: Improve the safety of the roadway system. All safety improvements shall be consistent with the applicable policies of the LCP including, but not limited to, the wetlands, environmentally sensitive habitat area, public access, and visual protection policies. Program C-2.12.1: Periodically analyze the locations of traffic accidents to identify problems and use this information to set priorities for improvements as a part of the City's Capital Improvement Program. Program C-4.1.1: Consider traffic safety, the ease and safety of pedestrian movement across Main Street, and adequacy of on-street parking as key factors in evaluation of proposed roadway improvements along Main Street. Program C-4.1.4: Consider signalizing the intersection of Pine Street and Main Street to provide adequate pedestrian safety. Program C-9.7.1: Continue to provide traffic controls and well-lit intersections in areas with a high volume of pedestrian movement. Program C-9.7.2: Consider expanded use of illuminated crosswalks Policy C-10.1 Comprehensive Bikeway System: Establish a comprehensive and safe system of bikeways connecting all parts of Fort Bragg. Program C-10.1.1: Complete the bikeway system as indicated in Map C-2: Bicycle Paths. Make the completion of the Pudding Creek Trestle/Glass Beach to Otis Johnson Park a high priority. Program C-10.1.2: Incorporate bicycle and pedestrian facilities into the design and construction of all road improvements as feasible.
Inland General Plan (2012)	 Goals and Policies: Goal C-1: Complete Street Planning Goal C-2: Coordinate land use and transportation planning Goal C-3: Develop and manage a roadway system that accommodates future growth and maintains acceptable Levels of Service while considering the other policies and programs of the General Plan. Policy C-3.1.1: When a traffic analysis of levels of service and/or safety hazards indicates the need, construct the following roadway improvements: Signalize the Main Street/Pudding Creek Road intersection; Signalize the Franklin Street/Oak Street intersection; Widen the section of Main Street from the Pudding Creek Bridge to the northern City Limits to three lanes, adding a center turn lane; Signalize the Main Street/Pine Street intersection; and Consider extending Harrison Street south from Walnut Street to Cypress Street. Policy C-3.2 Roadway Standards: Continue to provide consistent standards for the City's street system. Program C-3.2.1: Establish standards for public streets, which allow for the following: Traffic "calming" measures;

Document	Highlights
	 Sidewalks with curbs, gutters, and a planting strip between the sidewalk and the roadway; Rounded street corners with "bulb-outs" at key intersections; Continuation of the grid street system; and Standards for radius returns for local, collector, and arterial streets. Policy C-3.4 Continuation and Connectivity of Streets: Require the continuation of streets, bicycle, and pedestrian paths through new developments wherever possible, and require connectivity to the street grid at as many points as feasible. Program C-3.4.1: Review site plans for new development to facilitate the continuation of streets to improve local circulation. Where streets are not feasible, priority shall be given to providing pedestrian and bicycle trails that establish bicycle and pedestrian connections to streets wherever possible. Policy C-3.6 Roadway Safety: Improve the safety of the roadway system. Program C-3.6.1: Periodically analyze the locations of traffic accidents to identify problems and use this information to set priorities for improvements as a part of the City's Capital Improvement Program. Goal C-8 Improve emergency access to the City. Policy C-8.1 Emergency Access: Establish an access route out of Fort Bragg that could be used in the event of damage to the Noyo River and Pudding Creek Bridges. Program C-8.1.1: Work with the property owners to obtain temporary use, in the event of an emergency, of the logging road that begins on Cypress Street and provides access to Highway 20 (aka the A&W Haul Road), east of Fort Bragg. Program C-8.1.2: Work with the Mendocino Council of Governments and Mendocino County to upgrade Sherwood Road to Willits to provide a year-round emergency access route. Program C-8.1.3: Prepare an emergency evacuation route plan for the City.
	Proposed Projects
City of Fort Bragg Bicycle Master Plan (2009)	 Harold St (Maple to Fir Ave) – Install Class II Bike lanes Harrison St (Walnut to Fir St) - Install Class II Bike Lanes Madrone St (Hwy 1 to Harold St) – Install Class II Bike lanes Main St (Oak to Hare Creek Bridge) - Install Class II Bike Lanes Main St (Elm to N City Limits) - Install Class II Bike Lanes Maple St (Main St to Lincoln St) - Install Class II Bike Lanes N Franklin St (Pine St to Manzanita) - Install Class II Bike Lanes S Lincoln St (Willow to Chestnut) - Install Class II Bike Lanes Mill Site Bike Trails - A Class 1 bikeway that runs along the entire length of the Mill Site coast parallel and to the west of the proposed Ocean Bluff Drive (see proposed cross section below). Upon development this would become the new Pacific Coast Bike Route (PCBR) through Fort Bragg.

Document	Highlights						
	Class Beach Drive - As part of the Coastal Trail project, the City plans to install a ten foot wide multi-use trail (eight feet of asphalt and four feet NaturalPAVE®) in the approximately 18 feet of right of way along the western edge of Glass Beach Drive. This trail will join the Old Haul Road/Pudding Creek Trestle multi-use trail with the bikeway system on the Mill Site.						
	 Install a 4-way STOP at the intersection of Laurel Street and Harrison Street. Install a 4-way STOP at the intersection of Maple Street and Harold Street. Remove the traffic circle at the intersection of Fir Street and Harrison Street. Initiate dialogue and negotiations with Caltrans regarding pedestrian safety on Main Street. The focus of these efforts should be: The intersection of Redwood Avenue and N Main Street with the recommendation of an advanced pedestrian timing at signal; and The intersection of Pine Street and N Main Street with the recommendation of enhanced pedestrian crosswalk. Maple Street: 						
2018 Street Safety Plan	 Lane Striping (Optional) – Convert from dashed yellow to double yellow to emphasize No Passing. Narrow Through Lanes – Narrow travel lanes from 12 feet to 11 feet as shown in the cross-section. The cross-section would include eight feet dedicated to parking and five feet for bike lanes on both sides together with the 11-foot travel lanes. Green Bike Lane Legend (Optional) – Where there is a bike lane symbol, install a green background. The green markings would consist of paving materials that would not result in a slippery surface per the Ride-A-Way Colored Coatings Specifications. Ride-A-Way product brochure and specification details are included in Appendix E. No Parking – Extend parking prohibitions on "block ends" where frontage housing does not have garage access. At these locations, the bike lane would move closer to the curb frontage. A striped buffer would be installed between the bike lane and the travel lane at these locations. Markings at Alleys – Add cross-hatched striping in the parking lane at alley intersections. All-Way Stop-Control – Create all-way stop controls at the Maple Street intersections with Whipple Street and Lincoln Street. The City may consider an additional all-way stop control at Harold Street based on a recommended citywide review of stop signs on the grid system (see Next Steps). Marked crosswalks – Add north-south marked crosswalks at locations with new all-way stop controls, Whipple Street and Harold Street (there are already marked crosswalks at the intersection of Maple Street/Lincoln Street). 						

Document	Highlights
	 Bulb-outs/Curb Extensions – Add striped (painted) bulb-outs on Maple Street at the proposed crosswalk locations, except at Harold Street where a physical concrete bulb-out already exists. Maple Street/Franklin Street – Add high visibility ladder crosswalks on both the north and south legs of the intersection. Add advance yield markings (shark's teeth) and pedestrian warning signs on both Franklin Street approaches.
	Elm Street:
	Bike Cross Markings (Optional) – Add green NACTO-type bike lane crossing markings at the intersections with Glass Beach Drive, Stewart Street, and North Main Street.
	 Green Bike Lane Legend (Optional) – Where there is a bike lane symbol, include a green background. The green markings are detailed in the Ride-A-Way pamphlet.
	 Crosswalk at Glass Beach Drive – Add a marked crosswalk on the north leg of the intersection along with the bike cross markings on both the north and south legs for bike crossing maneuvers from the trailhead parking to Elm Street.
	 Install Ramp – Install a curb ramp on the northwest corner of the intersection for the proposed crosswalk and bike lane crossing markings.
	Pine Street:
	• Stop Signs – Convert intersections with Corry Street and Harrison Street to all-way stop control.
	 Pedestrian Crossing Enhancements – Add Pedestrian Crossing Signs (W11) on the uncontrolled east and west approaches to McPherson Street and Whipple Street. (Optional – Install advance yield markings (shark's teeth) on the uncontrolled approaches.) (Optional) Centerline Striping – Convert centerline striping from
	dashed yellow to double yellow.
	• Edgeline – Add six-inch edgeline striping, providing an 11-foot travel lane with the remaining space (approximately 10.5 feet each direction) for parking and bicyclists along the curb as shown on the cross section. Install a sharrow along the edge between the travel lane and the parking lane.
	Bulb-outs/Curb Extensions – Add striped bulb-outs at crosswalk locations.
	 Green Bike Lane Legend (Optional) – Where there is a bike lane symbol.
South Main Street	Proposed Projects
Access and Beautification Plan (2011)	South Main at Madrone Street Intersection Improvements – median refuge island, high visibility crosswalks, stripping improvements

Document	Highlights
	 South Main at Maple Street - median refuge island, high visibility crosswalks, stripping improvements South Main and Hazel Street - median refuge island, high visibility crosswalks, stripping improvements South Main and Walnut Street - median refuge island, high visibility crosswalks, stripping improvements South Main and South Street - median refuge island, high visibility crosswalks, stripping improvements South Main and North Harbor Drive - median refuge island, high visibility crosswalks, stripping improvements South Main and South of Noyo Bridge - median refuge island, high visibility crosswalks, stripping improvements State Route at Boat Yard Drive - bulb out, striping improvements South Main and Cypress Street - bulb outs, striping South Main at State Route - bulb outs, striping, remove one slip lane, reconfigure other slip lane Roundabout Option - South Main and North Harbor Drive
City of Trails: Trails Feasibility Study (2016)	 Redwood Avenue Connection to Downtown Fort Bragg — Pedestrian improvements are proposed for Chief Celery Drive. Redwood Avenue improvements would include new wayfinding signs leading to/from Franklin Street and information about trails for visitors. A new parking area located on the GP Mill Site due west of Alder Streets would serve the middle section of the Coastal Trail (currently in design). Old Mill Road Redevelopment to North Noyo Harbor — Old Mill Road is an abandoned road that drops from the southern section of the Coastal Trail (near the cemetery) down to Noyo Harbor and Noyo Beach. This report evaluates requirements for redeveloping this old road cut into a multi-use trail that would extend the Coastal Trail to the beach at Noyo Bay, and potentially beyond to North Noyo Harbor. South Noyo Harbor Trail — An existing social trail on private property leads from Highway 1 down to South Noyo Harbor. Landowners on the alignment would like to reduce illegal activities there and employers at the Harbor have expressed interest in the trail. This report recommends installation of timber (or concrete timber) steps and surfacing with quarry fines on the inclined sections.
City of Trails: Supplemental Trail Feasibility Studies (2017)	 Old Mill Road An existing route along the face of the coastal bluff south of the Coastal Trail would be converted to a multi-use trail. The trail would be located on the levee top of the existing Noyo Harbor dredge pond berm west of the cliff face roadway. North Harbor Drive A trail separate from the roadway would be implemented on North Harbor Drive between Casa Del Noyo and the Noyo Fishing Center to connect with the lower portion of Harbor Drive. This Study addresses the feasibility of placing a Class 1 or Class II*

Document	Highlights						
	multi-use trail parallel to the North Harbor Drive. Due to right-of-way and topographic constraints along the roadway, a trail structure cantilevered over the narrow road shoulder and adjacent retaining wall was evaluated.						
	Proposed Projects						
City of Fort Bragg FY 2020-2021 Budget	 South Main Street Bike and Ped Improvements Maple Street SD and Alley Rehabilitation 						
	Improvement of Pedestrian Safety has been emphasized.						
Mill Site Specific Plan (2012)	 Policy MM-1. "Complete Streets." As part of the first Master Tentative Subdivision Map for the Plan Area, the applicant shall establish a multi-modal network of "complete streets" that balances the needs for safety and comfort of pedestrians, cyclists, drivers, and transit riders and that substantially conforms to the conceptual street network design. Policy MM-14. Complete Streets. All streets shall be designed as complete streets for the safety and comfort of cyclists and pedestrians, including children, the elderly, and people with disabilities, consistent with US Department of Transportation complete streets guidelines. Policy MM-16. Safe Streets. The design speed of streets in the Central and Northern Districts shall not exceed 25 miles per hour, with typical operating speeds below 20 miles per hour. In the Southern District, design speeds may be as high as 30 miles per hour, with typical operating speeds below 25 miles per hour. Streets shall be designed to optimize pedestrian safety and comfort, with the minimum number of travel lanes necessary to accommodate their traffic function at Level of Service E or better, averaged over the midweek peak one hour. If unacceptable traffic congestion is identified, traffic shall be redistributed onto additional streets, or accommodated with a right- or left-turn pocket, rather than by adding a travel lane. Specific traffic calming elements included in the site design include: Corner "bulb-outs" at most intersections, ensuring low-speed turning 						
	 movements and improving pedestrian safety; Ample landscape along the roadway edge; Small blocks and stop signs at most intersections; and Bicycle lanes on the wider streets 						
	Policy MM-32. Additional Traffic Calming Measures. The City engineer may require additional traffic calming features where necessary to ensure pedestrian safety.						
Mendocino County Regional	Goals						
Transportation Plan & Active Transportation Plan (2022)	To improve our public spaces so the street, road and transportation system meets the needs of all surface transportation modes, including vehicular, bicycle, pedestrian and transit.						

Document	Highlights						
	 Provide a safe and useable network of bicycle and pedestrian facilities throughout the region as a means to lessen dependence on vehicular travel and improve the health of Mendocino County's residents. Maximize investment in non-motorized transportation facilities through maintenance. 						
	Goals						
	Goal 1: Improve the health of Mendocino County children by focusing attention on and increasing active travel to school.						
	Objective A: Increase the number of students walking and bicycling to school						
	Objective B: Annually increase the number of children exposed to Safe Routes to School education and encouragement activities						
	Objective C: Increase the number of county residents that are familiar with SRTS and resources available						
	Goal 2: Support school travel routes that are accommodating, safe, convenient, and "complete" for all modes.						
Mendocino County Safe Routes to School Plan (2014)	Objective A: Increase funding for walking, bicycling and transit investments near schools						
	Objective B: Review school connections and potential SRTS needs during project development for all county roads						
	Objective C: Incorporate Safe Routes to School policies, priorities, and design guidance into future county general plan updates						
	Objective D: Limit traffic speeds and volumes along key routes to schools						
	Goal 3: Maximize interagency cooperation in all SRTS project and programs in an effort to build a sustainable program.						
	Objective A: Establish an ongoing countywide SRTS program that serves all interested schools in Mendocino County.						
	Objective B: Seek and secure outside grant funding for SRTS programs and activities, and leverage local funding for school area improvements						
Mendocino County Pedestrian Facility	Projects - Tier 1 Projects						
Needs Inventory and Engineered Feasibility Study (2019)	 Elm Street Pedestrian Improvements South Main Street Corridor Pedestrian Enhancements Maple Street Pedestrian Improvements 						
Mendocino Council of Governments 2020 Regional Transportation	Projects						

Local Road Safety/Action Plan

Document	Highlights
Improvement Program (2019)	 D-S. Main St Bicycle and Pedestrian Access Project – Fort Bragg This project will continue pedestrian improvements along a state highway, linking to existing facilities. The project will improve access to a major shopping area, school facility, and tourist attractions. Pedestrian safety will be improved.

APPENDIX C. CONSOLIDATED COLLISION DATABASE

CASE_ID	ACCIDENT_YEAR	PROC_DATE	JURIS	COLLISION_DATE	COLLISION_TIME	Hour_	OFFICER_ID	REPORTING_DISTRICT
9102902	2020	13-11-2020 00:00:00	2301	7/5/2020 0:00	1806	18	66	2301
9339637	2021	20-10-2021 00:00:00	2301	20-09-2021 00:00:00	1424	14	55	2301
9178175	2020	31-12-2020 00:00:00	2301	11/10/2020 0:00	1345	13	60	2301
9245613	2021	2/4/2021 0:00	2301	11/3/2021 0:00	1844	18	60	2301
9453041	2022	14-06-2022 00:00:00	2301	6/4/2022 0:00	333	3	60	2301
9535821	2022	14-02-2023 00:00:00	2301	27-12-2022 00:00:00	1833	18	513	2301
9536701	2022	23-12-2022 00:00:00	2301	9/11/2022 0:00	1745	17	514	2301
9106973	2020	2/12/2020 0:00	2301	22-08-2020 00:00:00	1353	13	66	2301
9109765	2020	14-11-2020 00:00:00	2301	25-04-2020 00:00:00	1251	12	60	2301
9141864	2020	30-11-2020 00:00:00	2301	27-07-2020 00:00:00	1221	12	64	2301
9149869	2020	25-11-2020 00:00:00	2301	13-07-2020 00:00:00	1539	15	60	2301
9172113	2020	1/12/2020 0:00	2301	3/10/2020 0:00	1123	11	50	2301
9190631	2020	19-01-2021 00:00:00	2301	8/11/2020 0:00	1330	13	70	2301
9222432	2021	5/3/2021 0:00	2301	10/2/2021 0:00	1700	17	56	2301
9260078	2021	20-05-2021 00:00:00	2301	13-05-2021 00:00:00	1625	16	68	2301
9261002	2021	6/7/2021 0:00	2301	16-06-2021 00:00:00	1439	14	64	2301
9312230	2021	3/9/2021 0:00	2301	6/8/2021 0:00	1348	13	52	2301
9320246	2021	17-06-2023 00:00:00	2301	9/12/2021 0:00	2216	22	57	2301
9355936	2021	15-11-2021 00:00:00	2301	12/10/2021 0:00	1118	11	60	2301
9188293	2020	14-12-2020 00:00:00	2301	6/11/2020 0:00	2150	21	64	2301
9460422	2022	6/7/2022 0:00	2301	9/6/2022 0:00	1521	15	55	2301
9504489	2022	1/11/2022 0:00	2301	4/9/2022 0:00	1455	14	2	2301
91414310	2021	24-02-2021 00:00:00	9150	17-02-2021 00:00:00	1740	17	22060	
91287226	2020	17-08-2020 00:00:00	9150	7/8/2020 0:00	910	9	22276	

CASE_ID	DAY_OF_WEEK	CHP_SHIFT	POPULATION	CNTY_CITY_LOC	SPECIAL_COND	BEAT_TYPE	CHP_BEAT_TYPE	CITY_DIVISION_LAPD
9102902	4	5	2	2301	0	0	0	
9339637	1	5	2	2301	0	0	0	
9178175	7	5	2	2301	0	0	0	
9245613	4	5	2	2301	0	0	0	
9453041	3	5	2	2301	0	0	0	
9535821	2	5	2	2301	0	0	0	
9536701	3	5	2	2301	0	0	0	
9106973	6	5	2	2301	0	0	0	
9109765	6	5	2	2301	0	0	0	
9141864	1	5	2	2301	0	0	0	
9149869	1	5	2	2301	0	0	0	
9172113	6	5	2	2301	0	0	0	
9190631	7	5	2	2301	0	0	0	
9222432	3	5	2	2301	0	0	0	
9260078	4	5	2	2301	0	0	0	
9261002	3	5	2	2301	0	0	0	
9312230	5	5	2	2301	0	0	0	
9320246	4	5	2	2301	0	0	0	
9355936	2	5	2	2301	0	0	0	
9188293	5	5	2	2301	0	0	0	
9460422	4	5	2	2301	0	0	0	
9504489	7	5	2	2301	0	0	0	
91414310	3	2	9	2300	0	3	5	
91287226	5	1	9	2300	0	3	5	

CASE_ID	CHP_BEAT_CLASS	BEAT_NUMBER	PRIMARY_RD	SECONDARY_RD	DISTANCE	DIRECTION	INTERSECTION	Intersection_TJKM
9102902	0		RT 1	OAK ST	0		Υ	Υ
9339637	0	1	CHESTNUT ST	SOUTH MAIN ST	167	Е	N	Υ
9178175	0		RT 162	CYPRESS ST	191	S	N	Υ
9245613	0		RT 1	OAK ST	259	S	N	N
9453041	0	1	FRANKLIN ST	CHESTNUT ST	172	S	N	Υ
9535821	0	1	NORTH MAIN ST	E 1ST STREET	0		Υ	Υ
9536701	0		OAK ST SOUTH MAIN ST 0 Y		Υ			
9106973	0		RT 1	WALNUT ST	224	N	N	Υ
9109765	0		RT 1	MADRONE ST	12	S	N	Υ
9141864	0		BUSH ST	MAIN ST	0		Υ	Υ
9149869	0		OAK ST	RT 1	142	Е	N	Υ
9172113	0		RT 1	HAZEL ST	26	N	N	Υ
9190631	0	1	RT 1	MAPLE ST	63	N	N	Υ
9222432	0		MAIN ST	CHESTNUT ST	89	N	N	Υ
9260078	0		NORTH HARBOR DR	CASA DEL NOYO DR	606	S	N	N
9261002	0		CHESTNUT ST	S FRANKLIN ST	0		Υ	Υ
9312230	0	1	MAIN ST	E BUSH ST	144	N	N	Υ
9320246	0	1	E PINE ST	N CORRY ST	76	W	N	Υ
9355936	0		RT 1	OAK ST	5	S	N	Υ
9188293	0		SOUTH MAIN ST	OAK ST	44	S	N	Υ
9460422	0	1	MAIN ST	OAK ST	0		Υ	Υ
9504489	0		NORTH MAIN ST	W BUSY ST	48	S	N	Υ
91414310	2	6	NORTH HARBOR DR	DOCK ST	650	N	N	N
91287226	2	6	NORTH HARBOR DR	CASA DEL NOYO	1056	W	N	N

CASE ID	WEATHER 1	WEATHER 2	STATE HWY IND	CALTRANS_COUNTY	CALTRANS_DISTRICT	STATE ROUTE	ROUTE_SUFFIX
9102902	Α _	-	Y	MEN	1	1	-
9339637	Α	-	Υ	MEN	1	1	-
9178175	Α	-	Υ	MEN	1	1	-
9245613	Α	-	Υ	MEN	1	1	-
9453041	Α	-	N				
9535821	Α	-	N				
9536701	Α	-	Υ	MEN	1	1	-
9106973	Α	-	Υ	MEN	1	1	-
9109765	Α	-	Υ	MEN	1	1	-
9141864	Α	-	Υ	MEN	1	1	-
9149869	Α	ı	Υ	MEN	1	1	-
9172113	Α	1	Υ	MEN	1	1	-
9190631	Α	ı	Υ	MEN	1	1	-
9222432	Α	ı	Υ	MEN	1	1	-
9260078	Α	-	N				
9261002	Α	ı	N				
9312230	Α	-	Υ	MEN	1	1	-
9320246	Α	-	N				
9355936	Α	-	Υ	MEN	1	1	-
9188293	Α	ı	Υ	MEN	1	1	-
9460422	Α	-	Υ	MEN	1	1	-
9504489	Α	-	Υ	MEN	1	1	-
91414310	Α	ı	N				
91287226	Α	-	N				

CASE_ID	POSTMILE_PREFIX	POSTMILE	LOCATION_TYPE	RAMP_INTERSECTION	SIDE_OF_HWY	TOW_AWAY	COLLISION_SEVERITY
9102902	-	61.31	Н	-	S	N	4
9339637	-	60.925	1	5	N	N	3
9178175	-	60.64	Н	-	N	Υ	3
9245613	-	61.25	Н	-	N	N	4
9453041						Υ	4
9535821						N	4
9536701	-	61.299	1	5	S	N	4
9106973	-	60.85	Н	-	N	N	2
9109765	-	61.21	Н	-	S	Υ	3
9141864	-	61.8	Н	-	N	Υ	3
9149869	-	61.299	1	6	S	N	4
9172113	-	61.06	Н	-	N	Y	4
9190631	-	61.14	Н	-	N	Υ	3
9222432	-	60.95	Н	-	S	Υ	4
9260078						N	3
9261002						N	2
9312230	-	61.82	Н	-	N	N	2
9320246						Υ	1
9355936	-	61.29	Н	-	S	N	4
9188293	-	61.299	I	5	S	Υ	2
9460422	-	61.299	I	5	S	N	3
9504489	-	61.81	Н	-	S	Υ	4
91414310						N	2
91287226		_				Υ	4

CASE_ID	NUMBER_KILLED	NUMBER_INJURED	PARTY_COUNT	PRIMARY_COLL_FACTOR	PCF_CODE_OF_VIOL	PCF_VIOL_CATEGORY
9102902	0	1	2	А	-	3
9339637	0	1	2	А	-	9
9178175	0	3	4	А	-	3
9245613	0	1	2	А	-	11
9453041	0	1	1	А	-	1
9535821	0	1	2	А	-	10
9536701	0	1	2	D	-	0
9106973	0	1	2	А	-	4
9109765	0	3	2	А	-	12
9141864	0	2	5	-	-	
9149869	0	1	2	А	-	21
9172113	0	1	3	В	-	22
9190631	0	2	2	А	-	9
9222432	0	5	4	А	-	3
9260078	0	1	2	А	-	5
9261002	0	1	2	А	-	9
9312230	0	1	2	А	-	3
9320246	1	0	1	А	-	3
9355936	0	1	2	А	-	0
9188293	0	1	1	А	-	1
9460422	0	1	2	А	-	10
9504489	0	1	3	А	-	3
91414310	0	1	1	А	-	8
91287226	0	1	2	А	-	3

CASE_ID	PCF_VIOLATION	PCF_VIOL_SUBSECTION	HIT_AND_RUN	TYPE_OF_COLLISION	MVIW	PED_ACTION	ROAD_SURFACE	ROAD_COND_1
9102902	22350		N	С	С	Α	А	Н
9339637	21804	А	N	D	G	Α	А	Н
9178175	22350		N	С	С	Α	А	Н
9245613	21954	Α	F	G	В	D	А	Н
9453041	23152	А	N	Α	ı	Α	Α	Н
9535821	21950	А	N	Α	В	В	Α	Н
9536701			N	G	В	В	А	Н
9106973	21703		N	С	С	Α	Α	Н
9109765	22450	А	N	Α	С	Α	Α	Н
9141864			N	С	С	Α	Α	Н
9149869	22106		N	Н	С	Α	А	Н
9172113			N	D	С	Α	Α	Н
9190631	21804	А	M	D	С	Α	Α	Н
9222432	22350		N	С	С	Α	Α	Н
9260078	21650		N	Α	G	Α	Α	Н
9261002	21802	А	N	D	С	Α	Α	Н
9312230	22350		N	С	С	Α	Α	Н
9320246	22350	А	N	Н	I	Α	Α	Н
9355936	20001	А	M	G	В	В	Α	Н
9188293	23152	А	N	E	I	Α	А	Н
9460422	21950	А	N	G	В	В	А	Н
9504489	22350		N	С	С	Α	А	Н
91414310	22107		N	Н	Α	Α	А	Н
91287226	22350		N	С	Е	А	Α	Н

CASE ID	ROAD COND 2	LIGHTING	CONTROL DEVICE	CHP ROAD TYPE	PEDESTRIAN_ACCIDENT	BICYCLE ACCIDENT
9102902	-	Α	Α	0		
9339637	-	Α	D	0		Υ
9178175	-	Α	D	0		
9245613	-	С	D	0	Υ	
9453041	-	С	D	0		
9535821	-	С	Α	0	Υ	
9536701	-	С	Α	0	Υ	
9106973	-	Α	D	0		
9109765	-	Α	D	0		
9141864	-	Α	Α	0		
9149869	-	Α	D	0		
9172113	-	Α	D	0		
9190631	-	Α	D	0		
9222432	-	Α	Α	0		
9260078	-	Α	D	0		Υ
9261002	-	Α	Α	0		
9312230	-	Α	D	0		
9320246	-	D	Α	0		
9355936	-	Α	D	0	Υ	
9188293	-	С	Α	0		
9460422	-	Α	Α	0	Υ	
9504489	-	Α	D	0		
91414310	-	Α	D	0		
91287226	-	Α	D	0		

CASE_ID	MOTORCYCLE_ACCIDENT	TRUCK ACCIDENT	NOT_PRIVATE_PROPERTY	ALCOHOL_INVOLVED	STWD_VEHTYPE_AT_FAULT
9102902		_	Y	_	A
9339637			Υ		L
9178175			Υ		А
9245613			Υ	Υ	N
9453041			Υ	Υ	D
9535821			Υ		А
9536701			Υ		-
9106973	Υ		Υ		С
9109765			Υ		Α
9141864		Υ	Υ		-
9149869			Υ		D
9172113			Υ		А
9190631			Υ	Υ	А
9222432		Υ	Υ		F
9260078	Υ		Υ		L
9261002	Υ		Υ		Α
9312230	Υ		Υ		С
9320246	Υ		Υ		С
9355936			Υ		Α
9188293			Υ	Υ	Α
9460422			Υ		D
9504489			Υ	Υ	А
91414310	Υ		Υ		С
91287226		Υ	Υ		Α

CASE_ID	CHP_VEHTYPE_AT_FAULT	COUNT_SEVERE_INJ	COUNT_VISIBLE_INJ	COUNT_COMPLAINT_PAIN	COUNT_PED_KILLED
9102902	7	0	0	1	0
9339637	4	0	1 0		0
9178175	1	0	1	2	0
9245613	60	0	0	1	0
9453041	22	0	0	1	0
9535821	1	0	0	1	0
9536701		0	0	1	0
9106973	2	1	0	0	0
9109765	7	0	1	2	0
9141864		0	1	1	0
9149869	22	0	0	1	0
9172113	1	0	0	1	0
9190631	8	0	1	1	0
9222432	26	0	0	5	0
9260078	4	0	1	0	0
9261002	1	1	0	0	0
9312230	2	1	0	0	0
9320246	2	0	0	0	0
9355936	1	0	0	1	0
9188293	1	1	0	0	0
9460422	22	0	1	0	0
9504489	1	0	0	1	0
91414310	2	1	0	0	0
91287226	1	0	0	1	0

CASE_ID	COUNT_PED_INJURED	COUNT_BICYCLIST_KILLED	COUNT_BICYCLIST_INJURED	COUNT_MC_KILLED	COUNT_MC_INJURED
9102902	0	0	0	0	0
9339637	0	0	1	0	0
9178175	0	0	0	0	0
9245613	1	0	0	0	0
9453041	0	0	0	0	0
9535821	1	0	0	0	0
9536701	1	0	0	0	0
9106973	0	0	0	0	1
9109765	0	0	0	0	0
9141864	0	0	0	0	0
9149869	0	0	0	0	0
9172113	0	0	0	0	0
9190631	0	0	0	0	0
9222432	0	0	0	0	0
9260078	0	0	1	0	0
9261002	0	0	0	0	1
9312230	0	0	0	0	0
9320246	0	0	0	1	0
9355936	1	0	0	0	0
9188293	0	0	0	0	0
9460422	1	0	0	0	0
9504489	0	0	0	0	0
91414310	0	0	0	0	1
91287226	0	0	0	0	0

CASE_ID	PRIMARY_RAMP	SECONDARY_RAMP	LATITUDE	LONGITUDE	COUNTY	CITY	POINT_X
9102902	-	-			MENDOCINO	FORT BRAGG	-123.806015
9339637	-	-			MENDOCINO	FORT BRAGG	-123.8060532
9178175	-	-			MENDOCINO	FORT BRAGG	-123.8062592
9245613	-	-			MENDOCINO	FORT BRAGG	-123.8060074
9453041	-	1			MENDOCINO	FORT BRAGG	-123.8046188
9535821	-	-			MENDOCINO	FORT BRAGG	-123.8059769
9536701	-	1			MENDOCINO	FORT BRAGG	-123.8060226
9106973	-	1			MENDOCINO	FORT BRAGG	-123.8060913
9109765	-	1			MENDOCINO	FORT BRAGG	-123.8059998
9141864	-	-			MENDOCINO	FORT BRAGG	-123.8059235
9149869	-	•			MENDOCINO	FORT BRAGG	-123.8060226
9172113	-	-			MENDOCINO	FORT BRAGG	-123.8060303
9190631	-	-			MENDOCINO	FORT BRAGG	-123.8060226
9222432	-	-			MENDOCINO	FORT BRAGG	-123.8060455
9260078	-	-			MENDOCINO	FORT BRAGG	-123.80336
9261002	-	-			MENDOCINO	FORT BRAGG	-123.8046112
9312230	-	-			MENDOCINO	FORT BRAGG	-123.8059235
9320246	-	-			MENDOCINO	FORT BRAGG	-123.7996674
9355936	-	•			MENDOCINO	FORT BRAGG	-123.8060226
9188293	-	-			MENDOCINO	FORT BRAGG	-123.8060226
9460422	-	-			MENDOCINO	FORT BRAGG	-123.8060226
9504489	-	-			MENDOCINO	FORT BRAGG	-123.8059235
91414310	-	1	39.42808914	-123.8053284	MENDOCINO	UNINCORPORATED_Mendocino	-123.8053284
91287226	-	-	39.42399979	-123.8032684	MENDOCINO	UNINCORPORATED_Mendocino	-123.8032455

CASE_ID	POINT_Y	Fatal	Severe_Injury	Visible_Injury	Complain_of_Pain	EPDO	Intersection_HIN	Corridor_HIN
9102902	39.44187927				1	6	1	
9339637	39.4363327			1		11		Α
9178175	39.43214798			1		11		Α
9245613	39.44102097				1	6		Α
9453041	39.43589783				1	6	3	
9535821	39.44170761				1	6	1	
9536701	39.44172287				1	6	1	
9106973	39.43522263		1			165	5	Α
9109765	39.44044876			1		11		Α
9141864	39.44898605			1		11	2	
9149869	39.44172287				1	6	1	С
9172113	39.43829727				1	6		Α
9190631	39.4394455			1		11		Α
9222432	39.43668365				1	6		Α
9260078	39.42521667			1		11		В
9261002	39.43637085		1			165	3	
9312230	39.44927597		1			165	2	E
9320246	39.44676208	1				165	4	D
9355936	39.44159317				1	6	1	Α
9188293	39.44172287		1			165	1	С
9460422	39.44172287			1		11	1	
9504489	39.4491272				1	6	2	
91414310	39.42808914		1			165		В
91287226	39.42405319				1	6		В

City of Fort Bragg Local Road Safety/Action Plan

APPENDIX D: AVERAGE ANNUAL FATALITY RATES CALCULATION

Average Annual Fatality Rates Calculation

City	Year	Total Fatalities	Population	% of Disadvantaged census tracts	Disadvantaged Population	Average Annual Fatality Rate	Average Fatalities Per Year
California	2017-2021	19894	39300000	37%	36%	10.4	3978.8
Mendocino County	2017-2021	136	87100	35%	31%	28.2	27.2
Fort Bragg	2017-2021	4	7800	50%	59%	10.3	0.8
California	2018-2022	20438	39300000	37%	36%	0.0	4087.6
Mendocino County	2018-2022	123	87100	35%	31%	2.4	24.6
Fort Bragg	2018-2022	4	7800	50%	59%	3.0	0.8

Notes on Sources and methodology

Total Fatalities: NHTSA. 2017-2021 and 2018-2022 data on Persons Killed in Fatal Crashes. Accessed from: https://cdan.dot.gov/query

Population, and Disadvantaged population share: Data from USDOT ETCE based on National Results, The population data from ETCE used for two time frame are constant 2020 ACS population data, hence there is no difference between 2017-2021 and 2018-2022 periods. Accessed from:

https://experience.arcgis.com/experience/0920984aa80a4362b8778d779b090723/page/ETC-Explorer----National-Results/

Average Annual Fatality Rate: Calculated per 100,000 persons. Methodology used as prescribed by the Safe Streets for All Grant 2024 instructions accessed from:

https://www.transportation.gov/sites/dot.gov/files/2024-02/SS4A-FY24-Calculate-Fatality-Rate.pdf

Average Fatalities per Year:
$$\frac{\text{Total Fatalities}}{5}$$

^{*} Population for Fort Bragg is obtained from 2020 Decennial Census.

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APPENDIX E. EQUITY EMPHASIS COMMUNITIES COLLISION ANALYSIS

Equity Emphasis Communities Collision Analysis

USDOT Equitable Transportation Community (ETC) Explorer Census Tract Data

Remarks: Census tract-wise data was downloaded from the explorer from the National Results section. Relevant columns have been retained in the table presented below.

Census Tract FIPS Code (2020)	Location	Transportation Insecurity Percentile Rank	Health Vulnerability Percentile Rank	Environmental Burden Percentile Rank	Social Vulnerability Percentile Rank	Climate & Disaster Risk Burden Percentile Rank	Disadvantaged Communities Index Score	Disadvantaged Communities Index Percentile Rank	Disadvantaged Communities Indicator
60450 10300	Census Tract 103, Mendocino County, California	96	21	13	64	4	3	48	0
60450 10400	Census Tract 104, Mendocino County, California	23	80	64	81	47	3	63	0
60450 10500	Census Tract 105, Mendocino County, California	22	86	55	90	56	3	69	1

Collision Analysis

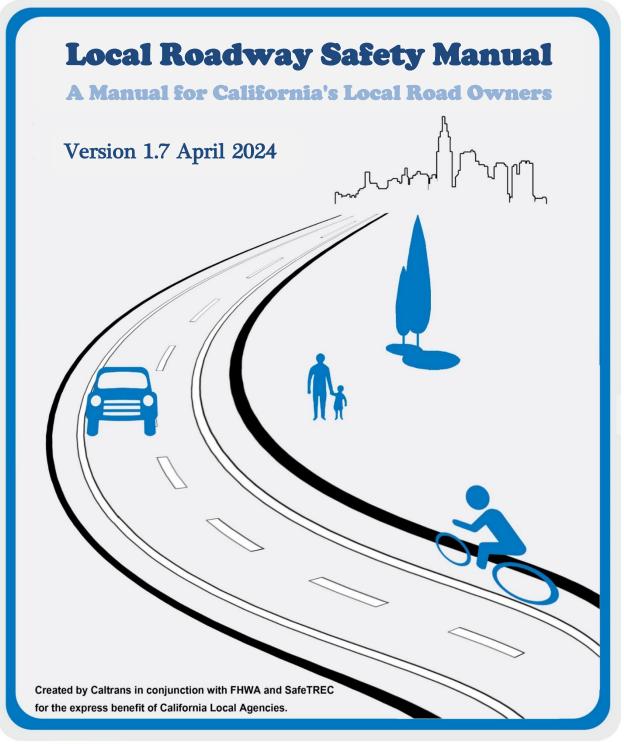
	Other Communities	EEC	Other Communities	EEC	
Equity Indicator	# Ca	ollisions	Per	centage	
All Collisions	38	18	68%	32%	
KSI Collisions	4	1	80%	20%	
Collision Severity	All C	ollisions	KSI Collisions		
Fatal Injury	3%	0%	25%	0%	
Serious Injury	8%	6%	75%	100%	
Minor Injury	29%	44%	0%	0%	
Complain of Pain	61%	50%	0%	0%	
Total	100%	100%	100%	100%	

	Other	EEC	Other	EEC
	Communities	LLC	Communities	LLC
Type of Collision	All Collisions		KSI Collisions	
Head-On	13%	11%	0%	0%
Sideswipe	8%	6%	0%	0%
Read End	32%	22%	50%	0%
Broadside	18%	17%	0%	100%
Hit Object	5%	6%	25%	0%
Overturned	0%	6%	0%	0%
Vehicle/Pedestrian	18%	17%	0%	0%
Other	5%	17%	25%	0%
Total	100%	100%	100%	100%
Violation Category		ollisions		Collisions
Unknown	5%	11%	0%	0%
DUI	11%	28%	25%	0%
		20% 6%	0%	0%
Pedestrian Right of Way	13%	0%	0%	0%
Pedestrian Violation	3%	6%	0%	0%
Traffic Signals and	5%	6%	0%	0%
Signs				
Other Than Driver	3%	0%	0%	0%
(or Pedestrian)				
Unsafe Starting or	5%	0%	0%	0%
Backing				
Other Improper	3%	0%	0%	0%
Driving				
Unsafe Speed	24%	6%	50%	0%
Following Too	5%	6%	25%	0%
Closely				
Wrong Side of Road	3%	11%	0%	0%
Improper Turnin	3%	6%	0%	0%
Automobile Right of	16%	17%	0%	100%
Way				
Total	97%	100%	100%	100%
Motor Vehicle	All Collisions		KSI Collisions	
Involved With				
Not stated	0%	6%	0%	0%
Other Object	0%	6%	0%	0%
Pedestrian	21%	17%	0%	0%
Other Motor Vehicle	55%	22%	50%	100%
Parked Motor	3%	0%	0%	0%
Vehicle				
Bicycle	11%	0%	0%	0%

	Other Communities	EEC	Other Communities	EEC
Animal	3%	33%	0%	0%
Fixed Object	8%	17%	50%	0%
Total	100%	100%	100%	100%
Mode	All C	ollisions	KSI Collisions	
Not Stated	8%	6%	0%	0%
Passenger Car	58%	56%	25%	100%
Motorcycle/Scooter	8%	0%	75%	0%
Pickup or Panel Truck	16%	22%	0%	0%
Truck or Truck Tractor	3%	0%	0%	0%
Bicycle	3%	11%	0%	0%
Other Vehicle	3%	0%	0%	0%
Pedestrian	3%	6%	0%	0%
Total	100%	100%	100%	100%
Lighting	All C	ollisions	KSI Collisions	
Daylight	79%	78%	50%	100%
Dusk - Dawn	3%	0%	0%	0%
Dark - Street Lights	16%	11%	25%	0%
Dark - No Street Lights	3%	11%	25%	0%
Total	100%	100%	100%	100%

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APPENDIX F: LRSM 2024









Document History

Version 1.0: 4/20/2012

The California Department of Transportation - Division of Local Assistance developed the first version of the Local Roadway Safety Manual (Version 1.0) in 2012 to support the Cycle 5 HSIP call-for-projects.

Version 1.1: 4/26/2013

Based on feedback and lessons learned from Cycle 5, Caltrans updated Appendix B: "Table of Countermeasures and Crash Reduction Factors" to better clarify text in "Where to use", "Why it works", and "General Qualities" for several of the countermeasures included in the original manual.

No other changes were made to the Local Roadway Safety Manual as part of Version 1.1.

Version 1.2: 03/10/2015

Based on feedback and lessons learned from Cycle 6, Caltrans made minor updates to the text of the document as needed for achieving consistency with overall Caltrans local HSIP guidance documents. The following sections were updated: 1.2, 4.2, 5.1, 6.2, and Appendix B, E, F & G.

Version 1.3: 04/29/2016

Caltrans made updates to the text of the document as needed in the following sections: 4.2, 5.1 and Appendix B.

Version 1.4: 06/08/2018

3/30/18 - Caltrans made updates to the crash costs in Appendix D, some of the website links in Appendix G, and some other texts of the document.

6/8/18 - Countermeasure S22 ("Modify signal phasing to implement a Leading Pedestrian Interval (LPI)") is added.

Version 1.5: April 2020

Caltrans added a few more countermeasures (e.g. Pedestrian Scramble, Install Separated Bike Lanes, Reduced Left-Turn Conflict Intersections, and Curve Shoulder widening), renumbered the countermeasures and updated the crash costs in Appendix D.

Version 1.6: April 2022

For Cycle 11 Call-for-projects, Countermeasure S04 (Provide Advanced Dilemma Zone Detection for high-speed approaches) was deleted and Countermeasure NS05mr (Convert intersection to mini-roundabout) added. The HSIP Funding Eligibility was changed to 90% except for S03, of which the HSIP Funding Eligibility stays at 50%. The crash costs in Appendix D were updated.

Version 1.7: April 2024

For Cycle 12 Call-for-projects, Countermeasures SI14 (Install right-turn lane (S.I.)) and R32 (Speed Safety Cameras) were added. All countermeasures were re-numbered. The crash costs in Appendix D were updated.

Future Updates:

In the future, Caltrans anticipates that additional changes will be needed to keep the Local Roadway Safety Manual consistent with future Calls-for-Projects' Guidelines and Application Instructions. In addition, new local HSIP programs, improvements to California data on local roadways, data analysis tools, and the latest safety research and methodologies may give rise to the need to make more significant changes to this manual.

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		1NT, Add intersection lighting (Signalized Intersection => S.I.)	
		3, Improve signal timing (coordination, phases, red, yellow, or operation)	
		4EV, Install emergency vehicle pre-emption systems	
		5, Install left-turn lane and add turn phase (signal has no left-turn lane or phase before)	

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	SI15, Reduced Left-Turn Conflict Intersections (S.I.)	
	SI16RA, Convert intersection to roundabout (from signal)	
	SI17RA, Convert intersection to compact roundabout (from signal)	
	SI18PB, Install pedestrian countdown signal heads	
	SI19PB, Install pedestrian crossing (S.I.)	
	SI20PB, Pedestrian Scramble	
	SI21PB, Install advance stop bar before crosswalk (Bicycle Box)	
	SI22PB, Modify signal phasing to implement a Leading Pedestrian Interval (LPI)	
B.2		
	<u> </u>	
	NS01NT, Add intersection lighting (NS.I.)	
	NS02, Convert to all-way STOP control (from 2-way or Yield control)	
	NS03, Install signals	
	NS04RA/NS05RA, Convert intersection to roundabout	
	NS06RA/NS07RA, Convert intersection to compact roundabout	
	NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs	
	NS10, Install Flashing Beacons at Stop-Controlled Intersections	
	NS11, Install flashing beacons as advance warning (NS.I.)	
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	NS13, Improve sight distance to intersection (Clear Sight Triangles)	
	NS14, Improve pavement friction (High Friction Surface Treatments)	
	NS15, Install splitter-islands on the minor road approaches	
	NS17, Create directional median openings to allow (and restrict) left-turns and u-turns (NS.I.)	
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	NS19, Install right-turn lane (NS.I.)	
	NS20, Install left-turn lane (where no left-turn lane exists)	
	NS21PB, Install raised medians (refuge islands)	
	NS22PB, Install pedestrian crossing at uncontrolled locations (signs and markings only)	
	NS23PB, Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features)	
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1. Introduction and Purpose

The information in this document is geared towards local road managers and other practitioners with responsibility for operating and maintaining local roads, regardless of safety-specific highway training. The primary goal of this document is to provide an easy-to-use and comprehensive framework of the steps and analysis tools needed to identify locations with roadway safety issues and the appropriate countermeasures. For novice practitioners, the concepts and framework will be new, while experienced safety practitioners may find this manual to be mostly review. In both cases, the manual will provide the practitioners with a good understanding of how to complete a proactive safety analysis and ensure they have the best opportunity to secure HSIP safety funding during Caltrans calls-for-projects.

It's expected that novice and experienced practitioners will utilize this manual to help position their local agency to better compete in future Caltrans' calls-for-projects for safety programs. Inexperienced local roadway practitioners are also a target audience for this manual to gain exposure to the basic concepts that make up a proactive safety analysis of a local agency's roadway network.

The intent of this manual is to focus on key safety activities that every local agency should conduct on an annual basis (or as established by the agency) with the objective of reducing the number and severity of crashes within their jurisdiction. This manual defines this overall process as a "proactive safety analysis" approach to roadway safety. The Highway Safety Manual (HSM), documents a very similar process and refers to it as the "Roadway Safety Management Process." While the process in this document is similar and suggests the same primary elements, the HSM goes into significantly more detail, focuses more on scientific and mathematical equations behind the process, and intends to provide a comprehensive understanding of the overall processes to be applied by individual agencies across the nation. In contrast, this manual attempts to streamline the discussion; and make accommodations for the more novice safety practitioners, provide an adequate understanding of the process to complete an initial safety analysis of their roadway network, and instruct them on how to prepare applications that will compete well in Caltrans' statewide calls-for-projects. In general, this manual is intended to follow the research and methodologies presented in the HSM; however, to support Caltrans' statewide calls-forprojects process, it is important to note this manual deviates from the HSM in areas related to countermeasure selection and benefit / cost calculations. The logic behind these deviations is explained at the specific topic sections.

This manual is not intended to cover many of the day-to-day basics of traffic engineering including: maintain standard signage per the Manual on Uniform Traffic Control Devices (MUTCD); maintain sight distance (cut vegetation, remove parking); maintain a recovery zone; work with local traffic law enforcement; monitor collisions; address complaints; and manage litigation. These activities are understood to be critical elements of a local agency's traffic engineering responsibilities, but are not within the intended scope of this document.

1.1 California Local Roadway Safety Challenges and Opportunities

California's local roads are managed by more than 600 local agencies, including: cities, counties, and tribal governments. These local roads vary from flat multi-lane urban arterials to rural gravel roads in mountainous areas. California local agencies invest extensive resources on roadway safety every year, yet many roadways operate with outdated or insufficient safety features. A portion of these roadways even lack basic signing, pavement markings, alignment, and traffic control devices. Limited funding often prevents agencies from constructing safety projects, which can be expected. At the same time, the lack of safety data, design challenges, and lack of adequate training also hinder local agencies' accurate evaluation of their roadway network safety issues, which is more preventable.

Many small California local agencies are challenged by a lack of crash data. Without data, they have no way to identify High Crash Concentration Locations (HCCLs) or high risk roadway features, which can leave them "flying blind" with respect to the safety of their overall roadway network. Without data and analysis results, local officials may overreact when a tragic crash occurs, resulting in resources being spent in areas that will not maximize the overall application of safety funds. In conjunction with the collision mapping and analysis tools developed by UC Berkeley's SafeTREC, this document helps ensure all California local agencies have direct access to data on fatal and injury crashes within their jurisdictions and the analysis tools to effectively assess and prioritize future safety projects.

1.2 Safe System Approach

The Infrastructure Investment and Jobs Act (IIJA), aka Bipartisan Infrastructure Law (BIL), was signed into law on November 15, 2021. Under IIJA, the Highway Safety Improvement Program (HSIP), codified as Section 148 of Title 23, United States Code (23 U.S.C §148), is a core federal-aid program to States for the purpose of achieving a significant reduction in fatalities and serious injuries on all public roads. The IIJA emphasizes the "safe system approach":

Safe system approach means a roadway design that emphasizes minimizing the risk of injury or fatality to road users; and that (i) takes into consideration the possibility and likelihood of human error; (ii) accommodates human injury tolerance by taking into consideration likely accident types, resulting impact forces, and the ability of the human body to withstand impact forces; and (iii) takes into consideration vulnerable road users. (23 U.S.C. 148(a)(9)).

FHWA recognizes that the funding available through HSIP alone will not achieve the goal of zero fatalities on the Nation's roads. The Safe System approach addresses the safety of all road users, including those who walk, bike, drive, ride transit, and travel by other modes. It involves a paradigm shift to improve safety culture, increase collaboration across all safety stakeholders, and refocus transportation system design and operation on anticipating human mistakes and lessening impact forces

to reduce crash severity and save lives. FHWA encourages States to prioritize safety in all Federal-aid investments and in all appropriate projects, using not only HSIP funding but also other Federal-aid funding.

The IIJA emphasizes the importance of vulnerable road user (non-motorized road user) safety in the HSIP by adding a definition for vulnerable road users, creating a vulnerable road user special rule, and requiring States to develop and update a vulnerable road user safety assessment. All of these provisions address the increasing number of fatalities involving vulnerable road users on U.S. roads. It is imperative that States consider the needs of all road users as part of the HSIP. Investment in highway safety improvement projects that promote and improve safety for all road users, particularly vulnerable road users, aligns with the IIJA and will help Build a Better America. States and other funding recipients should prioritize projects that maximize the existing right-of-way for accommodation of non-motorized modes and transit options that increase safety, equity, accessibility, and connectivity. Projects that separate users in time and space, match vehicle speeds to the built environment, and increase visibility (e.g., lighting) advance implementation of a Safe System approach and improve safety for vulnerable road users.

1.3 The State's Role in Local Roadway Safety

The California Department of Transportation (Caltrans)—Division of Local Assistance is responsible for administering California's HSIP safety funding intended for local roadway safety improvements. This funding primarily comes to the state through two federal programs: Highway Safety Improvement Program (HSIP)—a federal-aid program focused on reducing fatalities and serious injuries on all public roads; and the Active Transportation Program (ATP)—a federal aid and state funded program focused on improving safety and the overall use of non-motorized, active transportation modes of travel. Under SAFETEA-LU, High Risk Rural Roads Program (HR3) was established to focus on addressing rural road safety needs. Under the Infrastructure Investment and Jobs Act (IIJA), it is now a 'special rule' under HSIP that if triggered, directs that a certain amount of HSIP funds will need to be allocated for those rural roads that meet the definition.

Caltrans' administration of these programs encompasses many responsibilities, including: establishing program guidance; reviewing applications for improvements on local roadways; ranking applications/projects on a statewide basis; selecting projects for funding based on the greatest potential for reducing fatalities and injuries; programming the selected projects in the Federal Statewide Transportation Improvement Program (FSTIP); and assisting with programming and delivery issues throughout the delivery of the local agency projects. One goal for developing this document is to improve Caltrans' overall data-driven approach to statewide project selection of safety projects and to maximize the long-term safety improvements across California. To show the relationship between Caltrans' project selection process and this manual, a diagram showing the HSIP Call-for-Projects Process is provided in Appendix A.

Many State Departments are also actively engaged in California's Strategic Highway Safety Plan (SHSP). Caltrans developed the SHSP in a cooperative process with local, State, federal, and private sector safety stakeholders. The SHSP is a data-driven, comprehensive plan that established statewide goals, objectives, integrated the five E's of traffic safety— engineering, enforcement, education, emergency response, and emerging technologies. This manual directly supports many of the emphasis areas of the California SHSP. Local agencies are encouraged to participate in ongoing SHSP update efforts and can find more information on the SHSP at the following website: https://dot.ca.gov/programs/safety-programs/shsp.

Local Roadway Safety Plan (LRSP) and Systemic Safety Analysis Report Program (SSARP)

The state-funded Systemic Safety Analysis Report Program (SSARP) was established in 2016. The intent of the SSARP was to assist local agencies in performing a collision analysis, identifying safety issues on their roadway networks, and developing a list of systemic low-cost countermeasures that can be used to prepare future HSIP and other safety program applications. Late 2019, the program was evolved to Local Roadway Safety Plan (LRSP) so that the focus is not just engineering solutions but also include safety improvements in other areas such as enforcement, Education and emergency response.

The state funding for the LRSP/SSARP program is made available by exchanging the local Highway Safety Improvement Program (HSIP) federal funds for State Highway Account (SHA) funds.

For more information, please visit the LRSP/SSARP webpage at https://dot.ca.gov/programs/local-assistance/fed-and-state-programs/highway-safety-improvement-program/local-roadway-safety-plans.

1.4 The Local Roadway Crash Problem

Approximately 3,000 people die in California traffic crashes every year, representing nearly 10% of all traffic fatalities in the United States. Fifty-seven percent of these fatalities occur on local roadways, while only forty-three percent occur on the California State Highway System. A comparison of rural and urban roadways shows that local rural roadways have fatality rates 2 to 3 times higher than urban roadways per vehicle miles traveled. Based on these statistics, the total annual cost of local roadway fatal crashes to California is over \$8 billion, while only \$120 million is available annually in HSIP safety funds.

These statistics demonstrate the large and complex safety issues facing California. Through the development of this document, Caltrans is striving to help local agencies proactively identify high risk roadway features, roadway network locations/corridors with the highest safety needs, and encourage them to select effective low-cost improvements, whenever appropriate.

1.5 Reactive vs. Proactive Safety Issue Identification

Safety issues are identified on local roadways through a wide range of approaches. Although no single approach works best for all local agencies, some are far more effective at improving long-term roadway safety. Many agencies, often larger ones, have staff whose full-time job is dedicated to roadway safety; allowing them to focus on safety initiatives, be trained in the latest safety research, and have access to safety analysis data, tools and procedures. These agencies often utilize a 'proactive' approach to analyze their roadway network and identify safety issues.

At the same time many agencies, often the smaller ones, lack the financial ability to dedicate large portions of their staff resources to analyze safety issues and their staff has limited access to roadway safety training, safety expertise, and the latest safety analysis tools and procedures. Unfortunately, this can often result in identifying their safety issues in 'reaction' to tragic events.

The following is a basic outline of the differences in proactive vs. reactive identification approaches used by local agencies:

Reactive Approach

For this document, an agency is considered to be utilizing a reactive approach to roadway safety if they primarily identify safety improvements in reaction to:

- Recent crashes triggering safety investigations
- Specific crash concentrations triggering safety investigations
- Stakeholder identification of locations with safety issues and requests for improvements
- New funding becoming available

Crash concentrations and crash trends may be missed if local agencies rely exclusively on these identifiers for their roadway safety effort. They may also miss many opportunities to effectively utilize low-cost, systemic type improvements. This document encourages local agencies to adopt a more proactive approach to their roadway safety.

Proactive Approach

An agency is considered to be using a proactive approach to roadway safety if they go beyond the elements of a reactive approach and identify safety improvements by analyzing the safety of their entire roadway network, in one of the following ways:

- One-time, network-wide safety analysis of their roadways driven by new source of funding.
- Routine safety analyses of the roadway network (Preferred Approach!)

Agencies with a proactive approach utilize both systemic and spot location improvements (as defined in section 1.5 below). Applying improvements systemically across an entire corridor or network allows an agency to proactively address locations that have not had crash concentrations in the past, but have

similar features as those currently experiencing high levels of crashes. In addition, even though a spot location improvement may be based on 'past' crashes, agencies making improvements based on countermeasures with proven crash reduction factors at their highest crash locations often have the best chance of proactively reducing future crashes.

This document encourages safety practitioners to pursue a proactive approach and routinely analyze the safety of their roadway networks to yield the best overall safety results.

1.6 Implementation Approaches

When an agency proactively identifies their safety issues throughout their roadway network, it is likely they will find high crash concentrations at intersections, roadway segments, and corridors. The safety practitioner should consider which implementation approach to utilize. Typical approaches include:

- Systemic Approach
- Spot Location Approach
- Comprehensive Approach incorporating human behavior issues

Each of these approaches has benefits and drawbacks. As Local agency practitioners identify their safety issues and analyze the data for crash patterns, they should be open to implementing a combination of these approaches, as documented in Sections 2 and 3 of this manual.

Systemic Approach

The Systemic Approach is primarily based on application of proven safety countermeasures at multiple crash locations, corridors, or geographic areas. Implementation of the Systemic Approach is generally based on 'system-wide' crash data with the estimates of the impacts being made in terms of benefits measured in traffic crash reduction and deployment cost. Identified locations experiencing high levels of crashes and locations with similar geometric features can be treated systemically with low-cost, proven safety countermeasures. Note: The term "Systemic" used throughout in this manual is often exchanged with the term "Systematic" in many national safety documents and research studies. In general, safety practitioners will find these terms interchangeable. This manual uses "Systemic" to match the new HSM and the FHWA CMF Clearinghouse.

Benefits of the Systemic Approach may include:

• Widespread effect. The Systemic Approach addresses safety issues at a large number of locations or on an entire local roadway network. It can also generate projects that combine HCCLs and locations with the potential for crashes and still have high Benefit to Cost (B/C) ratios. An example of this type of project could be upgrading pavement delineation and warning signs along a rural corridor: crashes may not have occurred on every curve or segment along the corridor, but all of the corridor's pavement delineation and warning signs can be upgraded at one time. For urban applications, an example could be protecting the left-turn phase of signalized intersections with

- existing left-turn pockets: severe crashes may not have occurred at each of the left-turn movements, but with minor changes to the signal hardware and signing, all or many of a city's unprotected left-turn phases can be protected with one safety project.
- Crash type prevention. By focusing on a predominant crash type, an agency can address locations that have not experienced significant numbers of these types of crashes, but have similar characteristics or conditions as existing HCCLs. The resulting B/C ratios for these types of projects will be less than if only HCCLs are included; but by using low-cost countermeasures and including as many high crash locations as possible, the resulting B/C ratios should still be high enough to allow agencies to proactively address locations that have not experienced high numbers of these types of crashes. For urban areas, projects improving pedestrian crossings can be good examples of the Systemic Approach. By applying the countermeasures systemically, the agency can often justify these projects based on relatively high B/C ratios, even though some of the improvement locations have not experienced enough crashes to yield moderate-to-high B/C ratios on their own.
- <u>Cost-effectiveness.</u> Implementing low-cost solutions across an entire system or corridor can be a more cost-effective approach to addressing system-wide safety issues. Even though this approach does not address all (or total) safety issues for a given location, the deployment of low-cost countermeasures often result in the highest overall safety benefit for an agency with limited safety funding. An example of this would be an agency choosing to install rumble stripes along an entire corridor for equal or less money than realigning a small portion the roadway to fix a single curve.
- Reduced data needs. The Systemic Approach can be used without a detailed crash history for specific locations, thereby reducing data needs. For example, consider a long rural corridor, which includes a section that passes through an Indian Reservation: Even if there is no documented crash data for the portion of the corridor that passes through the reservation, the entire limits can be treated with the same low-cost improvements. As long as there are sufficient past crashes documented for the entire corridor, the project will still have a reasonably high B/C ratio.

Drawbacks of the Systemic Approach may include:

• <u>Justifying improvements can be difficult.</u> Because this approach does not always address locations with a history of crashes and active stakeholders, it can be difficult to justify the improvements. The Systemic Approach will rarely include a recommendation for a large-scale safety improvement at a single location. Since large-scale projects usually garner attention from decision makers, the media, elected officials, and the general public, safety practitioners often need to make additional efforts to explain the Systemic Approach and its benefits to those groups. Safety practitioners can utilize the high B/C ratios of these systemic projects to convey their benefits compared to high-profile, single location projects with lower B/C ratios.

Spot Location Approach

The Spot Location Approach is typically based on an analysis of crash history to identify locations that have significantly higher crashes and treat them accordingly. It is important to practitioners to

understand that for many locations, safety issues can be complicated and sometimes the most appropriate fixes are not quick, easy or cheap.

Benefits of the Spot Location Approach may include:

- <u>Focus on demonstrated needs.</u> The Spot Location Approach focuses directly on locations with a history of crashes and specifically addresses those crashes. Intersection improvements are some of the most common spot location projects. Intersections tend to have higher concentrations of crashes resulting from opposing traffic movements. These high crash concentrations often require stand-alone improvements to adequately resolve the safety issues.
- <u>Justifying improvements can be easy.</u> Because this approach addresses locations with a history of crashes, it is usually easy to justify improvements. For urban areas, reconfiguring/ reconstructing an entire intersection can be a good example of an effective Spot Location Approach. Large urban intersections can have extremely high crash concentrations, making major changes to the intersection the only way to significantly reduce future crashes. With these types of scenarios, even the highest cost countermeasures can be cost effective.
- If low-cost countermeasures are used, this approach can prove very cost effective. The Spot Location Approach does not always have to include moderate or high cost improvements. It is often appropriate for local agencies to make low-cost improvements at one location at a time. Ongoing maintenance and development projects offer great opportunities for these low-cost improvements to be constructed with no additional expense to local agencies.

Drawbacks of the Spot Location Approach may include:

- Assumption that the past equals the future. This approach assumes locations with a history of crashes will continue to experience the same number and type of crashes in the future. When agencies do not account for the random nature of roadway crashes (i.e., Regression to the Mean), moderate to high cost projects can be erroneously justified. Practitioners can mitigate this by using 5 years of crash data when analyzing their roadways. In addition, significant changes to land use or roadway characteristics in or around proposed projects can either increase or decrease the expected number of future crashes.
- Minimal overall benefit to the roadway network. Some local agencies use this approach with medium and high cost improvements at locations which do not represent their worst high crash concentration locations. The result can be projects with low B/C ratios and overall safety benefits that are not as high as if they utilized a Systemic Approach. This drawback can be minimized by safety practitioners who analyze their entire roadway network, propose spot location fixes only at their highest crash locations, and utilize lower cost countermeasures wherever appropriate.

The Spot Location Approach to traffic safety is ideally implemented along with the Systemic Approach to provide the best combination of safety treatments. For instance, the Spot Location Approach can be applied at locations where low-cost countermeasures are not expected to be effective in significantly

reducing future crashes or at those locations that have had low-cost countermeasures previously installed systemically but, after an assessment, continue to show a higher-than-average crash rate.

Comprehensive Approach

The Comprehensive Approach introduces the concept of the "5 E's of Safety": Education, Enforcement, Engineering, Emergency Response and Emerging Technologies. This approach recognizes that not all locations can be addressed solely by infrastructure improvements. Incorporating the "5 E's of Safety" is often required to achieve marked improvement in roadway safety. For instance, some roadway segments will be identified for which targeted enforcement is an appropriate countermeasure. Some of the most common violations are speeding, failure-to-yield, red light running, aggressive driving, failure to wear safety belts, distracted driving, and driving while impaired. When locations are identified as having these types of violations, coordination with the appropriate law enforcement agencies is needed to deploy visible targeted enforcement to reduce the potential for future driving violations and related crashes. To improve safety, education and outreach efforts can also be used to supplement enforcement efforts. Enforcement and/or education can also be effectively utilized as short-term ways to address high crash locations, until the recommended infrastructure project can be implemented.

1.7 Our "Safety Challenge" for Local Agencies

Caltrans, FHWA and Safe Transportation Research and Education Center (SafeTREC) "challenge" local agencies to initially commit one or more days to understanding and applying the concepts and tools outlined in this manual. Experienced safety practitioners working in agencies currently using a proactive approach can quickly review the topics in the manual and consider/test some of the new tools (e.g., TIMS) identified within it. In contrast, novice safety practitioners may need several days to better understand the underlying concepts in this manual to be able to complete the basic elements of a proactive safety analysis of their roadway network. In these situations, the room for knowledge growth, internal process improvements, and expected safety benefits will be even greater, which should more than offset the additional time invested.

By utilizing this simple framework for identifying, analyzing and implementing a proactive approach for improving safety on their roadways, practitioners will have a better understanding of their agencies' unique safety issues, the proven low-cost countermeasures that can reduce crashes, and the existing and future funding to implement the projects. This small investment of time will help local agencies achieve significant reductions in future fatalities, injuries and overall crashes. We believe these local agencies may also gain the added unexpected benefit of improved job satisfaction of those involved, as there are few more rewarding tasks than knowing that your efforts will result in future roadway users arriving safely at their destination instead of becoming statistics.

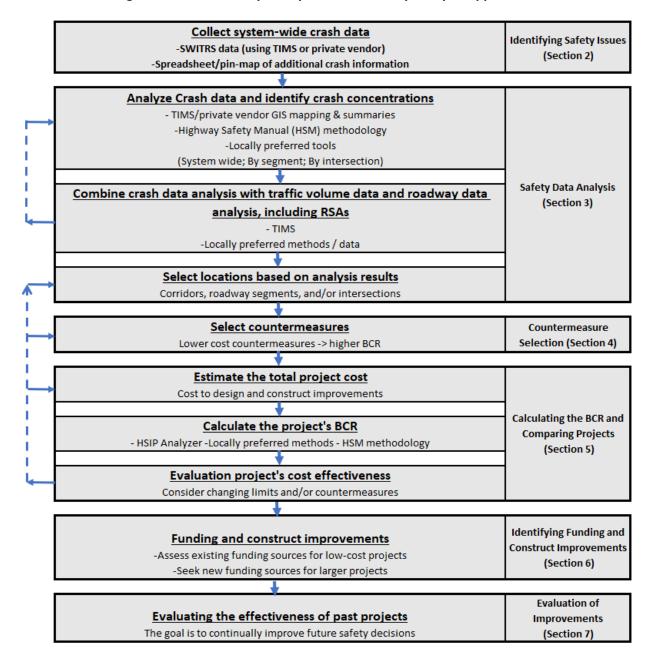
1.8 Summary of information in this Document

This document provides information on effectively identifying California's local roadway safety issues and the countermeasures that address them, ultimately leading to the effective implementation of safety projects that improve safety on local roadways. The document is not intended to be a comprehensive guide for roadway design and improvement or the only guide local agencies utilize for their safety analysis of their roadways.

Caltrans also expects this document will directly support its efforts in selecting local agency safety projects. The expectation is that as local agencies throughout the state utilize the proactive safety analysis approach outlined in this document, their applications for HSIP and ATP projects will include lower cost improvements at locations with the highest safety needs. This will improve Caltrans' data-driven approach to statewide project selection of safety projects and maximize the safety benefits across California.

The proactive safety analysis framework incorporated in this document is summarized in Figure 1.

Figure 1: Local Roadway Safety: Proactive Safety Analysis Approach



The above flowchart illustrates how each of the individual sections of this document work together to make up a proactive safety analysis approach. These sections are briefly outlined below:

Section 2 of this manual provides an overview of the types of data to collect for the identification of roadway safety issues. It discusses sources of crash data and how they can be used.

Section 3 summarizes the types of analyses that can be conducted to determine what roadway countermeasures should be implemented. This section is the link between the data (Section 2) and the selection of appropriate countermeasures (Section 4). It provides definitions and examples of the qualitative and quantitative factors that should be considered when evaluating roadway safety issues.

Section 4 provides a description of selected countermeasures that have been shown to improve safety on local roads. It includes a basic set of strategies to implement at locations experiencing a history of crashes and their corresponding crash modification factors (CMF). The interrelationship between CMFs and Crash Reduction Factors (CRFs) are defined and used interchangeably throughout this document.

Section 5 defines a methodology for calculating a B/C ratio for a potential safety project. It includes sources for estimating projected costs and benefits and the specific values/formulas Caltrans uses for its statewide evaluations of HSIP projects. This section also discusses the potential value in reevaluating projects' overall cost effectiveness at this point in the safety analysis, including: refining the project's costs and/or changing the mix of countermeasures and locations.

Section 6 identifies existing and new funding opportunities for safety projects that local agencies should be considering. This section also briefly discusses some unique project development issues and strategies for safety projects as they proceed through design and construction.

Section 7 presents the process to complete an evaluation of installed treatments. After the countermeasures are installed, assessing their effectiveness will provide valuable information and can help determine which countermeasures should continue to be installed on other roadways to make them safer as well as those that should be limited or discontinued.

Appendix A presents a flowchart of the HSIP Call-for-projects application process. This flowchart demonstrates how this document interacts with Caltrans Call-for-projects.

Appendix B contains Detailed Tables of countermeasures discussed in Section 4. This table includes detailed information about each countermeasure, including: where to use, why it works, general qualities (time, cost and effectiveness), crash type(s) addressed, crash reduction factor, and specific values for use in Caltrans HSIP calls-for-projects.

Appendix C includes a summary of "recommended actions" involved in a proactive safety analysis.

Appendix D contains the formulas used to calculate the B/C ratio of safety projects.

Appendix E presents TIMS tutorials that are available to assist local agencies in completing Caltrans call-for-projects application requirements and attachments. The tutorials include examples for Spot Location projects and systemic projects.

Appendix F presents a list of the abbreviations used in this document.

Appendix G presents a list of references.

2. Identifying Safety Issues

This document encourages local agency safety practitioners to proactively analyze their roadway networks with the intention of yielding the best overall safety benefits. When utilizing a proactive safety analysis approach, practitioners need to consider a wide range of data sources to get an overall picture of the safety needs.

There are a number of information sources that can be accessed to get a clearer picture of the roadway safety issues on the roadway network. These can be formal or informal sources, including:

Formal sources:

- State and local crash databases
- SafeTREC's TIMS website (or locally preferred mapping software)
- Law enforcement crash reports and citations
- Field assessments

Informal sources:

- Observational information from road maintenance crews, law enforcement, and first responders
- Citizen notification of safety concerns

Examining crash history will help practitioners identify locations with an existing roadway safety problem, and also identify locations that are susceptible to future roadway crashes. In addition to location identification, this data can provide information regarding crash causation that ultimately provides insight into identifying potentially effective countermeasures.

Emphasis on data-driven decisions is indicative of reliability and efficiency. The more reliable the data, the more likely the decisions regarding safety improvements will be effective. However, detailed, reliable crash data are not available in all areas. Under this circumstance, the practitioner should use the best available information and engineering judgment to make the best decisions. In an effort to mitigate these situations, UC Berkeley SafeTREC has developed the TIMS website, which includes GIS mapping tools to access fatal and injury crashes statewide. This site is now available to all California local agencies. See Section 2.2 for more details on TIMS.

It is generally accepted that at least 3 years, or preferably 5 years, of crash data be used for an analysis; additional years of crash data can provide better information. For low volume roadways and/or when only severe crashes are analyzed, more years of crash data may be necessary for an effective evaluation. Due to the randomness of crashes in a given year, a multi-year average of safety data will smooth outlier years of relatively high or low roadway crash rates. This concept is commonly referred to as "regression to the mean" and is critical in helping safety practitioners avoid making wrong inferences as they analyze their roadway network data. An example of this is an agency making a high-cost improvement at

a location in response to one or two tragic crashes. The Highway Safety Manual (HSM) includes more details on regression to the mean and methods to reduce the random nature of crashes.

There are some circumstances where additional years of crash data may not always be advantageous. First, it's important for practitioners to recognize that as more years of crash data are used, they need to consider changes in traffic patterns, physical infrastructure, land use, and demographics that may affect their projection of future crashes. Second, if practitioners only focus on many years of past crash data, they could miss emerging safety issues and crash trends. For these reasons, if practitioners sense one or more factors affecting crashes have changed or may be changing, they should consider looking at the crash data for the specific area on a yearly or 3-year moving average to expose any changes and crash trends that are occurring.

2.1 State and Local Crash Databases

California has a central repository for storing crash data called SWITRS, which stands for Statewide Integrated Traffic Records System. SWITRS is a comprehensive data source for doing roadway safety analysis that includes almost all public roads in the database except tribal roads which are currently not included. SWITRS information is available to California's local agencies, although many agencies have had difficulty identifying, extracting and utilizing their crash records from SWITRS. All California local agencies, especially those that currently have difficulty accessing and mapping crash data, are encouraged to utilize the SafeTREC TIMS website to access and map SWITRS data.

This document focuses on the SafeTREC TIMS website as a tool to access and map SWITRS data because TIMS is free to local agencies and the general public. At the same time, this document also acknowledges that TIMS currently does not offer some of the features currently available in some of the commercially available crash analysis software packages. For this reason, local agencies are encouraged to try TIMS, but they should not feel obligated to make a switch if they prefer using their vendor supplied crash analysis software. See section 2.2 for more details on TIMS.

Many agencies utilize one of several crash analysis software packages (e.g., Crossroads) to manage and access their crash records. Their use can be costly, but allows local road practitioners to identify locations with multiple roadway crashes, conduct an analysis that can produce predominant crash types, and identify associated roadway features that may have contributed. One drawback to agencies managing and updating their own individual databases is that the statewide database may become outdated and may not include the updated crash details like geo-coded locations. Agencies that manage and update their own individual databases are encouraged to share all updates, including any geo-coding information, with the SWITRS data managers at the California Highway Patrol. This will allow updated geo-coding and other crash features to be available on a statewide basis.

<u>Recommended Action:</u> Obtain at least 5 years of network-wide crash data to identify local roads that have a history of roadway crashes. This data will be used to identify predominant roadway crash locations, crash types and other common characteristics.

As practitioners gather formal and informal information relating to the safety of their roadway network, they are encouraged to develop one or more separate spreadsheets and/or pin-maps to help track and manage this data. (These spreadsheets/pin-maps should capture much of the data gathered in each of Sections 2.1 through 2.8). A spreadsheet and/or pin-map can serve as a database to help an agency identify locations and crash characteristics representing their greatest safety issues and guide them in identifying appropriate countermeasures.

The following spreadsheet is offered as an example, but each agency's spreadsheet should be reformatted to include data to meet their needs. Agencies should consider printing their spreadsheets on 'legal' or '11 x 17' paper for easy review of their data.

	General	Information	Cra	ash Infor	mation	Evaluation / Action		
Location &	Source/Type	Safety	Nature of	Time	Weather/Traffic	Staff	Recommend	Resolution
Date	of	Issue/Problem	Crashes	of	Conditions	Evaluation	Action	
	information			Day				
1) Intersection "X"								
1) Feb 7, 2010	Input from law	Clearance Intervals	V1-WB V2-SB	21:30	Dry, Night,	R. Jones	Increase all-	Completed
	enforcement	need adjustment	Side-swipe		Free-flowing	2/26/10	red interval	2/26/10
1) Mar 9, 2010	Citizen	Ped Crossing unsafe	N/A	N/A	N/A	R. Jones	No RT on Red	
	Complaint	due to RT turns				3/12/10	(Need study)	
2) Intersection "Y"								
2)								
3) Roadway Segment								
(PM 5.3 to PM 7.8)								
PM 6.4 to 6.8	Maintenance	Extensive skid marks.	General WB:	N/A	Dry	J. Smith	High Friction	Preparing
Sep 29, 2011	data	Speed of Travel?	ROR		Free-flowing	10/1/11	Overlay	HSIP App.
PM 7.1	Input from law	Stop Sign missing	N/A	N/A	N/A	J. Smith	Informed	New sign
Jan 5, 2011	enforcement					1/5/11	Maintenance	1/5/11

An example of a pin-map, which could be modified to capture much of the data gathered in Section 2, is shown in the following section as part of the TIMS output.

2.2 Transportation Injury Mapping System (TIMS)

The Safe Transportation Research and Education Center (SafeTREC) at the University of California, Berkeley, has developed a powerful website with tools for California's local agencies to gather data for their safety analyses. Their Transportation Injury Mapping System (TIMS) website provides safety practitioners with California crash data (SWITRS, i.e. Statewide Integrated Traffic Records System) and collision mapping and analysis tools. California local agencies are encouraged to utilize TIMS at: https://tims.berkeley.edu/

Site Features:

- Applications to query map and download geo-referenced SWITRS data.
- Summary tables based on data included in SWITRS individual crash reports. These summary tables can be generated based on specified data fields or spatial limits.
- Virtual field review by connecting the crash location to Google maps and Google Street View, allowing the examination of the existing roadway infrastructure and dimensions.
- A 'Help Tab' that provides step-by-step instructions.

Please note that SafeTREC is not able to incorporate all SWITRS crashes into TIMS due to poor crash location descriptions in the crash reports. Currently, TIMS includes the majority of California fatal and injury crashes but does not include Property Damage Only collisions.

Recommended Action: Consider augmenting your local agency's data collection approach with information available using the suite of TIMS tools. The TIMS tools (and/or purchased software applications) can help the safety practitioner complete or assist with each of the actions in Sections 2.1 through 2.8. This website includes several tutorials specifically designed to support the individual sections of this document. Local practitioners may find the TIMS output files as a great starting point to build their tracking spreadsheet discussed in the recommendation of Section 2.1.

2.3 Law Enforcement Crash Reports

Both State and local law enforcement officials can be an important source of roadway crash data. The actual law enforcement crash reports can be valuable in identifying the location and contributing circumstances to roadway crashes (e.g., did the highway hardware and features operate as intended: end treatment worked, no barrier in the passenger compartment, pavement not slippery when wet, signs visible, signal timing, etc.). The following variables can and should be extracted and compiled from the crash reports:

- Location
- Date and time
- Crash type
- Crash severity
- Weather conditions

- · Lighting conditions
- Sequence of events and most harmful events
- Contributing circumstances
- Driver Variables: age of driver, DUIs, use of seat belt, etc.

Similar to the crash database, the information in the crash reports can be used to assist in the identification of potential infrastructure and non-infrastructure safety treatments and the deployment approach.

Recommended Action: Develop a working relationship with law enforcement officials responsible for enforcement and crash investigations. This could foster a partnership where sharing crash reports and safety information on problem roadway segments becomes an everyday occurrence. Practitioners with limited access to crash data are encouraged to use TIMS to assess the local crash report data.

2.4 Observational Information

Law enforcement officers, local agency maintenance crews, and Emergency Medical Services personnel can serve as valuable resources to identify problem areas. Since they travel extensively on local roads, they can continuously monitor roads for actual or potential problems (e.g., poor delineation, fixed objects near the roadway, missing signs, signs of vehicles leaving the road). Law enforcement observations of driver behavior and roadway elements can provide valuable information to the local road agency. Additionally, law enforcement officers are sometimes aware of problem areas based on citations written, even if crashes related to the violations have not yet occurred. Road maintenance crews may keep logs of their work, including sign and guardrail replacements, debris removal, and edge drop-off repairs. These logs can provide supplemental information about crashes and HCCLs that may not have been reported to law enforcement. Finally, Emergency Medical Service Crash Reports can provide an entirely different perspectives and set of observations relating to crash occurrences.

Information obtained from road maintenance crews, law enforcement officers, and Emergency Medical Services personnel can help support all three methods of implementation approaches: Spot Location treatments, systemic deployments, and the Comprehensive Approach. Often, traffic violations such as speeding and impaired driving lend themselves to education and enforcement solutions to address these behaviors and supplement the intended infrastructure countermeasures.

<u>Recommended Action:</u> Add information received from law enforcement, road maintenance crew, and Emergency Medical Service observations to the agency's tracking spreadsheet and/or pin-maps. Develop a system for maintenance crews to report and record observed roadway safety issues and a mechanism to address them.

2.5 Public Notifications

Occasionally, when unsafe situations are observed, local citizens may notify the local government by email, letter, telephone, or at a public meeting. Information identifying safety issues on local roads may also come from community or regional newspapers, newsletters, correspondence, and from local homeowner and neighborhood associations. These sources can serve as indicators that a safety issue may exist and may warrant further review and analysis to determine the extent of the issues. Citizen reports can be tracked along with official crash data; however, safety practitioners should not regard these reports as factual, unless proven by other methods. Local safety databases should only contain objective and verifiable data.

<u>Recommended Action:</u> Review and summarize information received from these sources, identifying segments or corridors with multiple notifications and record the locations, dates, and nature of the problem that are cited. Add information received from public notifications to tracking spreadsheets and/or pin-maps once confirmed.

2.6 Roadway Data and Devices

It is also valuable to obtain information about the existing roadway infrastructure. Currently, many local agencies have few of their roadway characteristics in a database. For these agencies, the establishment of a roadway database could be a long-term goal. The following roadway characteristics are often used to assist practitioners in safety analyses of roadway segments:

- Roadway surface (dirt, aggregate, asphalt, concrete)
- Roadway geometry (horizontal, vertical, flat)
- Lane information (number, width)
- Shoulder information (width, type)
- Median (type, width)
- Traffic control devices present (signs, pavement marking, signals, rumble stripes etc.)

Roadside safety hardware (e.g., guardrail, crash cushions, drainage structures)

The TIMS site, described in Section 2.2, can provide safety practitioners with much of this roadway data virtually by using Google Maps and Google Street View. By utilizing TIMS (and/or private for-profit vendors), safety practitioners can save hours and even days of driving during the initial steps in the safety analysis of their network. Once agencies start to define individual safety projects for funding and future construction, actual field reviews are needed to ensure a complete understanding of the project location and context.

As local practitioners gather information about their existing roadway infrastructure, they need to determine whether it complies with the minimum standards for signs, breakaway supports, signals, pavement markings, protective barriers, etc. Practitioners should use the most current *California - Manual on Uniform Traffic Control Devices* (CA-MUTCD), which provides the minimum standard requirements for traffic control devices on all public streets, highways, bikeways, and private roads open to public travel. In addition to ensuring compliance with the MUTCD, geometric standards for sight distance, curve radius, and intersection skew angle and roadway standards for lane width, shoulder width, clear recovery zone, and super-elevation should also be evaluated.

Roadway information can be combined with crash data to help local practitioners identify appropriate locations and treatments to improve safety. For example, if a local rural segment is experiencing a high number of horizontal curve-related crashes, analysis of the inventory of roadway elements could reveal that the roadway does not have sufficient signage installed in advance of many of those curves to give motorists warning of the pending change in roadway geometry.

<u>Recommended Action:</u> Identify and track roadway characteristics for the intersections, roadway segments, and corridors, including compliance with the minimum standards. At a minimum, this should be done for locations being considered for safety improvements, but ideally agencies would establish an extensive database of roadway data to help them proactively identify high risk roadway features.

2.7 Exposure Data

The number of crashes can sometimes provide misleading information about the most appropriate locations for treatment. Introducing exposure data helps to create a more effective comparison of locations. Exposure data provides a common metric to the crash data so roadway segments and intersections can be compared more appropriately, helping local agencies prioritize their potential safety improvements.

The most common type of exposure data used on roadway segments is traffic volume. Ideally, volume would be broken down by pedestrians, bicycles, cars, motorcycles, and large trucks. A count of the number of vehicles and non-motorized users can provide information for comparison. For example, if

two roadway segments have the same number of crashes but different traffic volumes, the segment with fewer vehicles (i.e., less exposure) will have a higher crash rate, meaning that vehicles were more likely to experience a crash along that roadway segment. In situations where traffic volume is not available, segment length or population can serve as an effective exposure element for comparison.

<u>Recommended Action:</u> Consider the availability of exposure data and track it along with the other crash data to help prioritize potential locations for safety improvements.

2.8 Field Assessments and Road Safety Audits

Local road practitioners should always consider conducting field assessments in conjunction with their collection of crash data to help identify problem locations. An assessment can be as informal as driving, walking or virtually viewing the road network looking for evidence of roadway crashes. Ideally, informal field assessments are to be performed by multidisciplinary teams that include a traffic safety expert, law enforcement personnel, and others. The team can visit several sites and document evidence of crashes or deficiencies on the roadway or roadside, including: damaged trees or fences, skid marks, ruts on the shoulder, car parts on the shoulder, and/or pavement drop-offs. This information, along with observations of actual driver-behavior, can be used to develop recommendations for improvement.

Field reviews can also be more formalized such as in conducting a Road Safety Audit (RSA). A RSA is a formal safety performance examination of an existing or future road by an independent, multidisciplinary team. The team examines and reports on existing or potential road safety issues and identifies opportunities for safety improvements for all road users. Agencies considering RSAs for the first time are encouraged to consider requesting support from FHWA. For more information on FHWA's free RSA support, go to their website at: http://safety.fhwa.dot.gov/rsa/.

Informal field assessments and more formal RSAs provide an opportunity for local safety practitioners to gather and summarize all of the information sources discussed in Section 2. They can also be used to identify potential project delivery obstacles. The field assessments/RSAs should identify major environmental, right-of-way, infrastructure, and operational issues that need to be considered when applying countermeasures.

<u>Recommended Action:</u> Consider completing formal or informal field assessments and RSAs at certain locations to help ensure all relevant information is collected and available for the safety practitioners to complete their safety analysis and identify the most appropriate countermeasures. It's recommended that local agencies develop simple straightforward criteria on when one of these will be undertaken. The information gathered during the assessments should be added to the agency's tracking spreadsheet, as discussed in section 2.

3. Safety Data Analysis

Proactive safety analysis will assist in making informed decisions on the type, deployment levels, and locations for safety countermeasures. This builds on the previous discussions on information sources that identify safety issues. 'Safety Data Analysis' is one of the most critical steps in an agency's overall proactive safety analysis approach. Ideally, agencies regularly analyze the safety data for their entire roadway networks to identify and prioritize the locations with the most severe safety issues. This step is often skipped by agencies reacting to a recent tragic crash and the corresponding public outcry, which may leave their most critical safety locations undetected.

As agencies analyze their safety data, they will need to select the implementation approach that most effectively address the safety issues identified; Systemic Approach, Spot Location Approach, Comprehensive Approach, or a combination of these approaches. For example, if a high number of crashes are occurring at a particular curve or along a short segment of roadway, a spot treatment may be appropriate. However, systemic treatment of multiple locations experiencing similar crash types may be necessary and most beneficial for reducing overall fatalities and injuries. These implementation approaches were described in Section 1.5. With all of the approaches, safety practitioners should be looking for patterns in the crash data and not just the total number of crashes. These patterns include: types of crashes, severity of crashes, mode of travel, pavement conditions, time of day, etc. Identifying and analyzing the patterns in the crash data will help ensure the most appropriate countermeasure is selected and the safety problems are effectively addressed.

3.1 Quantitative Analysis

Crash data analysis is used to determine the extent of the roadway safety issues, the priority for application of scarce resources, and the selection of appropriate countermeasures. The two main quantitative analysis methods for roadway crashes are crash frequency and crash rate.

Crash Frequency

Crash frequency is defined as the number of crashes occurring within a determined study area. A practitioner can determine crash volumes using methods discussed in Section 2, including: State crash database (SWITRS), TIMS, local agency crash databases, law enforcement crash reports, pin-maps, etc. The practitioner should analyze the data to identify locations and crash characteristics with the highest frequency. There are numerous methods to assist practitioners in this process. Each agency will have their own preferred methods for initially selecting their top priority locations. The following are a few examples of the methods used to determine Crash Frequency:

- Summarize the crashes by attributes such as type, severity and location to identify patterns in the crash data and the most significant problem locations.
 - Top 10 (or 20) lists of intersections and roadway segments. It is common to weight more severe crashes higher in this process.

- Spatially display the sites on a pin-map or a GIS software package.
 - For small or rural agencies with lower volume roadways, network-wide pin-maps may be all that is needed to identify the highest priority locations.
- Develop collision diagrams showing the direction of movement of vehicles, types of crashes, and pedestrians involved in the crashes.

As stated earlier, this manual acknowledges many local agency safety practitioners may have their preferred methods for completing these analyses. For those agencies that do not and for those willing to try something new, Caltrans recommends using the TIMS website along with the processes outlined in this document to complete these analyses.

Once the crash frequency information is collected and displayed, the practitioner can complete a methodical analysis by geographic area, route, or a cluster analysis to determine which locations have experienced a high or moderate level of crashes. The resulting crash information can be further analyzed for recurring patterns or events. As agencies consider their locations with high levels of crashes, they should understand the overall random nature of crashes and the concept of "regression to the mean", as discussed in Section 2. Otherwise, if the natural variations in crash occurrence are not accounted for, a site might be selected for study when the number of crashes is randomly high, or overlooked when the number of crashes is randomly low.

Crash Rate

Crash rate analysis can be a useful tool to determine how a specific roadway or segment compares with similar roadway types on the network. A simple count of the number of crashes can be inadequate when comparing multiple roadways of varying lengths and/or traffic volume. Local agencies are also encouraged to compare their crashes with those occurring in similar areas around the state; doing so will help in determining just how severe the number and types of crashes are in the local area. When working with limited budgets, Crash Rates are often used to prioritize locations for safety improvements that will achieve the greatest safety benefits with limited resources. Where traffic volume data is unavailable, other information can be used to provide exposure information. One often-used factor is the length of the roadway segment on each route studied. Comparing the number of roadway crashes per mile or per intersection can help an agency identify potential opportunities to improve safety. The FHWA Roadway Departure Safety and Intersection Safety manuals include the following formulas for calculating crash rates on roadway segments and intersections:

The crash rate for crashes on a roadway is calculated as:

$R = (C \times 100,000,000) / (V \times 365 \times N \times L)$

Where:

R = Crash rate for the road segment expressed as crashes per 100 million vehicle-miles of travel,

C = Total number of crashes in the study period

V = Traffic volumes using Average Annual Daily Traffic (AADT) volumes

N = Number of years of data

L = Length of the roadway segment in miles

The crash rate for crashes at an intersection is calculated as:

$R = (1,000,000 \times C) / (365 \times N \times V)$

Where:

R = Crash rate for the intersection expressed as crashes per million entering vehicles (MEV)

C= Total number of intersection-related crashes in the study period

N = Number of years of data

V = Traffic volumes entering the intersection daily

Similar to Crash Frequency, there are numerous methods for local safety practitioners to utilize Crash Rate in their safety data analysis and each will have their own preferred methods for initially selecting their top priority locations. The following are a few examples:

- Top 10 (or 20) lists of roadway segments with the highest crashes in relationship to roadway length, traffic volumes, and/or population density.
- Top 10 (or 20) lists of intersections, sorted by crash rate.
- Top 10 (or 20) lists of the highest volume intersections, sorted by crash frequency or rate.

Even though crash frequency and crash rate are helpful for local agency safety practitioners to effectively rank their most critical locations for improvements, the lack of reliable statewide traffic volumes for all roadway types precludes Caltrans from using the crash rate methodology in their statewide project scoring and ranking processes for the HSIP (discussed in more detail in Section 5).

<u>Recommended Action:</u> Complete a quantitative analysis of the roadway data using both Crash Frequency and Crash Rate methodologies. Safety practitioners should look for patterns in the crash data, including: types of crashes, severity of crashes, mode of travel, pavement conditions, roadway characteristics, time of day, intersection control, etc.

3.2 Qualitative Analysis

Qualitative analysis considers the physical characteristics of the roadway network, through the examination of maps, photographs, and field assessments. Certain roadway infrastructure characteristics relate to design standard and compliance issues and should continually be identified and upgraded on a network-wide basis (e.g., signing and pavement delineation characteristics relating to CA-MUTCD compliance as discussed in more detail below). Other roadway characteristics are more important as they relate to locations with high crash frequencies and rates (e.g., well defined pedestrian

paths crossing the roadway or a high number of utility poles/fixed objects adjacent to the edge of travel way). All of these characteristics should to be accounted for in an agency's proactive safety analysis.

Ensuring Compliance with CA-MUTCD and Design Standards

It is important for local agencies to continually evaluate their roadways for compliance with the minimum safety standards. The CA-MUTCD provides the minimum standard requirements for traffic control devices on all public streets, highways, bikeways, and private roads open to public travel. In addition to ensuring compliance with the CA-MUTCD, geometric standards should be evaluated as they relate to sight distance, curve radius, and intersection skew angle and roadway standards for lane width, shoulder width, clear recovery zone, and super-elevation. Many local agencies have their own specific roadway design standards, while others rely on Caltrans' Highway Design Manual⁷, FHWA's "Green Book" policy manual⁸ and PEDSAFE guide⁹, and AASHTO's Roadside Design Guide¹⁰. If the traffic control devices or roadway geometry are not in compliance, appropriate devices/countermeasures should be installed. Non-compliance is an important consideration that can affect road safety and may have liability implications for a jurisdiction. Using CA-MUTCD compliant devices results in uniformity among California roadways and serves to meet road user expectations.

Field Assessments

While the qualitative analysis of compliance issues should continually occur on a network-wide basis, a qualitative analysis should also occur for each of the locations and corridors identified as a result of a 'Quantitative Analysis'. The consideration of roadway infrastructure characteristics in conjunction with crash frequency or crash rate gives a more complete picture of overall safety and should be used in an agency's identification and prioritization process for locations needing safety improvements. The qualitative assessment of HCCLs can be completed through the examination of maps and photographs, but the importance of in-field assessments by multi-disciplinary teams should not be underestimated. In some cases, field reviews of all potential project locations may not be practical, so safety practitioners are encouraged to utilize internet-mapping tools to view maps and photographs and virtually visit these sites from their offices.

Actual field visits or RSAs can be done at the highest priority locations before or during the countermeasure selection process. In many cases, field assessments are often the only way for practitioners to identify potential countermeasure implementation and project delivery obstacles. Without in-field assessments, right-of-way, infrastructure, and operational constraints can be overlooked, including: sensitive environmental resources (widening may not be feasible next to wetlands), roadway users (rumble strips may not be feasible on roadways with high bicycle volumes and narrow shoulders), or nearby roadway stakeholders (flashing beacons may be problematic for adjacent residents.) Assessments can provide critical information for local practitioners as they prioritize their crash locations and select countermeasures with the greatest potential for cost effective deployment.

<u>Recommended Action:</u> Incorporate qualitative analysis elements into agency's proactive analysis approach. Consider completing field assessments and RSAs to identify locations with roadway

infrastructure characteristics that relate to both compliance issues and high crash frequencies/rates. As part of field assessments, common roadway and crash characteristics should be identified for the potential systemic deployment of countermeasures. Rather than reviewing all crash sites individually, agencies may find the use of Internet mapping tools offers significant time savings. For agencies without a preferred virtual field review method, the SafeTREC TIMS website automatically links the SWITRS crash locations to Google Maps and Google Street View.

Caltrans recommends all agencies complete both quantitative and qualitative analyses before starting their applications for HSIP program funding. The findings from these analyses should be documented in spreadsheets and/or pin-maps similar to the ones discussed in Section 2.

4. Countermeasure Selection

Once locations and crash problems are identified as illustrated in Sections 2 and 3, the safety practitioners will need to select the set of proposed safety improvements to reduce the likelihood of future crashes. Individual elements of standard safety improvements are referred to as countermeasures and most countermeasures have corresponding Crash Modification Factors (CMFs).

When applied correctly, CMFs can help agencies identify the expected safety impacts of installing various countermeasures to reduce crashes. CMFs are multiplicative factors used to estimate the expected number of crashes after implementing a given countermeasure at a specific site (the lower the CMF, the greater the expected reduction in crashes). Crash Reduction Factors (CRFs) are directly connected to the CMFs and are another indication of the effectiveness of a particular treatment, measured by the percentage of crashes the countermeasure is expected to reduce. The CRF for a countermeasure is defined mathematically as (1 – CMF) (the higher the CRF, the greater the expected reduction in crashes). NOTE: Given that CRF values can be more intuitive when analyzing roadways for potential "reductions" in crashes; this document shows CRF values in the countermeasure tables. The terms CMFs and CRFs are used interchangeably throughout the text of this section and in other sections of this document.

In an effort to stretch the limited highway safety funding, local transportation agencies are encouraged to identify and implement the optimal combination of countermeasures to achieve the greatest benefits. Combined with crash cost data and project cost information, CRFs can help safety practitioners compare the B/C ratio of multiple countermeasures and then choose the most appropriate application for their proposed safety improvement projects.

As agencies consider the overall scope/cost of their projects, they also need to consider the number of locations to which each countermeasure may be applied in order to maximize the B/C ratio and the overall effectiveness of their limited safety funding. For HCCLs with varying causes, the Spot Location Approach may be the most appropriate. In contrast, the Systemic Approach should be considered where a high proportion of similar crash types tend to occur at locations that share common geometric or operational elements. In these situations, installing the same low-cost safety countermeasure at multiple locations can increase the cost effectiveness of the safety improvement, allowing an increased number of treatments to be applied.

It is important to note that there are many safety issues and corresponding countermeasures that are more "maintenance" in nature (e.g., visibility issues relating to the need for brush clearing and roadway departure issues relating to the need to replace shoulder backing). As these issues are identified when investigating crash locations, it's expected that the local safety practitioners would take the necessary steps to remedy the situation in the short-term. For this reason, most of the common maintenance-type safety countermeasures are not included in this document.

4.1 Selecting Countermeasures and Crash Modification Factors / Crash Reduction Factors

Selecting an appropriate countermeasure and corresponding CMF is similar to choosing the right tool for a job. In some cases, a countermeasure and CMF may not be perfect, but will still work well enough to get the job done by providing a reasonable estimation of the countermeasure's effect. In other cases, using an improper countermeasure or CMF may do more harm than good. Applying a CMF that does not fit a specific situation may give a false sense of the countermeasure's safety effectiveness and may result in an increased safety problem.

The Federal Highway Administration (FHWA) is leading a concerted effort to develop information on CMFs and makes it available to State and local agencies to assist with highway safety planning. The CMF Clearinghouse, a free online database introduced in 2009 and accessible at http://www.cmfclearinghouse.org/, details the varying quality and reliability of CMFs available to transportation professionals.

FHWA has identified three main considerations to assure appropriate selection of CMFs for a given countermeasure: the **availability** of relevant CMFs, the **applicability** of available CMFs, and the **quality** of applicable CMFs. The following sections detail these considerations and describe how Caltrans recommended CRF and service life values meet these criteria.

<u>Availability:</u> The availability of a CMF that applies to a specific situation depends on whether research has been conducted to determine the safety effects of a particular countermeasure or combination of countermeasures, and whether researchers have documented it. The CMF Clearinghouse contains more than 2,900 CMFs and receives guarterly updates to include the latest research.

At this point, Caltrans has established a small subset of 82 countermeasures and a single CRF for each of these countermeasures that must be used when submitting applications for Caltrans statewide calls-for-projects. This methodology allows for a statewide data-driven process that facilitates a fair and accurate comparison of project applications. (The reason for limiting the number of countermeasures is further explained below under "applicability").

Applicability: In general, once a local safety practitioner determines that one or more CMFs exist for a specific countermeasure, the next step is to determine which CMF is the most applicable. Applicability depends on how closely the CMF represents the situation to which it will be applied. Safety practitioners should evaluate the potentially applicable CMFs, eliminating any that are not appropriate for the situation. Practitioners should only choose the most appropriate CMFs for their specific project based on factors including but not limited to: urban areas vs. rural areas; low vs. high traffic volumes; 2-lane vs. 6-lane roadways; individual vs. combination treatments; signalized vs. non-signalized intersections; and minor crashes vs. fatal crashes. If practitioners choose to use a CMF outside the range of applicability, the safety effect will likely be over or underestimated.

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The mix of countermeasures and CRFs included in this document is intended to meet Caltrans' goal for a data-driven award process for local agencies to follow that allows for a fair and accurate comparison of project applications. Where possible and appropriate, the CRF value intended for use in statewide callsfor-projects is based on research studies that specifically established the CRF to be used for 'all' project areas, roadway types, and traffic volumes. Where not all applicability factors have already been established by prior research, Caltrans worked closely with FHWA to approximate CRFs for countermeasures often utilized by local agencies.

Quality: Often a search of the CMF Clearing House results in multiple CMFs for the same countermeasure. A practitioner needs to examine the quality of each CMF. The quality of a CMF can vary greatly depending on several factors associated with the process of developing the CMF. The primary factors that determine the quality of a CMF are the study design, sample size, standard error, potential bias, and data source. The CMF Clearinghouse provides a star rating for each based on a scale of 1 to 5, where 5 indicates the highest quality. The most reliable CMFs in the HSM are indicated with a bold font.

Wherever possible, the CRFs included in this document are based on research that has a CMF Clearinghouse star rating of 3 or more. For countermeasures that do not have corresponding research of a star rating of 3 or more but were deemed important to provide flexibility to local practitioners, Caltrans worked closely with FHWA to establish CRFs based on the best available research.

4.2 List of Countermeasures

The list of countermeasures discussed in this section is not an all-inclusive list, and only includes those available in the Caltrans' HSIP Cycle 12 Call-for-projects. Only thoroughly researched countermeasures with a readiness to be applied by local agencies on a statewide basis are utilized. In addition, the California Local HSIP program places further restrictions on the eligibility of some countermeasures to meet the most critical needs on California local roadways. Practitioners are encouraged to utilize the FHWA CMF Clearinghouse for a more comprehensive list as they establish their local agency specific set of proposed improvements and prioritize their projects.

The countermeasures listed in the following three tables have been sorted into 3 categories: Signalized Intersection, Non-Signalized Intersection, and Roadway Segment. Pedestrian and bicycle related countermeasures have been included in each of these categories, as the consideration of non-motorized travel is important for all roadway classifications and locations. The countermeasures included in these tables are also used in the HSIP Analyzer. When selecting countermeasures and CMFs to apply to their specific safety needs, local agency safety practitioners should consider the **availability**, **applicability**, and **quality** of CMFs, as discussed in section 4.1.

Only Crash Types, CRFs, Expected Lives, and HSIP Funding Eligibility of the countermeasures for use in Caltrans local HSIP program are provided in this section. Fields in the countermeasure tables are:

- Crash Types "All", "P & B" (Pedestrian and Bicycle), "Night", "Emergency Vehicle", or "Animal".
- **CRF** Crash Reduction Factor used for HSIP calls-for-projects.
- Expected Life 10 years or 20 years.
- Funding Eligibility the maximum HSIP reimbursement ratio for HSIP Cycle 12 Call-for-projects.
 - o Eighty-one (85) countermeasures: 90%
 - One (1) countermeasure: 50% (CM No. SI03: Improve signal timing, as this CM will improve the signal operation rather than merely the safety.)
- **Systemic Approach Opportunity** Opportunity to Implement Using a Systemic Approach: "Very High", "High", "Medium" or "Low".

The list of countermeasures presented in this section is intended to be a quick-reference summary. Appendix B of this manual provides more details on each of these countermeasures including Where to use, Why it works, General Qualities (Time, Cost and Effectiveness), and information from FHWA CMF Clearinghouse (Crash Types Addressed and range of Crash Reduction Factor).

<u>Recommended Action:</u> At this point, agencies should use all information and results obtained by completing the actions in Sections 2, 3 and 4 to select the appropriate countermeasures for their HCCLs and systemic improvements. As novice safety practitioners select countermeasures, they must realize that a reasonable level of traffic 'engineering judgment' is required and that this manual should not be used as a simple cheat-sheet for preparing and submitting applications for funding.

Table 1. Countermeasures for Signalized Intersections

No.	Туре	Countermeasure Name	Crash Type	CRF	Expected Life (Years)	HSIP Funding Eligibility	Systemic Approach Opportunity?
SI01NT	Lighting	Add intersection lighting (S.I.)	Night	40%	20	90%	Medium
SI02	Signal Mod.	Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number	All	15%	10	90%	Very High
SIO3	Signal Mod.	Improve signal timing (coordination, phases, red, yellow, or operation)	All	15%	10	50%	Very High
SI04EV	Signal Mod.	Install emergency vehicle pre-emption systems	Emergency Vehicle	70%	10	90%	High
SI05	Signal Mod.	Install left-turn lane and add turn phase (signal has no left-turn lane or phase before)	All	55%	20	90%	Low
SI06	Signal Mod.	Provide protected left turn phase (left turn lane already exists)	All	30%	20	90%	High
SI07	Signal Mod.	Convert signal to mast arm (from pedestal-mounted)	All	30%	20	90%	Medium
SI08	Operation/ Warning	Install raised pavement markers and striping (Through Intersection)	All	10%	10	90%	Very High
SI09	Operation/ Warning	Install flashing beacons as advance warning (S.I.)	All	30%	10	90%	Medium
SI10	Operation/ Warning	Improve pavement friction (High Friction Surface Treatments)	All	55%	10	90%	Medium
SI11	Geometric Mod.	Install raised median on approaches (S.I.)	All	25%	20	90%	Medium
SI12PB	Geometric Mod.	Install pedestrian median fencing on approaches	P & B	35%	20	90%	Low
SI13	Geometric Mod.	Create directional median openings to allow (and restrict) left-turns and u-turns (S.I.)	All	50%	20	90%	Medium
SI14	Geometric Mod.	Install right - turn lane (S.I.)	All	15%	20	90%	Medium
SI15	Geometric Mod.	Reduced Left-Turn Conflict Intersections (S.I.)	All	50%	20	90%	Medium
SI16RA	Geometric Mod.	Convert intersection to roundabout (from signal)	All	Varies	20	90%	Low
SI17RA	Geometric Mod.	Convert intersection to compact roundabout (from signal)	All	Varies	20	90%	Low
SI18PB	Ped and Bike	Install pedestrian countdown signal heads	P & B	25%	20	90%	Very High
SI19PB	Ped and Bike	Install pedestrian crossing (S.I.)	P & B	25%	20	90%	High
SI20PB	Ped and Bike	Pedestrian Scramble	P & B	40%	20	90%	High
SI21PB	Ped and Bike	Install advance stop bar before crosswalk (Bicycle Box)	P & B	15%	10	90%	Very High
SI22PB	Ped and Bike	Modify signal phasing to implement a Leading Pedestrian Interval (LPI)	P & B	60%	10	90%	Very High

Table 2. Countermeasures for Non-Signalized Intersections

No.	Туре	Countermeasure Name	Crash Type	CRF	Expecte d Life (Years)	HSIP Funding Eligibility	Systemic Approach Opportunity?
NS01NT	Lighting	Add intersection lighting (NS.I.)	Night	40%	20	90%	Medium
NS02	Control	Convert to all-way STOP control (from 2-way or Yield control)	All	50%	10	90%	High
NS03	Control	Install signals	All	30%	20	90%	Low
NS04RA	Control	Convert intersection to roundabout (from all way stop)	All	Varies	20	90%	Low
NS05RA	Control	Convert intersection to roundabout (from stop or yield control on minor road)	All	Varies	20	90%	Low
NS06RA	Control	Convert intersection to compact roundabout (from all way stop)	All	Varies	20	90%	Medium
NS07RA	Control	Convert intersection to compact roundabout (from stop or yield control on minor road)	All	Varies	20	90%	Medium
NS08	Operation/ Warning	Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs	All	15%	10	90%	Very High
NS09	Operation/ Warning	Upgrade intersection pavement markings (NS.I.)	All	25%	10	90%	Very High
NS10	Operation/ Warning	Install Flashing Beacons at Stop-Controlled Intersections	All	15%	10	90%	High
NS11	Operation/ Warning	Install flashing beacons as advance warning (NS.I.)	All	30%	10	90%	High
NS12	Operation/ Warning	Install transverse rumble strips on approaches	All	20%	10	90%	High
NS13	Operation/ Warning	Improve sight distance to intersection (Clear Sight Triangles)	All	20%	10	90%	High
NS14	Operation/ Warning	Improve pavement friction (High Friction Surface Treatments)	All	55%	10	90%	Medium
NS15	Geometric Mod.	Install splitter-islands on the minor road approaches	All	40%	20	90%	Medium
NS16	Geometric Mod.	Install raised median on approaches (NS.I.)	All	25%	20	90%	Medium
NS17	Geometric Mod.	Create directional median openings to allow (and restrict) left-turns and uturns (NS.I.)	All	50%	20	90%	Medium
NS18	Geometric Mod.	Reduced Left-Turn Conflict Intersections (NS.I.)	All	50%	20	90%	Medium
NS19	Geometric Mod.	Install right-turn lane (NS.I.)	All	20%	20	90%	Low
NS20	Geometric Mod.	Install left-turn lane (where no left-turn lane exists)	All	35%	20	90%	Low
NS21PB	Ped and Bike	Install raised medians / refuge islands (NS.I.)	P & B	45%	20	90%	Medium
NS22PB	Ped and Bike	Install pedestrian crossing at uncontrolled locations (new signs and markings only)	P & B	25%	10	90%	High
NS23PB	Ped and Bike	Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features)	P & B	35%	20	90%	Medium
NS24PB	Ped and Bike	Install Rectangular Rapid Flashing Beacon (RRFB)	P & B	35%	20	90%	Medium
NS25PB	Ped and Bike	Install Pedestrian Signal (including Pedestrian Hybrid Beacon (HAWK))	P & B	55%	20	90%	Low

Table 3. Countermeasures for Roadways

No.	Туре	Countermeasure Name	Crash Type	CRF	Expected Life (Years)	HSIP Funding Eligibility	Systemic Approach Opportunity?
R01NT	Lighting	Add segment lighting	Night	35%	20	90%	Medium
R02	Remove/ Shield Obstacles	Remove or relocate fixed objects outside of Clear Recovery Zone	All	35%	20	90%	High
R03	Remove/ Shield Obstacles	Install Median Barrier	All	25%	20	90%	Medium
R04	Remove/ Shield Obstacles	Install Guardrail	All	25%	20	90%	High
R05	Remove/ Shield Obstacles	Install impact attenuators	All	25%	10	90%	High
R06	Remove/ Shield Obstacles	Flatten side slopes	All	30%	20	90%	Medium
R07	Remove/ Shield Obstacles	Flatten side slopes and remove guardrail	All	40%	20	90%	Medium
R08	Geometric Mod.	Install raised median	All	25%	20	90%	Medium
R09	Geometric Mod.	Install median (flush)	All	15%	20	90%	Medium
R10PB	Geometric Mod.	Install pedestrian median fencing on approaches	P & B	35%	20	90%	Low
R11	Geometric Mod.	Install acceleration/ deceleration lanes	All	25%	20	90%	Low
R12	Geometric Mod.	Widen lane (initially less than 10 ft)	All	25%	20	90%	Medium
R13	Geometric Mod.	Add two-way left-turn lane	All	30%	20	90%	Medium
R14	Geometric Mod.	Road Diet (Reduce travel lanes-and add a two way left-turn and bike lanes)	All	35%	20	90%	Medium
R15	Geometric Mod.	Widen shoulder	All	30%	20	90%	Medium
R16	Geometric Mod.	Curve Shoulder widening (Outside Only)	All	45%	20	90%	Medium
R17	Geometric Mod.	Improve horizontal alignment (flatten curves)	All	50%	20	90%	Low
R18	Geometric Mod.	Flatten crest vertical curve	All	25%	20	90%	Low
R19	Geometric Mod.	Improve curve superelevation	All	45%	20	90%	Medium
R20	Geometric Mod.	Convert from two-way to one-way traffic	All	35%	20	90%	Medium
R21	Geometric Mod.	Improve pavement friction (High Friction Surface Treatments)	All	55%	10	90%	High

Table 3. Countermeasures for Roadways (Continued)

No.	Туре	Countermeasure Name	Crash Type	CRF	Expected Life (Years)	HSIP Funding Eligibility	Systemic Approach Opportunity?
R22	Operation/ Warning	Install/Upgrade signs with new fluorescent sheeting (regulatory or warning)	All	15%	10	90%	Very High
R23	Operation/ Warning	Install chevron signs on horizontal curves	All	40%	10	90%	Very High
R24	Operation/ Warning	Install curve advance warning signs	All	25%	10	90%	Very High
R25	Operation/ Warning	Install curve advance warning signs (flashing beacon)	All	30%	10	90%	High
R26	Operation/ Warning	Install dynamic/variable speed warning signs	All	30%	10	90%	High
R27	Operation/ Warning	Install delineators, reflectors and/or object markers	All	15%	10	90%	Very High
R28	Operation/ Warning	Install edge-lines and centerlines	All	25%	10	90%	Very High
R29	Operation/ Warning	Install no-passing line	All	45%	10	90%	Very High
R30	Operation/ Warning	Install centerline rumble strips/stripes	All	20%	10	90%	High
R31	Operation/ Warning	Install edgeline rumble strips/stripes	All	15%	10	90%	High
R32	Operation/ Warning	Speed Safety Cameras	All	20%	10	90%	High
R33PB	Ped and Bike	Install bike lanes	P & B	35%	20	90%	High
R34PB	Ped and Bike	Install Separated Bike Lanes	P & B	45%	20	90%	High
R35PB	Ped and Bike	Install sidewalk/pathway (to avoid walking along roadway)	P & B	80%	20	90%	Medium
R36PB	Ped and Bike	Install/upgrade pedestrian crossing (with enhanced safety features)	P & B	35%	20	90%	Medium
R37PB	Ped and Bike	Install raised pedestrian crossing	P & B	35%	20	90%	Medium
R38PB	Ped and Bike	Install Rectangular Rapid Flashing Beacon (RRFB)	P & B	35%	20	90%	Medium
R39AL	Animal	Install animal fencing	Animal	80%	20	90%	Medium

5. Calculating the B/C Ratio and Comparing Projects

Practitioners need to consider the expected B/C ratio of their proposed projects. This is an important step in a proactive safety analysis process because it provides two key pieces of information: First, it defines the cost effectiveness of the proposed projects; and second, it gives the safety practitioner a means to help prioritize their safety projects both inside the agency's traffic safety section and against other proposed operational and maintenance projects competing for funding.

5.1 Estimate the Benefit of Implementing Proposed Improvements

Sections 2 through 4 provide the practitioner all the information needed to calculate the expected 'Benefit' of the proposed safety projects. The resulting expected benefit value is derived by applying the proposed countermeasures and corresponding CMFs to the expected crashes. It is of critical importance for the practitioner to understand that misapplication of a CMF will lead to misinformed decisions. Four main factors need to be considered when applying countermeasures and CMFs to calculate the expected benefit value: (1) how to estimate the number of expected crashes without treatment, (2) how to apply CMFs by type and severity, (3) how to apply multiple CMFs if multiple treatments are to be included in the same project, and (4) how to apply a benefit value by crash severity. The following text explains how these factors affect the expected benefit value in more detail.

<u>Estimating expected crashes without treatment:</u> Before applying CMFs, local safety practitioners first need to select countermeasures and CMFs. The CMF is applied to the expected safety performance (expected crashes) without any treatment in order to estimate the expected crashes with the treatment. The reduction in expected crashes multiplied by the expected costs per each crash gives the practitioner the expected benefit.

As mentioned earlier in this manual, the random nature of roadway crashes suggests that over time the number of crashes at any particular locations will change. This concept is known as "regression to the mean" and it gives rise to the concern that a site might be selected for study when the crashes are at a randomly high fluctuation, or overlooked from study when the site is at a randomly low fluctuation. The HSM presents several methods for estimating the expected safety performance of a roadway or intersection including the Empirical Bayes method, which combines observed information from the site of interest with information from similar sites to estimate the expected crashes without treatment. Another common way to minimize the impact of regression to the mean is to increase the number of years of crash data being analyzed.

For statewide calls-for-projects, Caltrans strives to ensure that all projects are fairly ranked based on a consistent statewide approach. Given this, Caltrans has avoided using methodology requiring agencies to mathematically adjust their crash data (e.g., Empirical Bayes) and instead has opted to use 3 to 5 years of "observed crashes" in estimating "expected crashes."

Applying CMFs by type and severity: Section 4.1 of this manual discusses the application of CMFs and the need for them to represent the situation to which they will be applied. It also stresses the need for 4/18/2024

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practitioners to choose the most appropriate CMFs for their specific project. In many circumstances, estimating the change in crashes by type and severity is useful; however, local safety practitioners only can use this approach when CMFs exist for the specific crash types and severities in question. If practitioners choose to use a CMF outside the range of applicability, the safety effect may be over- or underestimated. (For example: past research relating to installing a channelized left turn lane, has estimated CMFs as high as 68% for Right-Angle crashes of all severities and as low as 11% for Rear-End crashes with severities of only fatal and injury).

Applying multiple CMFs: In real-world scenarios, transportation agencies commonly install more than one countermeasure per project as part of their safety improvement program. This leads to the question, "What is the safety effect of the combined countermeasures?" The calculation methods that Transportation agencies use include: applying the CMF for the single countermeasure expected to achieve the greatest reduction, applying CMFs separately by crash type and summing them to get a project-level effect, and applying CMFs based on a review of crash patterns, etc. Regardless of the specific method employed, "engineering judgment" is required when combining multiple CMFs and it is important for local agencies to apply their method consistently throughout their analysis to ensure a fair comparison of projects.

One common practice is to assume that CMFs are multiplicative when they are applied to the same set of crash data. In other words, each successive countermeasure will achieve an additional benefit when implemented in combination with other countermeasures. The multiplicative method is a common, generally accepted method and is presented in the HSM and in the CMF Clearinghouse. This method is also used in the HSIP calls-for-projects.

To allow agencies maximum flexibility in combining countermeasures and locations into a single project while ensuring all projects can be consistently ranked on a statewide basis, Caltrans only allows up to three (3) individual countermeasures can be utilized in the B/C ratio for a project location site. The CMFs are multiplicative if there are multiple countermeasures, i.e. each successive countermeasure will achieve an additional benefit based on the remainder of the crashes after the effect of the prior countermeasures, not the original number of the crashes.

More information on these requirements and procedures are provided in the documents (Application Form Instructions, etc.) for each call-for-projects.

Applying benefit value by crash severity: The last step in estimating the overall benefit of a proposed improvement project is to multiply the expected reduction in crashes by a generally accepted value for the "cost" of crashes. In other words, the expected "benefit" value for a project is actually the expected "reduction in costs" value from reducing future crashes. There are many sources for the costs of crashes (e.g., HSM, FHWA & National Safety Council) and some of the sources vary widely depending on how they account for the economic value of a life and when the numbers were last updated.

When calculating the "benefit" to be used in calculating an improvement's B/C ratio, it is important for the practitioner to consider whether a total benefit value for the "life" of the improvement is needed or if the benefit value should be annualized (i.e., benefit per year). Whichever method is used to calculate the overall cost of the improvements must also be used for calculating the benefit.

Caltrans has currently chosen to use published Cost-of-Crash values from the first edition of the HSM and increase the values by 4% annually. These values may be updated in the future, when updated cost-of-crash values are published by FHWA or another national source. The specific values for each of the crash severities and the formulas uses to calculate the total benefit are shown in Appendix D.

Recommended Action: Prepare Total Benefit estimates for the proposed projects being evaluated in the proactive safety analysis.

5.2 Estimate the Cost of Implementing Proposed Improvements

After calculating the expected benefit of the proposed safety projects, the next step for the practitioner is to develop an estimate of the Total Project Costs. These costs need to include both the construction costs and the project development and administration costs. The most common approach to estimating construction costs is through an "Engineer's Cost Estimate." A Template for Detailed Engineer's Estimate and Cost Breakdown by Countermeasures is included in the HSIP Analyzer. When calculating the administration costs for a project, the complexity of the improvements must be accounted for: Low-cost countermeasures, typically used in the Systemic Approach, often have minimal environmental and right-of-way impacts and require minimal design effort. In contrast, many medium to high cost improvements tend to have greater impacts to the environment and right-of-way and require significant design efforts. It's crucial to account for these differences to accurately determine the true B/C ratio of the projects and prioritize them correctly.

When an agency is initially evaluating several potential locations and countermeasures as part of their proactive safety analysis or in preparing for Caltrans call-for-projects, they should consider first using rough 'ballpark' cost estimates using previous projects that had similar scope, if possible. Ballpark cost estimates can allow the practitioner to quickly establish B/C ratios for all of their potential projects and identify the projects with high cost effectiveness and with a reasonable chance of receiving HSIP funding in a Caltrans call-for-projects.

<u>Recommended Action:</u> Prepare 'Total Project Cost' estimates for the proposed projects being evaluated in the proactive safety analysis.

5.3 Calculate the B/C Ratio

In general, the B/C ratio is calculated by taking a project's overall benefit (as calculated in Section 5.1) and dividing it by the project's overall cost (as calculated in Section 5.2). There are, however, several

methods and input-factors available for calculating a project's B/C ratio and practitioners may want to consider other methods as defined in the HSM.

Based on Caltrans' need for a fair, data-driven, statewide project selection process for HSIP call-for-projects, Caltrans requires the B/C ratio for all applications to be completed using the same process. Applicants must utilize the HSIP Analyzer to calculate the B/C ratio of the project. Additional details and formulas included in the calculation are included in this document as Appendix D.

Recommended Action: Calculate the B/C ratio for each of the proposed projects being evaluated in the proactive safety analysis.

5.4 Compare B/C Ratios and Consider the Need to Reevaluate Project Elements

By implementing a comprehensive proactive safety analysis approach, agencies will likely identify more potential safety projects than they can fund and deliver. It will be important for an agency to prioritize their projects internally before funding is sought. It is not uncommon for projects to have a B/C ratio as low as 0.1 or as high as 100. Once the relative cost effectiveness of an agency's potential projects has been established, the projects with low to mid-ranged B/C ratios should be reassessed. Projects with very low initial B/C ratios may be dropped while projects with low to mid ranged B/C ratios may be redefined by changing the limits of the proposed improvements to focus on higher crash locations or incorporating lower-cost countermeasures. This reiterative process is illustrated in Figure 1 in Section 1 of this document.

At the conclusion of this step, the local agency should have several potential safety projects ready to move into the project development and construction phases. Ideally, there will be a variety of low cost safety projects and potentially a few higher cost roadway reconstruction projects. How each local agency prioritizes their list of safety improvements will vary, but projects with the highest B/C ratios should generally have a high overall priority. It should be understood that available funding will play a key role in local agency prioritization (e.g., higher-cost projects may have to wait for funding to become available while low-cost improvements with lower B/C ratios can be constructed with in-house maintenance crews), but in the goal of maximizing overall safety benefits, the role of politics and public influence should be minimized.

<u>Recommended Action:</u> Compare, reevaluate, and prioritize the potential safety projects. Consider changing the project limits to maximize the number of fatal and injury crashes addressed within the limits. Consider lower cost countermeasures in areas where high and medium cost countermeasures resulted in low B/C ratios.

6. Identifying Funding and Construct Improvements

Funding strategies for implementing safety projects need to vary as widely as local agency's roadway types, project costs, and proposed improvements. At this point in the proactive safety analysis process, local agencies should have several potential safety projects ready to move into the project development and construction phases. There are likely a wide range of 'approaches' to fund each of these projects. This section of the document discusses some of the most common approaches.

6.1 Existing Funding for Low-cost Countermeasures

For projects utilizing low-cost countermeasures, the total project cost may be low enough that the agency can construct the project using its existing roadway funding by utilizing the ongoing activities of their roadway maintenance staff and equipment. Other low-cost projects (e.g., overlays, sealcoats, drainage, signing, and striping projects) may be more important to incorporate into larger maintenance projects. It is common for agencies to have 1-, 5-, and 10-year plans for making these standard maintenance improvements. With upfront planning and coordination between agency staff, the low-cost safety projects identified through the proactive safety analysis can be incorporated with minimal costs to an agency's maintenance program. Maximizing the cost effectiveness of the program may even allow the transportation managers to justify increasing the funding for their overall roadway maintenance program.

In addition to their maintenance program, transportation managers should also strategically seek out planned capital improvement and development projects that can incorporate low and medium cost countermeasures identified in their safety analysis. Local agencies may also find opportunities to partner with private enterprises and insurance companies to fund special safety projects that further both organizations' strategic goals.

<u>Recommended Action:</u> Survey planned maintenance, developer and capital projects to determine whether they overlap any of the proposed safety projects. Where projects overlap, leverage the existing funding sources to include safety countermeasures.

6.2 HSIP and Other Funding Sources

In addition to the HSIP Program, the Division of Local Assistance's web site includes several other Caltrans administered funding programs:

https://dot.ca.gov/programs/local-assistance

Recommended Action: Consider all potential funding opportunities to incorporate the identified safety countermeasures.

6.3 Project Development and Construction Considerations

In general, roadway safety projects don't garner the same level of attention from decision makers, media, elected officials, and the general public, that large operational and development-driven projects do. As a result, local safety practitioners and project sponsors often find their projects have difficulty in competing for the agencies' limited project delivery resources. Establishing and implementing a comprehensive safety analysis process can assist safety practitioners in delivering their safety programs in many ways, including:

- Credibility and awareness to individual projects and delivery schedules.
- Increased stakeholders tracking and delivery of a project when low-cost improvements are incorporated into ongoing maintenance and capital projects.
- An increased focus on low-cost countermeasures typically corresponds to projects with less environmental, right-of-way and other impacts; resulting in projects that have streamlined project delivery processes and short construction schedules.

<u>Recommended Action:</u> Safety practitioners should follow their safety projects all the way through the project delivery and construction process. In addition, they should establish a safety program delivery plan that brings awareness and support to the expedited delivery of safety projects. Where possible, safety practitioners should involve the media and even consider having their own program intended to "toot their own safety-horn."

7. Evaluation of Improvements

Evaluation of the effectiveness of roadway treatments following installation should be used to guide future decisions regarding roadway countermeasures. Field reviews should also be conducted shortly after the project is completed to insure the project is operating as intended.

A record of crash history and countermeasure installation forms the foundation for assessing how well the implemented strategies have performed. An important database to maintain is a current list of installed countermeasures with documented "when/where/why" information. Periodic assessments will provide the necessary information to make informed decisions on whether each countermeasure contributed to an increase in safety, whether the countermeasure could or should be installed at other locations, and which factors may have contributed to each countermeasure's success.

In order to perform the assessment, it is necessary to collect the required information for a certain period after strategies have been deployed at the locations. The time period varies, but whenever possible, 3 to 5 years is recommended to reduce the effects of the random nature of roadway crashes (i.e., Regression to the Mean). The information required may consist of public input and complaints, police reports, observations from maintenance crews, and local and State crash data.

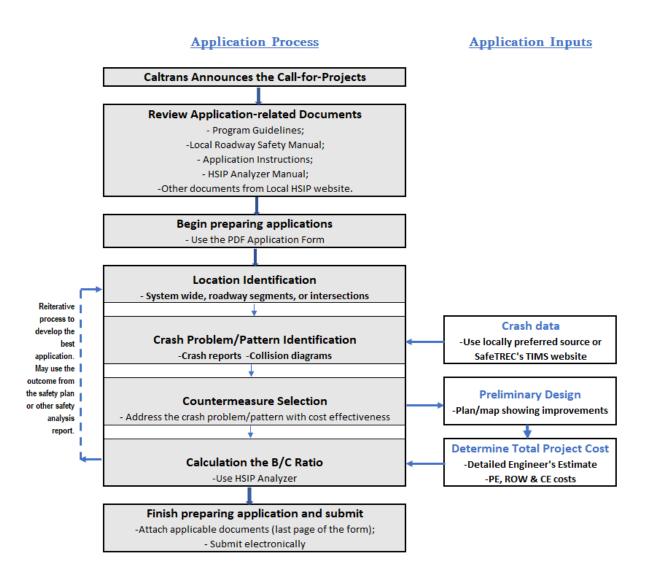
It is important to keep the list of safety installations up-to-date since it will serve as a record of countermeasure deployment history (see table below for an example). By using this type of system, assessment dates can be scheduled to review the crashes and other pertinent information on segments where roadway countermeasures have been installed. Making "after" assessments will inform the practitioner on the effectiveness of past improvements and can provide data to help justify the value of continuing and expanding the local agency's safety program in the future.

Location	Type of Countermeasure Installed	Date Installed	Crashes Before (Duration and Severity)	Crashes After (Duration and Severity)	Comments

Recommended Action: Develop a spreadsheet or database to track future safety project installations and record 3 or more years of "before" and "after" crash information at those locations. Once safety countermeasures are constructed, schedule and track assessment dates to ensure they happen.

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Appendix A: HSIP Call-for-Projects Application Process



Appendix B: Detailed Tables of Countermeasures

The intent of the information contained in this appendix is to provide local agency safety practitioners with a list of effective countermeasures that are appropriate remedies to many common safety issues. The tables in Section 4.2 present a quick summary of the specific values that the Caltrans Division of Local Assistance uses to assess and select projects for its calls- for-projects. In addition to the same information as in Section 4.2, this appendix also includes notes for Caltrans HSIP calls-for-projects and "General information" regarding where the countermeasure should be used, why it works, the general qualities that can be used to suggest the potential complexity of installation, and information from FHWA CMF Clearinghouse on the type of crashes where the countermeasure is best used and a range of their expected overall effectiveness.

The countermeasures have been sorted into 3 categories: Signalized Intersection, Non-Signalized Intersection, and Roadway Segment. Pedestrian and bicycle related countermeasures have been included in each of these categories.

Caltrans gives careful consideration to the fair application of its calls-for-projects process. Starting in 2012, the award of safety funding has been solely based on a determined benefit-to-cost ratio for each project. The fixed set of countermeasures and CRFs included in these tables are intended to allow for all projects to be evaluated consistently and fairly throughout the project selection process. However, at this time, there are no CRFs/CMFs available for several safety improvements, such as: "dynamic/variable speed regulatory signs", "non-motorized signs and markings (regulatory and warning)", "Square-up (reduce curve radius) turn lanes" and non-infrastructure elements. These safety improvement items can be included in project applications, but they will not be included into the B/C ratio calculations, unless the safety improvements meet the intent of other separate countermeasures included in the attached lists. Caltrans is interested in adding these countermeasures (and many others) to these tables once CRFs/CMFs have been established. Caltrans will continue to periodically update this list of allowable countermeasures and CRFs as new safety research data becomes available. With this in mind, Caltrans is interested in feedback and suggestions from local agency safety practitioners on the overall countermeasure list as well as specific details of individual countermeasures, including locally developed safety effectiveness information.

Caltrans used the following references to assist its team in developing the information shown in the following tables. Safety Practitioners are encouraged to utilize these references for a more expansive list of countermeasures and CRFs / CMFs.

The Crash Modification Factors Clearinghouse https://www.cmfclearinghouse.org/

NCHRP Report 500 Series: Volumes 4, 5, 6, 7, 10, 12, 13, and others https://www.trb.org/Main/Blurbs/152868.aspx

Highway Safety Manual (HSM)

http://www.highwaysafetymanual.org

Pedestrian and Bicycle - Tools to Diagnose and Solve the Problem https://safety.fhwa.dot.gov/ped bike/tools solve/

FHWA Local and Rural Road / Training, Tools, Guidance and Countermeasures for Locals https://safety.fhwa.dot.gov/local-rural/training/

For each countermeasure (CM):

(Title) CM No., CM Name

- CM No. is
 - o SI01NT through SI22PB for Intersection Countermeasures Signalized,
 - NS01NT through NS24PB for Intersection Countermeasures Unsignalized, or
 - R01NT through R39AL for Roadway Countermeasures.

Some CM Numbers have two letters at the end – this is used to quickly identity the specific feature of the CM. For example, "NT" - reducing night crashes, "PB" – reducing Pedestrian and Bicycle crashes, "EV" – countermeasure toward Emergency Vehicle involved crashes, "AL"- countermeasure toward Animal involved crashes, and "RA" – roundabout.

For HSIP Calls-for-projects:

- Funding Eligibility 90% or 50%.
- Crash Types Addressed "All", "Pedestrian and Bicycle", "Night", "Emergency Vehicle", or "Animal".
- **CRF** Crash Reduction Factor used for HSIP calls-for-projects.
- Expected Life 10 years or 20 years.
- Notes Specific requirements are provided for utilizing the countermeasure on applications for Caltrans statewide calls-for-projects.

General Information:

- Where to use Roadway segments and intersections with specific common characteristics can be addressed with similar countermeasures that are most effective.
- Why it works A discussion of the benefit of a countermeasure is important to determine its appropriateness in addressing certain roadway crash types at areas with specific issues as determined by the data and roadway features.
- General Qualities (Time, Cost and Effectiveness) This category is more subjective and can vary substantially. 'Time' refers to the approximate relative time it can take to implement the countermeasure. Costs can vary considerably due to local conditions, so 'cost' represents the relative cost of applying a countermeasure. A relative overall 'effectiveness' is also provided for some countermeasures. All of this subjective information may not be applicable to the unique circumstances for the agency and should not be utilized without verification by the safety practitioner.

• FHWA CMF Clearinghouse

- Crash Types Addressed In order to effectively reduce the number and severity of roadway crashes, it is necessary to match countermeasures to the crash types they are intended to address. Depending on the type of problem, one or more of a range of countermeasures could be the most effective way to reduce the number and severity of future crashes.
- Crash Reduction Factor The crash reduction factor (CRF) is an indication of the effectiveness of a particular treatment, measured by the percentage of crashes it is expected to reduce. Note: As mentioned earlier in this section, the effectiveness of a countermeasure can also be expressed as a Crash Modification Factor (CMF), which is defined mathematically as 1 CRF. However, this document uses CRFs as they can be more insightful when analyzing roadways for potential "reductions" in crashes. There is a range of CRF values that exist for each of the countermeasures (or similar countermeasures). The range of CRFs is provided to give local safety practitioners a clear understanding that they may need to go to the FHWA CMF Clearinghouse to find the most appropriate countermeasure and CRF for their specific projects and local prioritization.

B.1 Intersection Countermeasures – Signalized

SIO1NT, Add intersection lighting (Signalized Intersection => S.I.)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% "night" crashes 40% 20 years				
Notes: This CM only applies to "night" crashes (all types) occurring within limits of the proposed roadway lighting 'engineered' area.					

General information

Where to use:

Signalized intersections that have a disproportionate number of night-time crashes and do not currently provide lighting at the intersection or at its approaches. Crash data should be studied to ensure that safety at the intersection could be improved by providing lighting (this strategy would be supported by a significant number of crashes that occur at night).

Why it works:

Providing lighting at the intersection itself, or both at the intersection and on its approaches, improves the safety of an intersection during nighttime conditions by (1) making drivers more aware of the surroundings at an intersection, which improves drivers' perception-reaction times, (2) enhancing drivers' available sight distances, and (3) improving the visibility of non-motorists. Intersection lighting is of particular benefit to non-motorized users. Lighting not only helps them navigate the intersection, but also helps drivers see them better.

General Qualities (Time, Cost and Effectiveness):

A lighting project can usually be completed relatively quickly, but generally requires at least 1 year to implement because the lighting system must be designed and the provision of electrical power must be arranged. The provision of lighting involves both a fixed cost for lighting installation and an ongoing maintenance and power cost which results in a moderate to high cost. Some locations can result in high B/C ratios, but due to higher costs, these projects often result in medium to low B/C ratios.

FHWA CMF Clearinghouse: Crash Types Addressed: Night, All CRF: 20-74%

SI02, Improve signal hardware: lenses, back-plates with retroreflective borders, mounting, size, and number

For HSIP Cycle 12 Call-for-projects						
Fu	nding Eligibility	Crash Types Addressed	CRF	Expected Life		
	90% All 15% 10 years					
N. MICON I II. II. II. II. II. II. II. II. II.						

Notes:

This CM only applies to crashes occurring on the approaches / influence area of the upgraded signals. This CM does not apply to improvements like "battery backup systems", which do not provide better intersection/signal visibility or help drivers negotiate the intersection (unless applying past crashes that occurred when the signal lost power). If new signal mast arms are part of the proposed project, CM "S2" should not be used and the signal improvements would be included under CM "S7".

General information

Where to use:

Signalized intersections with a high frequency of right-angle and rear-end crashes occurring because drivers are unable to see traffic signals sufficiently in advance to safely negotiate the intersection being approached. Signal intersection improvements include new LED lighting, signal back plates, retro-reflective tape outlining the back plates, or visors to increase signal visibility, larger signal heads, relocation of the signal heads, or additional signal heads.

Why it works:

Providing better visibility of intersection signals aids the drivers' advance perception of the upcoming intersection. Visibility and clarity of the signal should be improved without creating additional confusion for drivers.

General Qualities (Time, Cost and Effectiveness):

Installation costs and time should be minimal as these type strategies are classified as low cost and implementation does not typically require the approval process normally associated with more complex projects. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in low to moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Rear-End, Angle	CRF:	0-46%

SI03, Improve signal timing (coordination, phases, red, yellow, or operation)

improvements to Traffic Operation Centers (TOCs).

For HSIP Cycle 12 Call-for-projects							
Funding Eligibility Crash Types Addressed CRF Expected Life							
50% All 15% 10 years							
Notes:	timing. For projects movements should n	to crashes occurring on the approache coordination signals along a corridor, t ot be applied. This CM does not apply t nake physical timing changes, includin	he cras to proje	hes related to side-street cts that only 'study' the signal			

In Caltrans calls for projects, this CM has a HSIP reimbursement ratio of 50%, considering that it will improve the signal operation rather than merely the safety.

General information

Where to use:

Locations that have a crash history at multiple signalized intersections. Signalization improvements may include adding phases, lengthening clearance intervals, eliminating or restricting higher-risk movements, and coordinating signals at multiple locations. Understanding the corridor or roadway's crash history can provide insight into the most appropriate strategy for improving safety.

Why it works:

Certain timing, phasing, and control strategies can produce multiple safety benefits. Sometimes capacity improvements come along with the safety improvements and other times adverse effects on delay or capacity occur. Corridor improvements often have the highest benefit but may take longer to implement. Projects focused on capacity improvements (without a separate focus on signal timing safety needs) may not result in a reduction in future crashes.

General Qualities (Time, Cost and Effectiveness):

In general, these low-cost improvements to multiple signalized intersections can be implemented in a short time. Typically these low cost improvements are funded through local funding by local maintenance crews. However, some projects requiring new interconnect infrastructure can have moderate to high costs making them more appropriate to seek state or federal funding. The expected effectiveness of this CM must be assessed for each individual project.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 0 - 41%

SI04EV, Install emergency vehicle pre-emption systems

For HSIP Cycle 12 Call-for-projects							
Funding l	Eligibility	Crash Types Addressed	CRF	Expected Life			
90%	90% Emergency Vehicle - only 70% 10 years						
Notes: This CM only applies to "E.V." crashes occurring on the approaches / influence area of the							

tes: This CM only applies to "E.V." crashes occurring on the approaches / influence area of the new pre-emption system.

General information

Where to use:

Corridors that have a history of crashes involving emergency response vehicles. The target of this strategy is signalized intersections where normal traffic operations impede emergency vehicles and where traffic conditions create a potential for conflicts between emergency and nonemergency vehicles. These conflicts could lead to almost any type of crash, due to the potential for erratic maneuvers of vehicles moving out of the paths of emergency vehicles

Why it works:

Providing emergency vehicle preemption capability at a signal or along a corridor can be a highly effective strategy in two ways; any type of crash could occur as emergency vehicles try to navigate through intersections and as other vehicles try to maneuver out of the path of the emergency vehicles. In addition, a signal preemption system can decrease emergency vehicle response times therefore decreasing the time in receiving emergency medical attention, which is critical in the outcome of any crash. When data is not available for past crashes with emergency vehicles, an agency may consider combining the E.V. pre-emption improvements into a comprehensive project that also makes significant signal hardware and/or signal timing improvements.

General Qualities (Time, Cost and Effectiveness):

Costs for installation of a signal preemption system will vary from medium to high, based upon the number of signalized intersections at which preemption will be installed and the number of emergency vehicles to be outfitted with the technology. The number of detectors, a requirement for new signal controllers, and the intricacy of the preemption system could increase costs. This CM is considered systemic as it is usually implemented on a corridor-basis.

FHWA CMF Clearinghouse:Crash Types Addressed:Emergency Vehicle - onlyCRF:70%

SI05, Install left-turn lane and add turn phase (signal has no left-turn lane or phase before)

For HSII	For HSIP Cycle 12 Call-for-projects						
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life			
90% All			55%	20 years			
Notes: This CM only applies to crashes occurring on the approaches / influence area of the new left turn lanes. This CM does NOT apply to converting a single-left into double-left turn.							

General information

Where to use:

Intersections that do not currently have a left turn lane or a related left-turn phase that are experiencing a large number of crashes. Many intersection safety problems can be traced to difficulties in accommodating left-turning vehicles, in particular where there is currently no accommodation for left turning traffic. A key strategy for minimizing collisions related to left-turning vehicles (angle, rear-end, sideswipe) is to provide exclusive left-turn lanes and the appropriate signal phasing, particularly on high-volume and high-speed major-road approaches. Agencies need to document their consideration of the MUTCD, Section 4D.19 guidelines; the section on implementing protected left-turn phases.

Why it works:

Left-turn lanes allow separation of left-turn and through-traffic streams, thus reducing the potential for rear-end collisions. Left-turn phasing also provides a safer opportunity for drivers to make a left-turn. The combination of left-turn storage and a left turn signal has the potential to reduce many collisions between left-turning vehicles and through vehicles and/or non-motorized road users.

General Qualities (Time, Cost and Effectiveness):

Implementation time may vary from months to years. At some locations, left-turn lanes can be quickly installed simply by restriping the roadway. At other locations, widening of the roadway, acquisition of additional right-of-way, and extensive environmental processes may be needed. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. Installing a protected left turn lane and phase where none exists results in a high Crash Reduction Factor and is often highly effective.

FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	17 - 58 %

SI06, Provide protected left turn phase (left turn lane already exists)

For HSIP Cycle 12 Call-for-projects				
Funding	Eligibility	Crash Types Addressed	CRF	Expected Life
90%		All 30% 20 years		20 years
Notes: This CM only applies to crashes occurring on the approaches / influence area of the new				

left turn phases. This CM does NOT apply to converting a single-left into double-left turn (unless the single left is unprotected and the proposed double left will be protected).

General information

Where to use:

Signalized intersections (with existing left turns pockets) that currently have a permissive left-turn or no left-turn protection that have a high frequency of angle crashes involving left turning, opposing through vehicles, and non-motorized road users. A properly timed protected left-turn phase can also help reduce rear-end and sideswipe crashes between left-turning vehicles and the through vehicles as well as vehicles behind them. Protected left-turn phases are warranted based on such factors as turning volumes, delay, visibility, opposing vehicle speed, distance to travel through the intersection, presence of non-motorized road users, and safety experience of the intersections. Agencies need to document their consideration of the MUTCD, Section 4D.19 guidelines; the section on implementing protected left-turn phases.

Why it works:

Left turns are widely recognized as the highest-risk movements at signalized intersections. Providing Protected left-turn phases (i.e., the provision for a specific phase for a turning movement) for signalized intersections with existing left turn pockets significantly improve the safety for left-turn maneuvers by removing the need for the drivers to navigate through gaps in oncoming/opposing through vehicles. Where left turn pockets are not protected, the pedestrian and bicyclist crossing phase often conflicts with these left turn maneuvers. Drivers focused on navigating the gaps of oncoming cars may not anticipate and/or perceive the non-motorized road users.

General Qualities (Time, Cost and Effectiveness):

If the existing traffic signal only requires a minor modification to allow for a protected left-turn phase, then the cost would also be low. The time to implement this countermeasure is short because there is no actual construction that has to take place. Inhouse signal maintainers can perform this operation once the proper signal phasing is determined so the cost is low. In addition, the countermeasure is tried and proven to be effective. Has the potential of being applied on a systemic/systematic approach.

FHWA CMF Clearinghouse: Crash Types Addressed: Rear-End, Sideswipe, Broadside CRF: 16 - 99%

SI07, Convert signal to mast arm (from pedestal-mounted)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed			Expected Life		
90%	All	30%	20 years		
N					

Notes:

This CM only applies to crashes occurring on the approaches / influence area of the converted signal heads that are relocated from median and/or outside shoulder pedestals to signal heads on master arms over the travel-lanes. Projects using CM "S7" should not also apply "S2" in the B/C calc.

General information

Where to use:

Intersections currently controlled by pedestal mounted traffic signals (in medians and/or on outside shoulder) that have a high frequency of right-angle and rear-end crashes occurring because drivers are unable to see traffic signals in advance to safely negotiate the intersection. Intersections that have pedestal-mounted signals may have poor visibility and can result in vehicles not being able to stop in time for a signal change. Care should be taken to place the new signal heads (with back plates) as close to directly over the center of the travel lanes as possible.

Why it works:

Providing better visibility of intersection signs and signals aids the drivers' advance perception of the upcoming intersection. Visibility and clarity of the signal should be improved without creating additional confusion or distraction for drivers.

General Qualities (Time, Cost and Effectiveness):

Dependent on the scope of the project. Costs are generally moderate for this type of project. There is usually no right-of-way costs, minimal roadway reconstruction costs, and a shorter project development timeline. At the same time, new mast arms can be expensive. Some locations can result in high B/C ratios, but due to moderate costs, some locations may result in medium to low B/C ratios.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Rear-End, Angle	CRF:	12 - 74%

SI08, Install raised pavement markers and striping (Through Intersection)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility		Crash Types Addressed	CRF	Expected Life	
90%		All	10%	10 years	
Notes:	This CM only applies to crashes occurring in the intersection and influence areas of the new pavement markers and/or markings.				

General information

Where to use:

Intersections where the lane designations are not clearly visible to approaching motorists and/or intersections noted as being complex and experiencing crashes that could be attributed to a driver's unsuccessful attempt to navigate the intersection. Driver confusion can exist in regard to choosing the proper turn path or where through-lanes do not line up. This is especially relevant at intersections where the overall pavement area of the intersection is large, and multiple turning lanes are involved or other unfamiliar elements are presented to the driver.

Why it works:

Adding clear pavement markings can guide motorists through complex intersections. When drivers approach and traverse through complex intersections, drivers may be required to perform unusual or unexpected maneuvers. Providing more effective guidance through an intersection will minimize the likelihood of a vehicle leaving its appropriate lane and encroaching upon an adjacent lane.

General Qualities (Time, Cost and Effectiveness):

Costs of implementing this strategy will vary based on the scope and number of applications. Applying raised pavement markers is relatively low cost but can be variable and determined largely by the material used for pavement markings (paint, thermoplastic, epoxy, RPMs etc.). When using this type delineators, an issue of concern is the cost-to-service-life of the material. (Note: When HSIP safety funding is used for these installations in high-wear-locations, the local agency is expected to maintain the improvement for a minimum of 10 years.) When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Wet, Night, All CRF: 10 - 33%

SI09, Install flashing beacons as advance warning (S.I.)

For HSIP Cycle 12 Call-for-projects					
Funding l	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	30%	10 years	
Notes:	This CM only applies to crashes occurring on the approaches / influence area of the new flashing beacons.				

General information

Where to use:

At signalized intersections with crashes that are a result of drivers being unaware of the intersection or are unable to see the traffic control device in time to comply.

Why it works:

Increased driver awareness of an approaching signalized intersection and an increase in the driver's time to react. Driver awareness of both downstream intersections and traffic control devices is critical to intersection safety. Crashes often occur when the driver is unable to perceive an intersection, signal head or the back of a stopped queue in time to react. Advance flashing beacons can be used to supplement and call driver attention to intersection control signs. Most advance warning flashing beacons can be powered by solar, thus reducing the issues relating to power source.

General Qualities (Time, Cost and Effectiveness):

Before choosing this CM, the agency needs to confirm the ability to provide power to the site (solar may be an option). Flashing beacons can be constructed with minimal design, environmental and right-of-way issues and have relatively low costs. This combined with a relatively high CRF, can result in high B/Cs for locations with a history of crashes and lead to a high effectiveness.

effectiveness.				
FHWA CMF Clearinghouse:	Crash Types Addressed:	Rear End, Angle	CRF:	36 - 62%

SI10, Improve pavement friction (High Friction Surface Treatments)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
90%	All 55%		10 years		

Notes:

This CM only applies to crashes occurring within the limits of the improved friction overlay. This CM is not intended to apply to standard chip-seal or open-graded maintenance projects for long segments of corridors or structure repaving projects intended to fix failed pavement.

General information

Where to use:

Nationally, this countermeasure is referred to as "High Friction Surface Treatments" or HFST. Signalized Intersections noted as having crashes on wet pavements or under dry conditions when the pavement friction available is significantly less than needed for the actual roadway approach speeds. This treatment is intended to target locations where skidding and failure to stop is determined to be a problem in wet or dry conditions and the target vehicle is unable to stop due to insufficient skid resistance.

Why it works:

Improving the skid resistance at locations with high frequencies of wet-road crashes and/or failure to stop crashes can result in reductions of 50 percent for wet-road crashes and 20 percent for total crashes. Applying HFST can double friction numbers, e.g. low 40s to high 80s. This CM represents a special focus area for both FHWA and Caltrans, which means there are extra resources available for agencies interested in more details on High Friction Surface Treatment projects.

General Qualities (Time, Cost and Effectiveness):

This strategy can be relatively inexpensive and implemented in a short timeframe. The installation would be done by either agency personnel or contractors and can be done by hand or machine. In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse: Crash Types Addressed: Wet, Night, ALL CRF: 10 - 62 %

SI11, Install raised median on approaches (S.I.)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility	Crash Types Addressed	CRF	Expected Life		
90%	All	25%	20 years		

Notes:

This CM only applies to crashes occurring on the approaches / influence area of the new raised median. All new raised medians funded with HSIP funding should not include the removal of the existing roadway structural section and should be doweled into the existing roadway surface. This requirement is being implemented to maximize the safety-effectiveness of the limited HSIP funding and to minimize project impacts. Landscaping, if included in the project, is considered non-participating.

General information

Where to use:

Intersections noted as having turning movement crashes near the intersection as a result of insufficient access control. Application of this CM should be based on current crash data and a clearly defined need to restrict or accommodate the movement.

Why it works:

Raised medians next to left-turn lanes at intersections offer a cost-effective means for reducing crashes and improving operations at higher volume intersections. The raised medians prohibit left turns into and out of driveways that may be located too close to the functional area of the intersection.

General Qualities (Time, Cost and Effectiveness):

Raised medians at intersections may be most effective in retrofit situations where high volumes of turning vehicles have degraded operations and safety, and where more extensive CMs would be too expensive because of limited right-of-way and the constraints of the built environment. The result is This CM can be very effective and can be considered on a systematic approach. Raised medians can often be installed directly over the existing pavement. When agencies opt to install landscaping in conjunction with new raised medians, the portion of the cost for landscaping and other non-safety related items that exceeds 10% of the project total cost is not federally participated and must be funded by the applicant.

FHWA CMF Clearinghouse:Crash Types Addressed:AngleCRF:21-55 %

SI12PB. Install pedestrian median fencing on approaches

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For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected				Expected Life	
90%		Pedestrian ar	nd Bicycle	35%	20 years
Notes:	This CM only	applies to "Ped & Bi	ke" crashes occurring	g on the a	pproaches/influence area
	of the new p	edestrian median fen	cing.		
		Ger	neral information		
Where to us	se:				
during the v	valk-phase. Wher continuous pedest		e mitigated with signal timi	-	ersection and waiting to cross Ider/sidewalk treatments, then
Adding pede	estrian median fer	ncing has the opportunity t	o enhance pedestrian safe	ty at locatior	ns noted as being problematic
	_		•	_	edestrian median fencing can
significantly reduce this safety issue by creating a positive barrier, forcing pedestrians to the designated pedestrian crossing.					
General Qualities (Time, Cost and Effectiveness):					
Costs associated with this strategy will vary widely depending on the type and placement of the median fencing. Impacts to					
transit and other land uses may need to be considered and controversy can delay the implementation. In general, this CM can					
be effective	as a spot-location	n approach.			
EHWA CME	Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	25- 40%

SI13, Create directional median openings to allow (and restrict) left-turns and U-turns (S.I.)					
For HSIF	For HSIP Cycle 12 Call-for-projects				
Funding F	Eligibility	Crash Types Addressed		CRF	Expected Life
90%		All		50%	20 years
Notes: This CM only applies to crashes occurring in the intersection / influence area of the new directional openings.					fluence area of the new
		General information	on		
Where to us	se:				
Crashes related to turning maneuvers include angle, rear-end, pedestrian, and sideswipe (involving opposing left turns) type crashes. If any of these crash types are an issue at an intersection, restriction or elimination of the turning maneuver may be the best way to improve the safety of the intersection. Why it works:					
Restricting turning movement into and out of an intersection can help reduce conflicts between through and turning traffic. The number of access points, coupled with the speed differential between vehicles traveling along the roadway, contributes to crashes. Affecting turning movements by either allowing them or restricting them, based on the application, can ensure safe movement of traffic.					
General Qualities (Time, Cost and Effectiveness):					
Turn prohibitions that are implemented by closing a median opening can be implemented quickly. The cost of this strategy will					
depend on the treatment. Impacts to businesses and other land uses must be considered and controversy can delay the					
	implementation. In general, This CM can be very effective and can be considered on a systematic approach.				
FHWA CMF	Clearinghouse: Crash 1	ypes Addressed: All		CRF:	51%

SI14, Install right-turn lane (S.I.)

For HSIP Cycle 12 Call-for-projects					
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	15%	20 years	
Notes:	This CM only applies to crashes occurring on the approaches / influence area of the new right-turn lanes.				

General information

Where to use:

A right-turn lane may be appropriate in situations where there are an unusually high number of rear-end collisions on a single major road approach. The need for right turn lanes should be assessed on an individual approach basis. Many collisions at signalized intersections are related to right-turn maneuvers. It is also important to ensure that the right-turn lanes are of sufficient length to allow vehicles to decelerate and "queue up" before turning, ideally without affecting the flow of through traffic. When considering new right-turn lanes, potential impacts to non-motorized users should be considered and mitigated as appropriate.

Why it works:

The provision of right-turn lanes can minimize collisions between vehicles turning right and following vehicles, particularly on high-volume and high-speed major roads. Installation of a right turn lane at a signalized intersection is expected to reduce total crashes and improve overall intersection delay.

General Qualities (Time, Cost and Effectiveness):

Implementing this strategy may take from months to years. At some locations, right-turn lanes can be quickly and simply installed by restriping the roadway. At other locations, widening of the roadway, acquisition of additional right-of-way, and extensive environmental processes may be needed. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Door End	CRF:	14-27%
FHWA CMF Clearinghouse:	Crash Types Addressed:	Rear-End	CKF:	14-27%

SI15, Reduced Left-Turn Conflict Intersections (S.I.)

	bito, reduced here turn dominet intersections (bit)						
	For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash			Crash Types Addressed	CRF	Expected Life		
	90%		All	50%	20 years		
	Notes: This CM only applies to crashes occurring in the intersection / influence area of the new			uence area of the new			
		Reduced Left-Turn	Reduced Left-Turn Conflict.				

General information

Where to use and Why it works:

Reduced left-turn conflict intersections are geometric designs that alter how left-turn movements occur in order to simplify decisions and minimize the potential for related crashes. Two highly effective designs that rely on U-turns to complete certain left-turn movements are known as the restricted crossing U-turn (RCUT) and the median U-turn (MUT).

Restricted Crossing U-turn (RCUT):

The RCUT intersection modifies the direct left-turn and through movements from cross-street approaches. Minor road traffic makes a right turn followed by a U-turn at a designated location (either signalized or unsignalized) to continue in the desired direction.

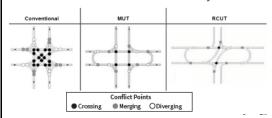
The RCUT is suitable for a variety of circumstances, including along rural, high-speed, four-lane, divided highways or signalized routes. It also can be used as an alternative to signalization or constructing an interchange. RCUTs work well when consistently used along a corridor, but also can be used effectively at individual intersections.

Median U-turn (MUT)

The MUT intersection modifies direct left turns from the major approaches. Vehicles proceed through the main intersection, make a U-turn a short distance downstream, followed by a right turn at the main intersection. The U-turns can also be used for modifying the cross-street left turns.

The MUT is an excellent choice for heavily traveled intersections with moderate left-turn volumes. When implemented at multiple intersections along a corridor, the efficient two-phase signal operation of the MUT can reduce delay, improve travel times, and create more crossing opportunities for pedestrians and bicyclists.

MUT and RCUT Can Reduce Conflict Points by 50%



General Qualities (Time, Cost and Effectiveness):

Implementing this strategy may take from months to years, depending on whether additional R/W is required. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Angle/Left-turn/Rear- End/All	CRF:	34.8-100%
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SI16RA, Convert intersection to roundabout (from signal)

For HSIP Cycle 12 Call-for-projects					
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	Varies	20 years	
Notes: This CM only applies to crashes occurring in influence area of the new roundabout. The CM is not intended for compact roundabouts (SI17RA). The benefit of this CM is calculated using Caltrans procedure. The CRF is dependent on the ADT, project location (Rural/Urban) and the roundabout type (1 lane or 2 lanes). The benefit comes from both the reduction in the number and the severity of the crashes.			CRF is dependent on (1 lane or 2 lanes). The		
General information					
Where to u	se:				
Signalized intersections that have a significant crash problem and the only alternative is to change the nature of the intersection itself. Roundabouts can also be very effective at intersections with complex geometry and intersections with frequent left-turn movements.					
Why it works:					
The types of conflicts that occur at roundabouts are different from those occurring at conventional intersections; namely, conflicts from crossing and left-turn movements are not present in a roundabout. The geometry of a roundabout forces drivers to reduce speeds as they proceed through the intersection. This helps keep the range of vehicle speed narrow, which helps					

General Qualities (Time, Cost and Effectiveness):

roundabouts, thus reducing their potential for conflicts.

Provision of a roundabout requires substantial project development. The need to acquire right-of-way is likely and will vary from site to site and depends upon the geometric design. These activities may require up to 4 years or longer to implement. Costs are variable, but construction of a roundabout to replace an existing signalized intersection are relatively high. The result is this CM may have reduced relative-effectiveness compared to other CMs.

FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	35 - 67%

reduce the severity of crashes when they do occur. Pedestrians only have to cross one direction of traffic at a time at

SI17RA, Convert intersection to compact roundabout (from signal)

For HSIP Cycle 12 Call-for-projects					
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	Varies	20 years	
Notes: This CM only applies to crashes occurring in the intersection and/or influence area of the					

new control. The benefit of this CM is calculated using Caltrans procedure. The CRF is dependent on the ADT and the project location (Rural/Urban). The benefit comes from both the reduction in the number and the severity of the crashes.

General information

Where to use:

Compact roundabouts are characterized by a small inscribed circle diameter (80-100 ft). Compact roundabouts offer most of the benefits of regular roundabouts with the added benefit of a smaller footprint. They are best suited to environments where speeds are already low and environmental constraints would preclude the use of a larger roundabout. Compact roundabouts may require minimal additional pavement, and in many cases existing curb or sidewalk can be left in place. As a result, compact roundabouts rarely require the purchase of right of way. Compact roundabouts are similar to single-lane roundabouts regarding design vehicle assumptions, ability to process traffic volumes, and signing.

Compact roundabouts are intended to be pedestrian and bicyclist-friendly because their perpendicular approach legs require very low vehicle speeds to make a distinct right turn into and out of the circulatory roadway. Capacity should not be a critical issue for this type of roundabout to be considered.

Why it works:

Compact roundabouts may be an optimal solution for a safety or operational issue at an existing intersection where there is insufficient right-of-way for a standard roundabout installation. The benefits of compact roundabouts are the Compact size, operational efficiency, traffic safety improvement and traffic Calming.

General Qualities (Time, Cost and Effectiveness):

Construction costs for compact roundabouts vary widely depending upon the extent of sidewalk modifications or other geometric improvements and the types of materials used. In most cases, compact roundabouts have been installed with little or no pavement widening. Construction costs can be moderate for compact roundabouts that include raised islands and pedestrian improvements.

FHWA CMF Clearinghouse: | Crash Types Addressed: | NA | CRF: | NA

SI18PB, Install pedestrian countdown signal heads

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility		Crash Types Addressed	CRF	Expected Life		
90%		Pedestrian and Bicycle	25%	20 years		
Notes:	otes: This CM only applies to "Ped & Bike" crashes occurring in the intersection/crossing with			rsection/crossing with		
	the new countdow	the new countdown heads.				

General information

Where to use:

Signals that have signalized pedestrian crossing with walk/don't walk indicators and where there have been pedestrian vs. vehicle crashes.

Why it works:

A pedestrian countdown signal contains a timer display and counts down the number of seconds left to finish crossing the street. Countdown signals can reassure pedestrians who are in the crosswalk when the flashing "DON'T WALK" interval appears that they still have time to finish crossing. Countdown signals begin counting down either when the "WALK" or when the flashing "DON'T WALK" interval appears and stop at the beginning of the steady "DON'T WALK" interval. These signals also have been shown to encourage more pedestrians to use the pushbutton rather than jaywalk.

General Qualities (Time, Cost and Effectiveness):

Costs and time of installation will vary based on the number of intersections included in this strategy and if it requires new signal controllers capable of accommodating the enhancement. When considered at a single location, these low cost improvements are usually funded through local funding by local crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian, Bicycle CRF: 25%

SI19PB, Install pedestrian crossing (S.I.)

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility		Crash Types Addressed	CRF	Expected Life		
90%		Pedestrian and Bicycle	25%	20 years		
Notes:	This CM only applies to "Ped & Bike" crashes occurring i			rsection/crossing with		
	the new crossing. This CM is not intended to be used f			t aesthetic		
	enhancements to in	ntersection crosswalks (i.e. stamped	l concrete o	r stamped asphalt).		

General information

Where to use:

Signalized Intersections with no marked crossing and pedestrian signal heads, where pedestrians are known to be crossing intersections that involve significant turning movements. They are especially important at intersections with (1) multiphase traffic signals, such as left-turn arrows and split phases, (2) school crossings, and (3) double-right or double-left turns. At signalized intersections, pedestrian crossings are often safer when the left turns have protected phases that do not overlap the pedestrian walk phase.

Why it works:

Adding pedestrian crossings has the opportunity to enhance pedestrian safety at locations noted as being problematic. Nearly one-third of all pedestrian-related crashes occur at or within 50 feet of an intersection. Of these, 30 percent may involve a turning vehicle. Another 22 percent of pedestrian crashes involve a pedestrian either running across the intersection or darting out in front of a vehicle whose view was blocked just prior to the impact. Finally, 16 percent of these intersection-related crashes occur because of a driver violation (e.g., failure to yield right-of-way). When agencies opt to install aesthetic enhancement to intersection crosswalks like stamped concrete/asphalt, the project design and construction costs can significantly increase. For HSIP applications, these costs must be accounted for in the B/C calculation, but these costs (over standard crosswalk markings) must be tracked separately and are not federally reimbursable and will increase the agency's local-funding share for the project costs.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely, depending if curb ramps and sidewalk modifications are required with the crossing. When considered at a single location, these low cost improvements may be funded through local funding by local crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate to high cost projects that are appropriate to seek state or federal funding.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	25%
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SI20PB, Pedestrian Scramble

For HSIP Cycle 12 Call-for-projects					
Funding l	Eligibility	Crash Types	Addressed	CRF	Expected Life
90%		Pedestrian a	nd Bicycle	40%	20 years
Notes:	This CM only pedestrian c		ke" crashes occurri	ng in the in	itersection with the new
		Ge	neral information		
Where to u	se:				
stop, allowi	Pedestrian Scramble is a form of pedestrian "WALK" phase at a signalized intersection in which all vehicular traffic is required to stop, allowing pedestrians/bicyclists to safely cross through the intersection in any direction, including diagonally. Pedestrian Scramble may be considered at signalized intersections with very high pedestrian/bicycle volumes, e.g. in an urban business district.				
Why it wor	ks:				
Pedestrian	Pedestrian Scramble has been shown to reduce injury risk and increase bicycle ridership due to its perceived safety and comfort.				
General Qualities (Time, Cost and Effectiveness):					
Not involving any additional R/W, Pedestrian Scramble should not require a long development process and should be implemented reasonably soon. A systemic approach may be used in implementing this CM, resulting in cost efficiency with low to moderate cost.					
FHWA CMF	Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	-10% to 51%

SI21PB, Install advance stop bar before crosswalk (Bicycle Box)

For HSIP Cycle 12 Call-for-projects					
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		Pedestrian and Bicycle	15%	10 years	
Notes: This CM only applies to "Ped & Bike" crashes occurring in the intersection-crossing with the new advanced stop bars.			rsection-crossing with		
		General information			
Where to use:					
Signalized Intersections with a marked crossing, where significant bicycle and/or pedestrians volumes are known to occur.					
Why it works:					
Adding advance stop bar before the striped crosswalk has the opportunity to enhance both pedestrian and bicycle safety. Stopping cars well before the crosswalk provides a buffer between the vehicles and the crossing pedestrians. It also allows for a dedicated space for cyclists, making them more visible to drivers (This dedicated space is often referred to as a bike-box.)					
General Qualities (Time, Cost and Effectiveness):					

signal controllers capable of accommodating the enhancement. When considered at a single location, these low cost improvements are usually funded through local funding by local crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

Costs and time of installation will vary based on the number of intersections included in this strategy and if it requires new

FHWA CMF Clearinghouse: | Crash Types Addressed: | Pedestrian, Bicycle CRF: 35%

Sizzer, Modify signal phasing to implement a Leading Pedestrian Interval (LPI)					
For HSIP Cycle 12 Call-for-projects					
Funding Eligibility		Crash Types Addressed	CRF	Expected Life	
90%		Pedestrian and Bicycle	60%	10 years	
Notes: This CM only applies to "Ped & Bike" crashes occurring in the intersections with signalized pedestrian crossing with the newly implemented Leading Pedestrian Interval (LPI).					
General information					
Where to use:					
Intersections with signalized podestrian exessing that have high turning vehicles valuees and have had podestrian us vehicle					

Intersections with signalized pedestrian crossing that have high turning vehicles volumes and have had pedestrian vs. vehicle crashes.

Why it works:

A leading pedestrian interval (LPI) gives pedestrians the opportunity to enter an intersection 3-7 seconds before vehicles are given a green indication. With this head start, pedestrians can better establish their presence in the crosswalk before vehicles have priority to turn right or left. LPIs provide (1) increased visibility of crossing pedestrians; (2) reduced conflicts between pedestrians and vehicles; (3) Increased likelihood of motorists yielding to pedestrians; and (4) enhanced safety for pedestrians who may be slower to start into the intersection.

General Qualities (Time, Cost and Effectiveness):

Costs for implementing LPIs are very low, since only minor signal timing alteration is required. This makes it an easy and inexpensive countermeasure that can be incorporated into pedestrian safety action plans or policies and can become routine agency practice. When considered at a single location, the LPI is usually local-funded. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian, Bicycle CRF: 59%

B.2 Intersection Countermeasures – Non-signalized

NS01NT, Add intersection lighting (NS.I.)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility		Crash Types Addressed	CRF	Expected Life	
90%		Night	40%	20 years	
Notes: This CM only applies to "night" crashes (all types) occurring within limits of the propose roadway lighting 'engineered' area.			n limits of the proposed		

General information

Where to use:

Non-signalized intersections that have a disproportionate number of night-time crashes and do not currently provide lighting at the intersection or at its approaches. Crash data should be studied to ensure that safety at the intersection could be improved by providing lighting (this strategy would be supported by a significant number of crashes that occur at night).

Why it works

Providing lighting at the intersection itself, or both at the intersection and on its approaches, improves the safety of an intersection during nighttime conditions by (1) making drivers more aware of the surroundings at an intersection, which improves drivers' perception-reaction times, (2) enhancing drivers' available sight distances, and (3) improving the visibility of non-motorists. Intersection lighting is of particular benefit to non-motorized users as lighting not only helps them navigate the intersection, but also helps drivers see them better.

General Qualities (Time, Cost and Effectiveness):

A lighting project can usually be completed relatively quickly, but generally requires at least 1 year to implement because the lighting system must be designed and the provision of electrical power must be arranged. The provision of lighting involves both a fixed cost for lighting installation and an ongoing maintenance and power cost. For rural intersections, studies have shown the installation of streetlights reduced nighttime crashes at unlit intersections and can be more effective in reducing nighttime crashes than either rumble strips or overhead flashing beacons. Some locations can result in high B/C ratios, but due to higher costs, these projects often result in medium to low B/C ratios.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Night, All | CRF: | 25-50%

NS02, Convert to all-way STOP control (from 2-way or Yield control)

For HSIP Cycle 12 Call-for-projects					
Funding F	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	50%	10 years	
Notes:	This CM only applies to crashes occurring in the intersection and/or influence area of the new control. CA-MITCD warrant must be met				

General information

Where to use:

Unsignalized intersection locations that have a crash history and have no controls on the major roadway approaches. However, all-way stop control is suitable only at intersections with moderate and relatively balanced volume levels on the intersection approaches. Under other conditions, the use of all-way stop control may create unnecessary delays and aggressive driver behavior. MUTCD warrants should always be followed.

Why it works:

All-way stop control can reduce right-angle and turning collisions at unsignalized intersections by providing more orderly movement at an intersection, reducing through and turning speeds, and minimizing the safety effect of any sight distance restrictions that may be present. Advance public notification of the change is critical in assuring compliance and reducing crashes.

General Qualities (Time, Cost and Effectiveness):

The costs involved in converting to all-way stop control are relatively low. All-way stop control can normally be implemented at multiple intersections with just a change in signing on intersection approaches, and typically are very quick to implement. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Left-turn, Angle | CRF: | 6 - 80%

NS03, Install signals

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility	Crash Types Addressed	CRF	Expected Life		
90% All 30% 20 years					

Notes:

This CM only applies to crashes occurring in the intersection and/or influence area of the new signals. All new signals must meet MUTCD "safety" warrants: 4, 5 or 7. Given the over-arching operational changes that occur when an intersection is signalized, no other intersection CMs can be applied to the intersection crashes in conjunction with this CM.

General information

Where to use:

Traffic signals can be used to prevent the most severe type crashes (right-angle, left-turn). Consideration to signalize an unsignalized intersection should only be given after (1) less restrictive forms of traffic control have been utilized as the installation of a traffic signal often leads to an increased frequency of crashes (rear-end) on major roadways and introduces congestion and (2) signal warrants have been met. Refer to the CA MUTCD, Section 4C.01, Studies and Factors for Justifying Traffic Control Signals.

Why it works:

Traffic signals have the potential to reduce the most severe type crashes but will likely cause an increase in rear-end collisions. A reduction in overall injury severity is likely the largest benefit of traffic signal installation.

General Qualities (Time, Cost and Effectiveness):

Typical traffic signal costs fall in the medium to high category and are affected by application, type of signal and right-of-away considerations. Projects of this magnitude should only be considered after alternate and lesser means of correction have been evaluated. Some locations can result in high B/C ratios, but due to higher costs, these projects often result in medium to low B/C ratios.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 0 - 74%

NS04RA/NS05RA, Convert intersection to roundabout

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
90%		All	Varies	20 years	
Notes: This CM only applies to crashes occurring in the intersection and/or influence area of the				or influence area of the	

new control.

The benefit of this CM is calculated using Caltrans procedure. The CRF is dependent on the ADT, project location (Rural/Urban) and the roundabout type (1 lane or 2 lanes). The benefit comes from both the reduction in the number and the severity of the crashes.

General information

Where to use:

Intersections that have a high frequency of right-angle and left-turn type crashes. Whether such intersections have existing crash patterns or not, a roundabout provides an alternative to signalization. The primary target locations for roundabouts should be moderate-volume unsignalized intersections. Roundabouts may not be a viable alternative in many suburban and urban settings where right-of-way is limited.

Why it works:

Roundabouts provide an important alternative to signalized and stop/yield-controlled intersections. Modern roundabouts differ from traditional traffic circles in that they operate in such a manner that traffic entering the roundabout must yield the right-of-way to traffic already in it. Roundabouts can serve moderate traffic volumes with less delay than all-way stop-controlled intersections and provide fewer conflict points. Crashes at roundabouts tend to be less severe because of the speed constraints and elimination of left-turn and right-angle movements.

General Qualities (Time, Cost and Effectiveness):

Construction of roundabouts are usually relatively costly and major projects, requiring the environmental process, right-of-way acquisition, and implementation under an agency's long-term capital improvement program. Even with roundabouts higher costs, they still can have a relatively high effectiveness.

FHWA CMF Clearinghouse: Crash Types Addressed: L	Left-turn, Angle	CRF:	12 - 78 %
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NS06RA/NS07RA, Convert intersection to compact roundabout

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility		Crash Types Addressed	CRF	Expected Life
90%		All	Varies	20 years
Notes: This CM only applies to crashes occurring in the intersection and/or influence area of the new control. The benefit of this CM is calculated using Caltrans procedure. The CRF is dependent on the ADT and the project location (Rural/Urban). The benefit comes from both the reduction in the number and the severity of the crashes.			ocedure. The CRF is	

General information

Where to use:

Compact roundabouts are characterized by a small inscribed circle diameter (80-100 ft). Compact roundabouts offer most of the benefits of regular roundabouts with the added benefit of a smaller footprint. They are best suited to environments where speeds are already low and environmental constraints would preclude the use of a larger roundabout. Compact roundabouts may require minimal additional pavement, and in many cases existing curb or sidewalk can be left in place. As a result, compact roundabouts rarely require the purchase of right of way. Compact roundabouts are similar to single-lane roundabouts regarding design vehicle assumptions, ability to process traffic volumes, and signing.

Compact roundabouts are intended to be pedestrian and bicyclist-friendly because their perpendicular approach legs require very low vehicle speeds to make a distinct right turn into and out of the circulatory roadway. Capacity should not be a critical issue for this type of roundabout to be considered.

Why it works:

Compact roundabouts may be an optimal solution for a safety or operational issue at an existing intersection where there is insufficient right-of-way for a standard roundabout installation. The benefits of compact roundabouts are the Compact size, operational efficiency, traffic safety improvement and traffic Calming.

General Qualities (Time, Cost and Effectiveness):

Construction costs for compact roundabouts vary widely depending upon the extent of sidewalk modifications or other geometric improvements and the types of materials used. In most cases, compact roundabouts have been installed with little or no pavement widening. Construction costs can be moderate for compact roundabouts that include raised islands and pedestrian improvements.

FHWA CMF Clearinghouse: | Crash Types Addressed: | NA | CRF: | NA

NS08, Install/upgrade larger or additional stop signs or other intersection warning/regulatory signs

For HSIP Cycle 12 Call-for-projects					
Funding	Eligibility	Crash Types	Addressed	CRF	Expected Life
90%		All		15%	10 years
Notes: This CM only applies to crashes occurring in the influence area of the new signs. The influence area must be determined on a location by location basis.			S		
		Ge	neral information		
Where to u	ise:				
_	elated to lack of driv	ver awareness of the pres	_	patterns or re	ar-end, right-angle, or turning
		nd, thus, the ability of ap	proaching drivers to perceiv	e them can be	enhanced by installing larger
	•		•		is to select a combination of
regulatory	and warning sign te	chniques appropriate for	the conditions on a particul	lar unsignalize	d intersection approach.
General Qu	ualities (Time, Cost	and Effectiveness):			
Signing imp	provements do not	require a long developme	nt process and can typically	be implement	ted quickly. Costs for
implementing this strategy are nominal and depend on the number of signs. When considered at a single location, these low					
cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively					
and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are					
more appro	opriate to seek state	e or federal funding.			
FHWA CMF	Clearinghouse:	Crash Types Addressed:	All	CRF: 1	1 - 55%

NS09, Upgrade intersection pavement markings (NS.I.)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility		Crash Types Addressed	CRF	Expected Life	
90%		All	25%	10 years	
Notes:	pavement marking activities (i.e. the re	es to crashes occurring on the appros. This CM is not intended to be use eplacement of existing pavement matures over the existing pavement n	d for genera arkings in-k	ll maintenance ind) and must include	
		C			

General information

Where to use:

Unsignalized intersections that are not clearly visible to approaching motorists, particularly approaching motorists on the major road. The strategy is particularly appropriate for intersections with patterns of rear-end, right-angle, or turning crashes related to lack of driver awareness of the presence of the intersection. Also at minor road approaches where conditions allow the stop bar to be seen by an approaching driver at a significant distance from the intersection. Typical improvements include "Stop Ahead" markings and the addition of Centerlines and Stop Bars.

Why it works:

The visibility of intersections and, thus, the ability of approaching drivers to perceive them can be enhanced by installing appropriate pavement delineation in advance of and at intersections will provide approaching motorists with additional information at these locations. Providing visible stop bars on minor road approaches to unsignalized intersections can help direct the attention of drivers to the presence of the intersection. Drivers should be more aware that the intersection is coming up, and therefore make safer decisions as they approach the intersection.

General Qualities (Time, Cost and Effectiveness):

Pavement marking improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number of markings. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding. Note: When federal safety funding is used for these installations in high-wear-locations, the local agency is expected to maintain the improvement for a minimum of 10 years.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 13 - 60%

NS10, Install Flashing Beacons at Stop-Controlled Intersections

NSTO, HISTAIL Plasting Deacons at Stop-Controlled Intersections							
For HSIP Cycle 12 Call-for-projects							
Funding l	Eligibility	Crash Types	Addressed	CRF	Expected Life		
90%		All		15%	10 years		
Notes: This CM only applies to crashes occurring on the stop-controlled approaches / influence area of the new beacons.				d approaches / influence			
		Ge	eneral information				
Where to u	se:						
right-angle	crashes related to		-mounted advanced flashi	ng beacons o	d can help mitigate patterns of r overhead flashing beacons can		
Why it wor	ks:						
Flashing beacons provide a visible signal to the presence of an intersection and can be very effective in rural areas where there may be long stretches between intersections as well as locations where night-time visibility of intersections is an issue.							
General Qualities (Time, Cost and Effectiveness):							
Flashing beacons can be constructed with minimal design, environmental and right-of-way issues and have relatively low costs.							
Before choosing this CM, the agency needs to confirm the ability to provide power to the site (solar may be an option). In							
general, Thi	is CM can be very	effective and can be consi	dered on a systematic app	roach.			
FHWA CMF	Clearinghouse:	Crash Types Addressed:	FHWA CMF Clearinghouse: Crash Types Addressed: Angle, Rear-End CRF: 5-34%				

NS11. Install flashing beacons as advance warning (NS.I.)

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For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Exp			Expected Life		
90%		All	30%	10 years	
Notes:	Notes: This CM only applies to crashes occurring on the approaches / influence area of the new				
beacons placed in advance of the intersection.					
		General information	-		

Where to use:

Non-Signalized Intersections with patterns of crashes that could be related to lack of a driver's awareness of approaching intersection or controls at a downstream intersection.

Advance flashing beacons can be used to supplement and call driver attention to intersection control signs. Flashing beacons are intended to reinforce driver awareness of the stop or yield signs and to help mitigate patterns of crashes related to intersection regulatory sign violations. Most advance warning flashing beacons can be powered by solar, thus reducing the issues relating to power source.

General Qualities (Time, Cost and Effectiveness):

Use of flashing beacons requires minimal development process, allowing flashing beacons to be installed within a short time period. Before choosing this CM, the agency needs to confirm the ability to provide power to the site (solar may be an option). In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse: Crash Types Addressed: Angle, Rear-End CRF: 36 - 62%

NS12, Install transverse rumble strips on approaches

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility Crash Types Addressed CRF Expected Life				Expected Life
90%		All	20%	10 years
Notes:	Notes: This CM only applies to crashes occurring on the approaches / influence area of the new			

General information

rumble strips.

Where to use:

Transverse rumble strips are installed in the travel lane for the purposes of providing an auditory and tactile sensation for each motorist approaching the intersection. They can be used at any stop or yield approach intersection, often in combination with advance signing to warn of the intersection ahead. Due to the noise generated by vehicles driving over the rumble strips, care must be taken to minimize disruption to nearby residences and businesses.

Why it works:

When motorists are traveling along the roadway, they are sometimes unaware they are approaching an intersection. This is especially true on rural roads, as there may be fewer clues indicating an intersection ahead. Transverse rumble strips warn motorists that something unexpected is ahead that they need to pay attention to.

General Qualities (Time, Cost and Effectiveness):

Use of transverse rumble strips requires minimal development process, allowing transverse rumble strips to be installed within a short time period. In general, This CM can be very effective and can be considered on a systematic approach, although care should be taken to not over-use this CM. Note: When federal safety funding is used for these installations in high-wearlocations, the local agency is expected to maintain the improvement for a minimum of 10 years.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 0 - 35%

NS13, Improve sight distance to intersection (Clear Sight Triangles)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life			Expected Life		
90%		All	20%	10 years	
Notes:					
significantly improved new sight distance. Minor/incidental improvements to sight			ovements to sight		
	distance would not	likely result in the CRF shown belo	w.		

General information

Where to use:

Unsignalized intersections with restricted sight distance and patterns of crashes related to lack of sight distance where sight distance can be improved by clearing roadside obstructions without major reconstruction of the roadway.

Why it works:

Adequate sight distance for drivers at stop or yield-controlled approaches to intersections has long been recognized as among the most important factors contributing to overall safety at unsignalized intersections. By removing sight distance restrictions (e.g., vegetation, parked vehicles, signs, buildings) from the sight triangles at stop or yield-controlled intersection approaches, drivers will be able see approaching vehicles on the main line, without obstruction and therefore make better decisions about entering the intersection safely.

General Qualities (Time, Cost and Effectiveness):

Projects involving clearing sight obstructions on the highway right-of-way can typically be accomplished quickly, assuming the objects are readily moveable. Clearing sight obstructions on private property requires more time for discussions with the property owner. Costs will generally be low, assuming that in most cases the objects to be removed are within the right-of-way. In general, this CMs can be very effective and can be implemented by agencies' maintenance staff and/or implemented on a systematic approach. Usually only high-cost removals would be good candidates for Caltrans Federal Safety Funding. Note: When federal safety funding is used to remove vegetation that has the potential to grow back, the local agency is expected to maintain the improvement for a minimum of 10 years.

FHWA CMF Clearinghouse: | Crash Types Addressed: | All | CRF: | 11 - 56%

NS14, Improve pavement friction (High Friction Surface Treatments)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility		Crash Types Addressed	CRF	Expected Life	
90%		All	55%	10 years	
Notes:	This CM only applies to crashes occurring within the limits of the improved friction overlay. This CM is not intended to apply to standard chip-seal or open-graded maintenance projects for long segments of corridors or structure repaying projects intended to fix failed pavement.				

General information

Where to use:

Nationally, this countermeasure is referred to as "High Friction Surface Treatments" or HFST. Non-signalized Intersections noted as having crashes on wet pavements or under dry conditions when the pavement friction available is significantly less than needed for the actual roadway approach speeds. This treatment is intended to target locations where skidding and failure to stop is determined to be a problem in wet or dry conditions and the target vehicle is unable to stop due to insufficient skid resistance.

Why it works:

Improving the skid resistance at locations with high frequencies of wet-road crashes and/or failure to stop crashes can result in reductions of 50 percent for wet-road crashes and 20 percent for total crashes. Applying HFST can double friction numbers, e.g. low 40s to high 80s. This CM represents a special focus area for both FHWA and Caltrans, which means there are extra resources available for agencies interested in more details on High Friction Surface Treatment projects.

General Qualities (Time, Cost and Effectiveness):

This strategy can be relatively inexpensive and implemented in a short timeframe. The installation would be done by either agency personnel or contractors and can be done by hand or machine. In general, This CM can be very effective and can be considered on a systematic approach.

considered on a systematic a	pproucii.			
FHWA CMF Clearinghouse:	Crash Types Addressed:	Wet, Night, ALL	CRF:	10 - 62 %

NS15, Install splitter-islands on the minor road approaches

	•	For HSIP Cycle 12 Call-for-projects	i	
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
	90%	All	40%	20 years
Notes: This CM only applies to crashes occurring on the approaches / influence area of the new splitter island on the minor road approaches.				

General information

Where to use:

Minor road approaches to unsignalized intersections where the presence of the intersection or the stop sign is not readily visible to approaching motorists. The strategy is particularly appropriate for intersections where the speeds on the minor road are high. In creation of a splitter island allows for an additional stop sign to be placed in the median for the minor approach.

Why it works:

The installation of splitter islands allows for the addition of a stop sign in the median to make the intersection more conspicuous. Additionally, the splitter island on the minor-road provides for a positive separation between turning vehicles on the through road and vehicles stopped on the minor road approach.

General Qualities (Time, Cost and Effectiveness):

Splitter islands at non-signalized intersections can usually be installed with minimal roadway reconstruction and relatively quickly. In general, This CM can be very effective and can be considered on a systematic approach.

NS16, Install raised median on approaches (NS.I.)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibilit	У	Crash Types Addressed		CRF	Expected Life
90%		All		25%	20 years
median. All the existing requiremen	new raised med roadway struct t is being imple mize project im	shes occurring on the appr dians funded with federal H ural section and should be mented to maximize the sa pacts. Landscaping, if incl	ISIP fund doweled afety-effe	ling should no I into the exis ectiveness of t	It include the removal of ting roadway surface. This The limited HSIP funding:

General information

Where to use:

Where related or nearby turning movements affect the safety and operation of an intersection. Effective access management is key to improving safety at, and adjacent to, intersections. The number of intersection access points coupled with the speed differential between vehicles traveling along the roadway often contributes to crashes. Any access points within 250 feet upstream and downstream of an intersection are generally undesirable.

Why it works:

Raised medians with left-turn lanes at intersections offer a cost-effective means for reducing crashes and improving operations at higher volume intersections. The raised medians also prohibit left turns into and out of driveways that may be located too close to the functional area of the intersection.

General Qualities (Time, Cost and Effectiveness):

Raised medians at intersections may be most effective in retrofit situations where high volumes of turning vehicles have degraded operations and safety, and where more extensive approaches would be too expensive because of limited right-of-way and the constraints of the built environment. Because raised medians limit property access to right turns only, the need for providing alternative access ways should be considered. In general, This CM can be very effective and can be considered on a systematic approach. When agencies opt to install landscaping in conjunction with new raised medians, the portion of the cost for landscaping and other non-safety related items that exceeds 10% of the project total cost is not federally participated and must be funded by the applicant.

	FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	20 - 39 %
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NS17, Create directional median openings to allow (and restrict) left-turns and u-turns (NS.I.)

For HSIP Cycle 12 Call-for-projects				
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
	90%	All	50%	20 years
Notes:	This CM only applies to openings.	o crashes occurring in the intersection /	nfluence area	a of the new directional

General information

Where to use:

Crashes related to turning maneuvers include angle, rear-end, pedestrian, and sideswipe (involving opposing left turns) type crashes. If any of these crash types are an issue at an intersection, restriction or elimination of the turning maneuver may be the best way to improve the safety of the intersection. Because raised medians limit property access to right turns only, they should be used in conjunction with efforts to provide alternative access ways and promote driveway spacing objectives.

Why it works:

Agencies are increasingly using access management techniques on urban and suburban arterials to manage the number of conflicts experienced at an intersection. A key element of access management is to restrict certain movements, create directional median openings, or close median openings that are deemed too close to an intersection.

General Qualities (Time, Cost and Effectiveness):

Turn prohibitions that are implemented by closing a median opening can usually be implemented quickly. Costs are highly variable but in many cases could be considered low. In some cases this strategy may involve acquiring access or constructing replacement access; those actions will significantly increase the cost of the project. Impacts to businesses and other land uses must be considered and controversy can delay the implementation. In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	51%
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NS18, Reduced Left-Turn Conflict Intersections (NS.I.)

For HSIP Cycle 12 Call-for-projects					
Funding I	Eligibility	Crash Types Addressed	CRF	Expected Life	
90%		All	50%	20 years	
Notes:	This CM only appli Reduced Left-Turn	es to crashes occurring in the inters Conflict.	ection / infl	uence area of the new	

General information

Where to use and Why it works:

Reduced left-turn conflict intersections are geometric designs that alter how left-turn movements occur in order to simplify decisions and minimize the potential for related crashes. Two highly effective designs that rely on U-turns to complete certain left-turn movements are known as the restricted crossing U-turn (RCUT) and the median U-turn (MUT).

Restricted Crossing U-turn (RCUT):

The RCUT intersection modifies the direct left-turn and through movements from cross-street approaches. Minor road traffic makes a right turn followed by a U-turn at a designated location (either signalized or unsignalized) to continue in the desired direction.

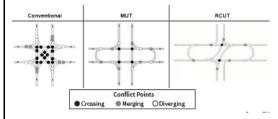
The RCUT is suitable for a variety of circumstances, including along rural, high-speed, four-lane, divided highways or signalized routes. It also can be used as an alternative to signalization or constructing an interchange. RCUTs work well when consistently used along a corridor, but also can be used effectively at individual intersections.

Median U-turn (MUT)

The MUT intersection modifies direct left turns from the major approaches. Vehicles proceed through the main intersection, make a U-turn a short distance downstream, followed by a right turn at the main intersection. The U-turns can also be used for modifying the cross-street left turns.

The MUT is an excellent choice for heavily traveled intersections with moderate left-turn volumes. When implemented at multiple intersections along a corridor, the efficient two-phase signal operation of the MUT can reduce delay, improve travel times, and create more crossing opportunities for pedestrians and bicyclists.

MUT and RCUT Can Reduce Conflict Points by 50%



General Qualities (Time, Cost and Effectiveness):

Implementing this strategy may take from months to years, depending on whether additional R/W is required. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:	(rach lynes Addressed)	Angle/Left-turn/Rear- End/All	CRF:	34.8-100%
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NS19. Install right-turn lane (NS.I.)

For HSIP Cycle 12 Call-for-projects				
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
	90%	All	20%	20 years
Notes:	Notes: This CM only applies to crashes occurring on the approaches / influence area of the new right-turn			
	lanes. This CM is not eligible for use at existing all-way stop intersections.			

General information

Where to use:

Many collisions at unsignalized intersections are related to right-turn maneuvers. A key strategy for minimizing such collisions is to provide exclusive right-turn lanes, particularly on high-volume and high-speed major-road approaches. When considering new right-turn lanes, potential impacts to non-motorized users should be considered and mitigated as appropriate. When considering new right-turn lanes, potential impacts to non-motorized users should be considered and mitigated as appropriate.

Why it works:

The strategy is targeted to reduce the frequency of rear-end collisions resulting from conflicts between vehicles turning right and following vehicles and vehicles turning right and through vehicles coming from the left on the cross street. Right-turn lanes also remove slow vehicles that are decelerating to turn right from the through-traffic stream, thus reducing the potential for rear-end collisions. Right-turn lanes can increase the length of the intersection crossing and create an additional potential conflict point for non-motorized users.

General Qualities (Time, Cost and Effectiveness):

Implementing this strategy may take from months to years. At some locations, right-turn lanes can be quickly and simply installed by restriping the roadway. At other locations, widening of the roadway, acquisition of additional right-of-way, and extensive environmental processes may be needed. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 14 - 26 %

NS20, Install left-turn lane (where no left-turn lane exists)

For HSIP Cycle 12 Call-for-projects				
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
	90%	All	35%	20 years
Notes:				

General information

Where to use:

Many collisions at unsignalized intersections are related to left-turn maneuvers. A key strategy for minimizing such collisions is to provide exclusive left-turn lanes, particularly on high-volume and high-speed major-road approaches. When considering new left-turn lanes, potential impacts to non-motorized users should be considered and mitigated as appropriate.

Why it works:

Adding left-turn lanes remove vehicles waiting to turn left from the through-traffic stream, thus reducing the potential for rearend collisions. Because they provide a sheltered location for drivers to wait for a gap in opposing traffic, left-turn lanes may encourage drivers to be more selective in choosing a gap to complete the left-turn maneuver. This strategy may reduce the potential for collisions between left-turn and opposing through vehicles.

General Qualities (Time, Cost and Effectiveness):

Implementing this strategy may take from months to years. At some locations, left-turn lanes can be quickly and simply installed by restriping the roadway. At other locations, widening of the roadway, acquisition of additional right-of-way, and extensive environmental processes may be needed. Such projects require a substantial time for development and construction. Costs are highly variable and range from very low to high. The expected effectiveness of this CM must be assessed for each individual location.

Chr. 9-33 /	FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	9 -55 %
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NS21PB. Install raised medians (refuge islands)

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility	Crash Types Addressed	CRF	Expected Life			
90%	Pedestrian and Bicycle	45%	20 years			

Notes:

This CM only applies to "Ped & Bike" crashes occurring in the crossing with the new islands. All new raised medians funded with federal HSIP funding should not include the removal of the existing roadway structural section and should be doweled into the existing roadway surface. This requirement is being implemented to maximize the safety-effectiveness of the limited HSIP funding and to minimize project impacts. Landscaping, if included in the project, is considered non-participating.

General information

Where to use:

Intersections that have a long pedestrian crossing distance, a higher number of pedestrians, or a crash history. Raised medians decrease the level of exposure for pedestrians and allow pedestrians to concentrate on (or cross) only one direction of traffic at a time.

Why it works:

Raised pedestrian refuge islands, or medians at crossing locations along roadways, are another strategy to reduce exposure between pedestrians and motor vehicles. Refuge islands and medians that are raised (i.e., not just painted) provide pedestrians more secure places of refuge during the street crossing. They can stop partway across the street and wait for an adequate gap in traffic before completing their crossing.

General Qualities (Time, Cost and Effectiveness):

Median and pedestrian refuge areas are a low-cost countermeasure to implement. This cost can be applied to retrofit improvements or if it is a new construction project, implementing this countermeasure is even more cost-effective. In general, This CM can be very effective and can be considered on a systematic approach. When agencies opt to install landscaping in conjunction with new raised medians, the portion of the cost for landscaping and other non-safety related items that exceeds 10% of the project total cost is not federally participated and must be funded by the applicant.

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian and Bicycle CRF:

NS22PB, Install pedestrian crossing at uncontrolled locations (signs and markings only)

	For HSIP Cycle 12 Call-for-projects						
	Funding Eligibility Crash Types Addressed CRF Expected Life						
90% Pedestrian and Bicycle 25% 10 yea			10 years				
	Notes: This CM only applies to "Ped & Bike" crashes occurring in the intersection/crossing with the new						

crossing. This CM is not intended to be used for high-cost aesthetic enhancements to intersection crosswalks (i.e. stamped concrete or stamped asphalt).

General information

Where to use:

Non-signalized intersections without a marked crossing, where pedestrians are known to be crossing intersections that involve significant vehicular traffic. They are especially important at school crossings and intersections with right and/or left turns pockets. See Zegeer study (Safety Effects of Marked vs. Unmarked Crosswalks at Uncontrolled Locations) for additional guidance regarding when to install a marked crosswalk.

Why it works:

Adding pedestrian crossings has the opportunity to enhance pedestrian safety at locations noted as being problematic. Pavement markings delineate a portion of the roadway that is designated for pedestrian crossing. These markings will often be different for controlled verses uncontrolled locations. The use of "ladder", "zebra" or other enhanced markings at uncontrolled crossings can increase both pedestrian and driver awareness to the increased exposure at the crossing. Incorporating advanced "stop" or "yield" markings provides an extra safety buffer and can be effective in reducing the 'multiple-threat' danger to pedestrians. Nearly one-third of all pedestrian-related crashes occur at or within 50 feet of an intersection. Of these, 30 percent may involve a turning vehicle. There are several types of pedestrian crosswalks, including: continental, ladder, zebra, and standard. When agencies opt to install aesthetic enhancement to intersection crosswalks like stamped concrete/asphalt, the project design and construction costs can significantly increase. For HSIP applications, these costs must be accounted for in the B/C calculation, but these costs (over standard crosswalk markings) must be tracked separately and are not federally reimbursable and will increase the agency's local-funding share for the project costs.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely, depending upon if curb ramps and sidewalk modifications are required with the crossing. When considered at a single location, these low cost improvements are usually funded through local funding by local crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian and Bicycle CRF:

NS23PB, Install/upgrade pedestrian crossing at uncontrolled locations (with enhanced safety features)

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash Types Addressed CRF Expected Life				Expected Life		
90%		Pedestrian and Bicycle	35%	20 years		
Notes:	Notes: This CM only applies to "Ped & Bike" crashes occurring in the new crossing (influence area) with enhanced safety features. This CM is not intended to be used for high-cost aesthetic enhancements to intersection crosswalks (i.e. stamped concrete or stamped asphalt).					

General information

Where to use:

Non-signalized intersections where pedestrians are known to be crossing intersections that involve significant vehicular traffic. They are especially important at school crossings and intersections with turn pockets. Based on the Zegeer study (Safety Effects of Marked vs. Unmarked Crosswalks at Uncontrolled Locations) at many locations, a marked crosswalk alone may not be sufficient to adequately protect non-motorized users. In these cases, flashing beacons, <a href="current-current

Why it works:

Adding pedestrian crossings that include enhances safety features has the opportunity to enhance pedestrian safety at locations noted as being especially problematic. The enhanced safety elements help delineate a portion of the roadway that is designated for pedestrian crossing. Incorporating advanced "yield" markings provide an extra safety buffer and can be effective in reducing the 'multiple-threat' danger to pedestrians. Nearly one-third of all pedestrian-related crashes occur at or within 50 feet of an intersection. When agencies opt to install aesthetic enhancement to intersection crosswalks like stamped concrete/asphalt, the project design and construction costs can significantly increase. For HSIP applications, these costs must be accounted for in the B/C calculation, but these costs (over standard crosswalk markings) must be tracked separately and are not federally reimbursable and will increase the agency's local-funding share for the project costs.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely, depending upon the types of enhanced features that will be combined with the standard crossing improvements. The need for new curb ramps and sidewalk modifications will also be a factor. This CM may be effectively and efficiently implemented using a systematic approach with more than one location and can have relatively high B/C ratios based on past non-motorized crash history.

FHWA CMF Clearinghouse:Crash Types Addressed:Pedestrian and BicycleCRF:37%

NS24PB. Install Rectangular Rapid Flashing Beacon (RRFB)

NS24PB, HIStali Rectaligular Rapid Flashing Beacon (RRFB)						
For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash Types Addressed CRF Expected Life						
90% Pedestrian and Bicycle 35% 20 years						
Notes: This CM only applies to "Ped & Bike" crashes occurring in the influence area (expected to be a maximum of within 250') of the crossing which includes the RRFB.						
General information						
Where to use:						
Rectangular Rapid Flashing Beacon (RRFB) includes pedestrian-activated flashing lights and additional signage that enhance the visibility of marked crosswalks and alert motorists to pedestrian crossings. It uses an irregular flash pattern that is similar to emergency flashers on police vehicles. RRFBs are installed at unsignalized intersections and mid-block pedestrian crossings.						
Why it works:						
RRFBs can enhance safety by increasing driver awareness of potential pedestrian conflicts and reducing crashes between vehicles and pedestrians at unsignalized intersections and mid-block pedestrian crossings. The addition of RRFB may also increase the safety offsetiveness of other treatments, such as crossing warning signs and markings.						

increase the safety effectiveness of other treatments, such as crossing warning signs and markings. General Qualities (Time, Cost and Effectiveness):

implemented using a systematic approach with numerous locations.

RRFBs are a lower cost alternative to traffic signals and hybrid signals. This CM can often be effectively and efficiently

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian, Bicycle CRF: 7 – 47.4%

NS25PB, Install Pedestrian Signal (including Pedestrian Hybrid Beacon (HAWK))

For HSIP Cycle 12 Call-for-projects						
Fun	nding Eligibility	Crash Types Addressed	CRF	Expected Life		
90% Pedestrian and Bicycle 55% 20 years				20 years		
Notes:	Notes: This CM only applies to "Ped & Bike" crashes occurring in the intersection/crossing with the new signal.					

This CM only applies to "Ped & Bike" crashes occurring in the intersection/crossing with the new signal. For HAWK or other pedestrian signals, the justification may be Warrant 4, 5 and/or 7, or passing the test in Figure 4F-1/4F-2 in Chapter 4F of CA MUTCD. Please refer to Chapter 4F of CA MUTCD for more details

General information

Where to use:

Intersections noted as having a history of pedestrian vs. vehicle crashes and in areas where the likelihood of the pedestrian presence is high. Corridors should also be assessed to determine if there are adequate safe opportunities for non-motorists to cross and if a pedestrian signal, or a Pedestrian Hybrid Beacon (PHB) (also called High-Intensity Activated crossWalK beacon (HAWK)) are needed to provide an active warning to motorists when a pedestrian is in the crosswalk.

Why it works:

Adding a pedestrian signal has the opportunity to greatly enhance pedestrian safety at locations noted as being problematic. Nearly one-third of all pedestrian-related crashes occur at or within 50 feet of an intersection. In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing pedestrians and cyclists on appropriate/legal travel paths and signs and markings warning motorists of non-motorized uses of the roadway that should be expected.

General Qualities (Time, Cost and Effectiveness):

The cost of improvements are generally high, but can vary dependent on the type of signal and overall scope of the project. In most cases the project duration can be short. The expected effectiveness of this CM must be assessed for each individual location.

1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian and Bicycle	CRF:	15 - 69%
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B.3 Roadway Countermeasures

R01NT, Add Segment Lighting

to 1111) Had beginent dighting						
For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% Night 35% 20 years					
Notes: This CM only applies to "night" crashes (all types) occurring within limits of the proposed roadway lighting 'engineered' area.						
General information						
Where to use:						
Where to use: Noted substantial patterns of nighttime crashes. In particular, patterns of rear-end, right-angle, turning or roadway departure collisions on the roadways may indicate that night-time drivers can be unaware of the roadway characteristics.						
Why it works:						
Providing roadway lighting improves the safety during nighttime conditions by (1) making drivers more aware of the surroundings, which improves drivers' perception-reaction times, (2) enhancing drivers' available sight distances to perceive roadway characteristic in advance of the change, and (3) improving non-motorist's visibility and navigation.						
General Qualities (Time, Cost and Effectiveness):						
costs associ	General Qualities (Time, Cost and Effectiveness): It expected that projects of this type may be constructed in a year or two and are relatively costly. There are several types of costs associated with providing lighting, including the cost of providing a permanent source of power to the location, the cost for the luminaire supports (i.e., poles), and the cost for routinely replacing the bulbs and maintenance of the luminaire supports.					

R02, Remove or relocate fixed objects outside of Clear Recovery Zone

FHWA CMF Clearinghouse: | Crash Types Addressed: | Night, All

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash Types Addressed CRF Expected Life						
90% All 35% 20 years			20 years			
Notes: This CM only applies to crashes occurring within the limits of the new clear recovery zone (per Caltrans' HDM).						

Some locations can result in high B/C ratios, but due to higher costs, these projects often result in medium to low B/C ratios.

CRF: 18 - 69 %

General information

Where to use:

Known locations or roadway segments prone to collisions with fixed objects such as utility poles, drainage structures, trees, and other fixed objects, such as the outside of a curve, end of lane drops, and in traffic islands. A clear recovery zone should be developed on every roadway, as space is available. In situations where public right-of-way is limited, steps should be taken to request assistance from property owners, as appropriate.

Why it works

While this strategy does not prevent the vehicle leaving the roadway, it does provide a mechanism to reduce the severity of a resulting crash. A clear zone is an unobstructed, traversable roadside area that allows a driver to stop safely or regain control of a vehicle that has left the roadway. Removing or moving fixed objects, flattening slopes, or providing recovery areas reduces the likelihood of a crash.

General Qualities (Time, Cost and Effectiveness):

Projects involving removing fixed objects from highway right-of-way can typically be accomplished quickly, assuming the objects are readily moveable. Clearing objects on private property requires more time for discussions with the property owner. Costs will generally be low, assuming that in most cases the objects to be removed are within the right-of-way. This CMs can be very effective and can be implemented by agencies' maintenance staff and/or implemented on a systematic approach. High-cost removals or removals implemented using a systematic approach would be good candidates for Caltrans Federal Safety Funding.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Fixed Object	CRF:	17 - 100 %

R03. Install Median Barrier

For HSIP Cycle 12 Call-for-projects						
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life		
	90%	All	25%	20 years		
Notes: Note: For Caltrans' statewide Calls-for-Projects, this CM only applies to crashes occurring within the						

limits of the new barrier.

General information

Where to use:

Areas where crash history indicates drivers are unintentionally crossing the median and the cross-overs are resulting in high severity crashes. The installation of median barriers can increase the number of PDO and non-severe injuries. The net result in safety from this countermeasure is connected more to reducing the severity of crashes not the number of crashes. It is recommended to review the warrants as outlined in Chapter 7 of the Caltrans Traffic Manual when considering whether to install median barriers.

Why it works:

This strategy is designed to prevent head-on collisions by providing a barrier between opposing lanes of traffic. The variety of median barriers available makes it easier to choose a site-specific solution. The main advantage is the reduction of the severity of the crashes. The key to success would be in selecting an appropriate barrier based on the site, previous crash history, maintenance needs, and median width.

General Qualities (Time, Cost and Effectiveness):

This strategy would in many cases be possible to implement within a short period after site selection. Costs will vary depending on the type of median barrier selected and whether the strategy is implemented as a stand-alone project or incorporated as part of a reconstruction or resurfacing effort. Maintenance costs and worker exposure will also vary depending on the type of barrier selected. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse: Crash Types Addressed: Head-on CRF: 0 - 94 %

R04, Install Guardrail

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility	Crash Types Addressed	CRF	Expected Life			
90%	All	25%	20 years			

Notes:

This CM only applies to crashes occurring within the limits of the new guardrail. This CM is not intended to be used for general maintenance activities (i.e. the replacement of existing damaged rail). For projects proposing to upgrade existing guardrail to current standards, this CM and corresponding CRF should only be applied to locations where past crash data or engineering judgment applied to the existing rail conditions suggests the upgraded guardrail may result in fewer or less severe crashes (justifying the use of the 25% CRF for this CM).

General information

Where to use:

Guardrail is installed to reduce the severity of lane departure crashes. However, guardrail can reduce crash severity only for those conditions where striking the guardrail is less severe than going down an embankment or striking a fixed object. Guardrail should only be installed where it is clear that crash severity will be reduced, or there is a history of run-off-the-road crashes at a given location that have resulted in severe crashes. New and upgraded guardrail and end-treatments must meet current safety standards; see Method for Assessing Safety Hardware (MASH) for more information. Caltrans (or other national accepted guidance) slope/height criteria need to be considered and documented.

Why it works:

Guardrail redirects a vehicle away from embankment slopes or fixed objects and dissipates the energy of an errant vehicle.

General Qualities (Time, Cost and Effectiveness):

Strategies range from relatively inexpensive too costly. Costly projects may include those that upgrade existing guardrail applications to more semi-rigid and rigid barrier systems over extended distances. In general, this CMs can be effective and can be implemented by agencies' maintenance staff and/or implemented on a systematic approach.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Fixed Object, Run-off Road | CRF: | 11 - 78 %

R05, Install impact attenuators

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility	Crash Types Addressed	CRF	Expected Life			
90%	All	25%	10 years			

Notes:

This CM only applies to crashes occurring within the limits of the new attenuators. This CM is not intended to be used for general maintenance activities (i.e. the replacement of existing damaged attenuators). For projects proposing to upgrade existing attenuators to current standards, this CM and corresponding CRF should only be applied to locations where past crash data or engineering judgment applied to the existing attenuator conditions suggests the upgraded attenuators may result in fewer or less severe crashes (justifying the use of the 25% CRF for this CM).

General information

Where to use:

Impact attenuators are typically used to shield rigid roadside objects such as concrete barrier ends, steel guardrail ends and bridge pillars from oncoming automobiles. Attenuators should only be installed where it is impractical for the objects to be removed. New and upgraded barrier end-treatments must meet current safety standards; see MASH for more information.

Why it works:

Attenuators bring an errant vehicle to a more-controlled stop or redirect the vehicle away from a rigid object. Attenuators are effective at absorbing impact energy and increasing occupant safety. They also tend to draw attention to the fixed object, which helps drivers steer clear of the fixed objects.

General Qualities (Time, Cost and Effectiveness):

Costs depending on the scope of the project, type(s) used, and associated ongoing maintenance costs. Time to install is fairly quick once site is identified.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Fixed Obiect. Run-off Road	CRF:	5 - 50 %
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R06, Flatten side slopes

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 30% 20 years				
Notes: This CM only applies to crashes occurring within the limits of the new side slopes. Minor/incidental flattening of side slopes would not likely result in the CRF shown below and may not be appropriate for					

General information

Where to use:

Roadways experiencing frequent lane departure crashes that result in roll-over type crashes as a result of the roadway slope being so severe as to not accommodate a reasonable degree of driver correction. When there is a need to reduce the severity of lane departure crashes without installing a barrier system that could result in increased numbers of crashes.

Why it works:

Flattened slopes provide a greater area for a driver to regain control of a vehicle. Steep slopes, ditches or unprotected hazardous drops-offs adjacent to a travel lane offer little opportunities to correct an inappropriate action by a driver and can result in sever crashes.

General Qualities (Time, Cost and Effectiveness):

use in Caltrans B/C calculations.

Roadside modifications range from relatively inexpensive to very costly. Strategies that include creating safer side slopes where none exists can be moderately expensive based on the scope of the project and the associated clearing, grading, etc. The potential for high environmental and right-of-way impacts is high which can take several years to clear. In other cases This CM can be effective and can be implemented by agencies' maintenance staff and/or implemented on a systematic approach.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Fixed Object, Run-off Road | CRF: | 5 - 62 %

R07, Flatten side slopes and remove guardrail

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 40% 20 years				
Notes: This CM only applies to crashes occurring within the limits of both the removed guardrail and the new					

General information

Where to use:

Locations where high number of crashes originate as a lane departure and result in collision with guardrail or a fixed object located on the side slope shielded by guardrail. The guardrail may or may not meet current standards. Even though guardrails are generally installed to reduce the severity of departure crashes, they still can result in severe crashes in some locations.

Why it works:

Flattened side slopes and an unobstructed clear zone provide a greater area for a driver to regain control of a vehicle. The existing guardrail may help protect the steep slopes, fixed objects, or unprotected hazardous drops-offs adjacent to a travel lane, but removing all of these obstacles generally improves safety.

General Qualities (Time, Cost and Effectiveness):

Roadside modifications range from relatively inexpensive to very costly. Strategies that include creating safer side slopes where none exists can be moderately expensive based on the scope of the project and the associated clearing, grading, etc. The potential for high environmental and right-of-way impacts is high which can take several years to clear.

FHWA CMF Clearinghouse: Crash Types Addressed:	Roll Over, Fixed Object	CRF:	42%
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R08, Install raised median

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility	Crash Types Addressed	CRF	Expected Life		
90%	All	25%	20 years		

Notes:

This CM only applies to crashes occurring within the limits of the new raised median. All new raised medians funded with federal HSIP funding should not include the removal of the existing roadway structural section and should be doweled into the existing roadway surface. This requirement is being implemented to maximize the safety-effectiveness of the limited HSIP funding and to minimize project impacts. Landscaping, if included in the project, is considered non-participating.

General information

Where to use:

Areas experiencing head-on collisions that may be affected by both the number of vehicles that cross the centerline and by the speed of oncoming vehicles. Installing a raised median is a more restrictive approach in that it represents a more rigid barrier between opposing traffic. Application of raised medians on roadways with higher speeds is not advised - instead a median barrier should be considered. Including landscaping in new raised medians can be counterproductive to the HSIP safety goals and should only be done in ways that do not increase drivers' exposure to fixed objects and that will maintain driver's sight distance needs throughout the life of the proposed landscaping. Agencies need to consider and document impacts of additional turning movements at nearby intersections.

Why it works:

Adding raised medians is a particularly effective strategy as it adds to or reallocates the existing cross section to incorporate a buffer between the opposing travel lanes and reinforces the limits of the travel lane. Raised median may also be used to limit unsafe turning movements along a roadway.

General Qualities (Time, Cost and Effectiveness):

In some cases this strategy may be a retrofit into the existing roadway by utilizing a portion of the existing paved shoulder. These raised medians can be installed directly over the existing pavement. Cost and time to implement could significantly increase if the paved area is not sufficient to include a median. The surface treatment of the raised median also significantly affects their cost-effectiveness: standard concrete or other hardscape surfaces are usually more cost effective than landscaped medians. When agencies opt to install landscaping in conjunction with new raised medians, the project design and construction costs can significantly increase due to excavation, backfill/top-soil, water-connection, irrigation, planting, maintenance needed for the landscaping. When agencies opt to install landscaping in conjunction with new raised medians, the portion of the cost for landscaping and other non-safety related items that exceeds 10% of the project total cost is not federally participated and must be funded by the applicant.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Head-on	CRF:	20 - 75 %

R09, Install median (flush)

For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 15% 20 years					
Notes: This CM only applies to crashes occurring within the limits of the new flush median. The new median must be a minimum of 4 feet wide (or "wider" if a narrow median exists before the proposed project).						

General information

Where to use:

Areas experiencing head-on collisions that may be affected by both the number of vehicles that cross the centerline and by the speed of oncoming vehicles. Roadways with oversized lanes offer an opportunity to restripe the roadway to reduce the lanes to standard widths and use the extra width for the median.

Why it works:

Adding medians is a particularly effective strategy as it adds to or reallocates the existing cross section to incorporate a narrow buffer median between opposing flows, thereby providing a greater opportunity to correct an errant maneuver and further reinforce the limits of the travel lane. Application widths can vary based on the available cross section and intended application. Additional safety can be provided by combining this CM with rumble strips.

General Qualities (Time, Cost and Effectiveness):

In some cases this strategy may be retrofitted into the existing roadway by utilizing a portion of the existing paved shoulder and can ultimately be as simple as restriping the roadway. Costs and time to implement could significantly increase if the paved area is not sufficient to include a median.

FHWA CMF Clearinghouse: Crash Types Addressed:	All	CRF:	15 - 78 %
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R10PB, Install pedestrian median fencing

For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
90% Pedestrian and Bicycle 35% 20 years				20 years		
Notes: This CM only applies to "Ped & Bike" crashes occurring on the approaches/influence area of the new pedestrian median fencing.						

General information

Where to use:

Roadway segments with high pedestrian-generators and pedestrian-destinations nearby (e.g. transit stops) may experience a high volume of pedestrians J-walking across the travel lanes at mid-block locations instead of walking to the nearest intersection or designated mid-block crossing. When this safety issue cannot be mitigated with shoulder, sidewalk and/or crossing treatments, then installing a continuous pedestrian barrier in the median may be a viable solution.

Why it works:

Adding pedestrian median fencing has the opportunity to enhance pedestrian safety at locations noted as being problematic involving pedestrians running/darting across the roadway outside designated pedestrian crossings. Pedestrian median fencing can significantly reduce this safety issue by creating a positive barrier, forcing pedestrians to the designated pedestrian crossing.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely depending on the type and placement of the median fencing. Impacts to transit and other land uses may need to be considered and controversy can delay the implementation. In general, this CM can be effective as a spot-location approach.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	25 - 40%
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R11, Install acceleration/deceleration lanes

For HSIP Cycle 12 Call-for-projects				
Crash Types Addressed	CRF	Expected Life		
All	25%	20 years		
	Crash Types Addressed	Crash Types Addressed CRF		

Notes:

This CM only applies to crashes occurring within the limits of the new accel/decel lanes on high speed roadways. Significant improvements to the merge length for lane-drop locations is also an acceptable use of this CM.

General information

Where to use:

Areas proven to have crashes that are the result of drivers not being able to turn onto a high speed roadway to accelerate until the desired roadway speed is reached and areas that do not provide the opportunity to safety decelerate to negotiate a turning movement. This CM can also be used to improve the safety of merging vehicles at a lane-drop location.

Why it works:

A lane that does not provide enough deceleration length and storage space for turning traffic may cause the turn queue to back up into the adjacent through lane. This can contribute to rear-end and sideswipe crashes. An acceleration lane is an auxiliary or speed-change lane that allows vehicles to accelerate to highway speeds (high speed roadways) before entering the through-traffic lanes of a highway. Additionally, if acceleration by entering traffic takes place directly on the traveled way, it may disrupt the flow of through-traffic and cause rear-end and sideswipe collisions.

General Qualities (Time, Cost and Effectiveness):

Costs are highly variable. Where sufficient median or shoulder space exists it may be possible to provide acceleration/deceleration lanes at a moderate cost. Where the roadway must be widened and additional right-of-way must be acquired, higher costs and a lengthy time-to-construct are likely. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse: Crash Types Addressed: Sideswipe, Rear-End CRF: 10 - 75 %

R12, Widen lane (initially less than 10 ft)

For HSIP Cycle 12 Call-for-projects					
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life	
90% All 25% 20 years				20 years	
Notes: Note: For Caltrans' statewide Calls-for-Projects, this CM only applies to crashes occurring within the					

General information

Where to use:

Horizontal curves or tangents and low speed or high speed roadways identified as having lane departure crashes, sideswipe or head-on crashes that can be attributed to an existing pavement width less than 10 feet.

Why it works:

Increasing pavement width can affect almost all crash types. A common practice is to widen the traveled way on horizontal curves to make operating conditions on curves comparable to those on tangents. Speed is a primary consideration when evaluating potential adverse impacts of lane width on safety. On high-speed, rural two-lane highways, an increased risk of cross-centerline head-on or cross-centerline sideswipe crashes is a concern because drivers may have more difficulty staying within the travel lane.

General Qualities (Time, Cost and Effectiveness):

Costs will depend on the amount of reconstruction necessary and on whether additional right-of-way is required. In general, this is one of the higher-cost strategies recommended, but it can also be very beneficial. Since this is a relatively expensive treatment, one of the keys to creating a cost effective project with at least a medium B/C ratio is targeting higher-hazard roadways.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 5 - 70 %

R13. Add two-way left-turn lane

For HSIP Cycle 12 Call-for-projects				
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
	90% All 30% 20 years			20 years
Notes: This CM only applies to crashes occurring within the limits of the new lane, where an existing median				

General information

Where to use:

Roadways having a high frequency of drivers being rear-ended while attempting to make a left turn across oncoming traffic. Also can be effective for drivers crossing the centerline of an undivided multilane roadway inadvertently.

Two-way left-turn lanes provide a buffer between opposing directions of travel and separate left turning traffic from through traffic. They can also help to allow vehicles to begin to accelerate before entering the through-traffic lanes. They reduce the disruption of flow of through-traffic and reducing rear-end and sideswipe collisions. For some roadways the option of converting a four-lane undivided arterials to two-vehicle-lane roadways with a center left-turn lane and bike lanes should be considered (see "Road Diet" CM.)

General Qualities (Time, Cost and Effectiveness):

In some cases this strategy may be retrofitted into the existing roadway by utilizing a portion of the existing paved shoulder and can ultimately be as simple as restriping the roadway. Costs and time to implement could significantly increase if the paved area is not sufficient to include a median, requiring new right-of-way, and having significant environmental impacts. The expected effectiveness of this CM must be assessed for each individual location as the B/C ratios will vary from low to high.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 8 - 50 %

R14, Road Diet (Reduce travel lanes and add a two way left-turn and bike lanes)

For HSIP Cycle 12 Call-for-projects				
Fur	nding Eligibility	Crash Types Addressed	CRF	Expected Life
90% All 35% 20 years				
Notes:	This CM only applies t	o crashes occurring within the limits of the	he new lane s	trining "Intersection"

M only applies to crashes occurring within the limits of the new lane striping. "Intersection" crashes can only be applied when they resulted from turning movements that had no designated turn lanes/phases in the existing condition and the Road Diet will provide turn lanes/phases for these movements. This CM does not apply to roadway sections that already included left turn lanes or two way left turn lanes before the lane reductions. New bike lanes are also expected to be part of these projects. if any pavement is planned to be removed for the purpose of adding landscaping, planterboxes, or other non-roadway user features, the cost should be non-participating.

General information

Where to use:

Areas noted as having a higher frequency of head-on, left-turn, and rear-end crashes with traffic volumes that can be handled by only 2 free flowing lanes. Using this strategy in locations with traffic volumes that are too high could result in diversion of traffic to routes less safe than the original four-lane design. It may also result in congestion levels that contribute to other crashes.

Why it works:

The application of this strategy usually reduces the roadway segment speeds and serious head-on crashes. In many cases the extra pavement width can be used for the installation of bike lanes. In addition to increasing bicycle safety, these bike lanes can improve the safety of on-street parking.

General Qualities (Time, Cost and Effectiveness):

Implementation would require more time than in other low-cost treatments to complete environmental analyses, traffic studies and public input. Projects that only require new lane markings and minor signalization modifications will have relatively low cost and can be very effective and can be considered on a systematic approach. These striping and signal modification costs should be considered part of this CM and not an additional CM. (If additional signal hardware improvements are being made, over what is needed for the road diet, then the Improve Signal Hardware CM may also be used.) Often road diet projects need a seal-coat placed on the roadway to fully remove the old striping. These seal coats are considered part of the proper installation of this CM. In contrast, structural-overlays should not be considered part of this CM and are not considered eligible for funding in the California Local HSIP

iii tile California Local Hole.					
FHWA CMF Clearinghouse:	Crash Types Addressed:	All	CRF:	26 - 43 %	

R15. Widen shoulder

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility	Crash Types Addressed	CRF	Expected Life	
90%	All	30%	20 years	

Notes:

This CM only applies to crashes occurring within the limits of the new paved shoulder. A minimum of 2 feet width must be added and the new/resulting shoulders must be a minimum of 4 feet wide. This CM is not eligible unless it is done as the last step of an "incremental approach", for which the agency documents that: 1) they have already pursued and installed lower cost and lower impact CMs (i.e. signing/striping upgrades to MUTCD standards/recommendations, rumble strips, etc.), 2) they have already monitored the crash occurrences after these improvements were installed, and 3) the 'after' crash rate is still unacceptably high. This 'incremental approach' (or a special exception from the HSIP program manager) must be documented in the Narrative Questions in the application and a summary of the 'before' and 'after' crash analysis must be attached to the application.

General information

Where to use:

Roadways that have a frequent incidence of vehicles leaving the travel lane resulting in an unsuccessful attempt to reenter the roadway. The probability of a safe recovery is increased if an errant vehicle is provided with an increased paved area in which to initiate such a recovery.

Why it works:

Based on the best available research, adding shoulder or widening an existing shoulder provides a greater area to regain control of a vehicle, as well as lateral clearance to roadside objects such as guardrail, signs and poles. They may also provide space for disabled vehicles to stop or drive slowly, provide increased sight distance for through vehicles and for vehicles entering the roadway, and in some cases reduce passing conflicts between motor vehicles and bicyclists and pedestrians. The likely safety benefits for adding or widening an existing shoulder generally increase as the widening width increases - practitioners should refer to NCHRP Report 500 Series, the CMF Clearinghouse or other references for more details.

General Qualities (Time, Cost and Effectiveness):

Shoulder widening costs would depend on whether new right-of-way is required and whether extensive roadside modification is needed. Since shoulder widening can be a relatively expensive treatment, one of the keys to creating a cost effective project with at least a medium B/C ratio is targeting higher-hazard roadways.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Fixed Object, Run-off Road, Sideswipe	CRF:	15 - 75 %
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R16. Curve Shoulder widening (Outside Only)

itio, dai ve	110, Gui ve Shoulder widening (Outside Only)				
	For HSIP Cycle 12 Call-for-projects				
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life				
	90%	All	45%	20 years	
Notes:	Notes: This CM only applies to crashes occurring within the limits (or influence area) of the new shoulder widening at curves. A minimum of 2-4 feet width must be added to the outside of horizontal curves and the new traversable shoulder must be a minimum of 4 feet wide.				
		General information			
Where to u	se:				
•	urves noted as having frequal attempt to reenter the r	uent lane departure crashes due to inadequat oadway.	e or no should	ers, resulting in an	
Why it wor	ks:				
Adding shoulders (outside only) creates a recovery area in which a driver can regain control of a vehicle, as well as lateral clearance to roadside objects.					
General Qualities (Time, Cost and Effectiveness):					
To minimize the R/W needs and the cost, only outside shoulder at curves is to be widened. This CM can be implemented in a relatively short timeframe.					
FHWA CMF	FHWA CMF Clearinghouse: NA				

R17, Improve horizontal alignment (flatten curves)

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility	Crash Types Addressed	CRF	Expected Life	
90%	All	50%	20 years	

Notes:

This CM only applies to crashes occurring within the limits (or influence area) of the improved alignment. This CM is not eligible unless it is done as the last step of an "incremental approach", including: the agency documents that: 1) they have already pursued and installed lower cost and lower impact CMs (i.e. signing/striping upgrades to MUTCD standards/recommendations, rumble strips, etc.), 2) they have already monitored the crash occurrences after these improvements were installed, and 3) the 'after' crash rate is still unacceptably high. This 'incremental approach' (or a special exception from the HSIP program manager) must be documented in the Narrative Questions in the application and a summary of the agency's 'before' and 'after' crash analysis must be attached to the application.

General information

Where to use:

Roadways with horizontal curves that have experienced lane departure crashes as a result of a roadway segment having compound curves or a severe radius. This strategy should generally be considered only when less expensive strategies involving clearing of specific sight obstructions or modifying traffic control devices have been tried and have failed to ameliorate the crash patterns.

Why it works:

Increasing the radius of a horizontal curve can be very effective in improving the safety performance of the curve. Curve modification reduces the likelihood of a vehicle leaving its lane, crossing the roadway centerline, or leaving the roadway at a horizontal curve; and minimizes the adverse consequences of leaving the roadway. Horizontal alignment improvement projects are expected to include standard/improved superelevation elements, which should be considered part of this CM and not an additional CM.

General Qualities (Time, Cost and Effectiveness):

This strategy is a long-term, higher-cost alternative for improving the safety of a horizontal curve because it usually involves total reconstruction of the roadway. It may also require acquisition of additional right-of-way and an environmental review. This strategy, albeit costly, has shown that increasing the radius of curvature can significantly reduce total curve-related crashes by up to 80 percent. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse: Crash Types Add	dressed: All	CRF: 24 - 9	90%
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R18, Flatten crest vertical curve

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility	Crash Types Addressed	CRF	Expected Life	
90%	All	25%	20 years	

Notes:

This CM only applies to crashes occurring within the limits (or influence area) of the improved alignment. This CM is not eligible unless it is done as the last step of an "incremental approach", including: the agency documents that: 1) they have already pursued and installed lower cost and lower impact CMs (i.e. signing/striping upgrades to MUTCD standards/recommendations, rumble strips, etc.), 2) they have already monitored the crash occurrences after these improvements were installed, and 3) the 'after' crash rate is still unacceptably high. This 'incremental approach' (or a special exception from the HSIP program manager) must be documented in the Narrative Questions in the application and a summary of the agency's 'before' and 'after' crash analysis must be attached to the application.

General information

Where to use:

The target for this strategy is usually unsignalized intersections with restricted sight distance due to vertical geometry and with patterns of crashes related to that lack of sight distance that cannot be ameliorated by less expensive methods. This strategy should generally be considered only when less expensive strategies involving clearing of specific sight obstructions or modifying traffic control devices have been tried and have failed to ameliorate the crash patterns.

Why it works:

Adequate sight distance for drivers at stopped approaches to intersections has long been recognized as among the most important factors contributing to overall intersection safety. Vertical alignment improvement projects are expected to include standard/improved superelevation elements, which should be considered part of this CM and not an additional CM.

General Qualities (Time, Cost and Effectiveness):

Projects involving changing the horizontal and/or vertical alignment to provide more sight distance are quite extensive and usually take several years to accomplish. If additional right-of-way is required or environmental impacts are expected, these projects will require a substantial period of time. Since this is usually an expensive treatment, one of the keys to creating a cost effective project with at least a medium B/C ratio is targeting higher-hazard locations.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 20 - 51 %

R19, Improve curve superelevation

For HSIP Cycle 12 Call-for-projects					
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life				
	90% All 45% 20 years				
Notes: This CM only applies to crashes occurring within the limits (or influence area) of the improved superelevation. This CM does not apply to sections of roadways where the horizontal or vertical alignments are changing via another CM.					

General information

Where to use:

Roadways noted as having frequent lane departure crashes and inadequate or no superelevation. Safety can be enhanced when the superelevation is improved or restored along curves where the actual superelevation is less than the optimal.

Why it works:

Superelevation works with friction between the tires and pavement to counteract the forces on the vehicle associated with cornering. Many curves may have inadequate superelevation because of vehicles traveling at higher speeds than were originally designed for, because of loss of effective superelevation after resurfacing, or because of changes in design policy after the curve was originally constructed.

General Qualities (Time, Cost and Effectiveness):

This strategy can be a higher-cost alternative for improving the safety of a curve because it involves reconstruction to some degree. Other projects may be able to be constructed by simple overlays and minimal reconstruction of roadways features. When simple overlay fixes are pursued, a systematic installation approach may be appropriate. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:Crash Types Addressed:Run-off Road, AllCRF:40 - 50 %

R20, Convert from two-way to one-way traffic

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility Crash Types Addressed CRF Expected Life				
90% All 35% 20 years				
Notes: This CM only applies to crashes occurring within the limits of the new one-way sections				

Notes: This CM only applies to crashes occurring within the limits of the new one-way sections.

General information

Where to use:

One-way streets can offer improved signal timing and accommodate odd-spaced signals. One-way streets can simplify crossings for pedestrians, who must look for traffic in only one direction. While studies have shown that conversion of two-way streets to one-way generally reduces pedestrian crashes and the number of conflict points, one-way streets tend to have higher speeds which creates new problems. Care must be taken not to create conditions that cause driver confusion and erratic maneuvers.

Why it works:

Studies have shown a 10 to 50-percent reduction in total crashes after conversion of a two-way street to one-way operation. While studies have shown that con-version of two-way streets to one-way generally reduces pedestrian crashes, one-way streets tend to have higher speeds which creates new problems. At the same time, this strategy (1) increases capacity significantly and (2) can have safety-related drawbacks including pedestrian confusion and minor sideswipe crashes.

General Qualities (Time, Cost and Effectiveness):

The costs will vary depending on length of treatment and if the conversion requires modification to signals. Conversion costs can be high to build "crossovers" where the one-way streets convert back to two-way streets and to rebuild traffic signals. It's also likely that these types of modifications will require public involvement and could significantly add to the time it takes to complete the project. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse: | Crash Types Addressed: | All | CRF: | 26 - 43 %

R21, Improve pavement friction (High Friction Surface Treatments)

For HSIP Cycle 12 Call-for-projects				
Funding Eligibility	Crash Types Addressed	CRF	Expected Life	
90% All 55% 10 years				
Notes: This CM only applies to grashes acquiring within the limits of the improved friction available. This CM is				

Notes:

This CM only applies to crashes occurring within the limits of the improved friction overlay. This CM is not intended to apply to standard chip-seal or open-graded <u>maintenance</u> projects for long segments of corridors or structure repaying projects intended to fix failed pavement.

General information

Where to use:

Nationally, this countermeasure is referred to as "High Friction Surface Treatments" or HFST. Areas as noted having crashes on wet pavements or under dry conditions when the pavement friction available is significantly less than actual roadway speeds; including but not limited to curves, loop ramps, intersections, and areas with short stopping or weaving distances. This treatment is intended to target locations where skidding is determined to be a problem, in wet or dry conditions and the target vehicle is one that runs (skids) off the road or is unable to stop due to insufficient skid resistance.

Why it works:

Improving the skid resistance at locations with high frequencies of wet-road crashes and/or failure to stop crashes can result in a reduction of 50 percent for wet-road crashes and 20 percent for total crashes. Applying HFST can double friction numbers, e.g. low 40s to high 80s. This CM represents a special focus area for both FHWA and Caltrans, which means there are extra resources available for agencies interested in more details on High Friction Surface Treatment projects.

General Qualities (Time, Cost and Effectiveness):

This strategy can be relatively inexpensive and implemented in a short timeframe. The installation would be done by either agency personnel or contractors and can be done by hand or machine. In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Wet, Rear-End, All | CRF: | 17 - 68 %

R22, Install/Upgrade signs with new fluorescent sheeting (regulatory or warning)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility	Crash Types Addressed	CRF	Expected Life		
90%	All	15%	10 years		

Notes:

This CM only applies to crashes occurring within the influence area of the new/upgraded signs. This CM is not intended for maintenance upgrades of street-name, parking, guide, or any other signs without a primary focus on roadway safety. This CM is not eligible unless it is done as part of a larger sign audit project, including the study of: 1) the existing signs' locations, sizes and information per MUTCD standards, 2) missing signs per MUTCD standards, and 3) sign retroreflectivity. The overall sign audit scope (or a special exception from the HSIP program manager) must be documented in the Narrative Questions in the application. Based on the scope of the project/audit, it may be appropriate to combine other CMs in the B/C calculation.

General information

Where to use:

The target for this strategy should be on roadway segments with patterns of head on, nighttime, non-intersection, run-off road, and sideswipe crashes related to lack of driver awareness of the presence of a specific roadway feature or regulatory requirement. Ideally this type of safety CM would be combined with other sign evaluations and upgrades (install chevrons, warning signs, delineators, markers, beacons, and relocation of existing signs per MUTCD standards.)

Why it works:

This strategy primarily addresses crashes caused by lack of driver awareness (or compliance) roadway signing. It is intended to get the drivers attention and give them a visual warning by using fluorescent yellow sheeting (or other retroreflective material).

General Qualities (Time, Cost and Effectiveness):

Signing improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number of signs. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding. When considering any type of federally funded sign upgrade project, California local agencies are encouraged to consider "Roadway Safety Signing Audit (RSSA) and Upgrade Projects". Including RSSAs in the development phase of sign projects are expected to identify non-standard (per MUTCD) sign features and missing signs that may otherwise go unnoticed. More information on RSSA is available on the Local Assistance HSIP webpage.

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FHWA CMF Clearinghouse:	Crash Types Addressed:	Head on, Run-off road, Sideswipe, Night	CRF:	18 - 35%	

R23, Install chevron signs on horizontal curves

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed		CRF	Expected Life		
90%		All	40%	10 years	
Notes:	This CM only applies to crashes occurring within the influence area of the new signs. (i.e. only through the curve).				

General information

Where to use:

Roadways that have an unacceptable level of crashes on relatively sharp curves during periods of light and darkness. Ideally this type of safety CM would be combined with other sign evaluations and upgrades (install warning signs, delineators, markers, beacons, and relocation of existing signs per MUTCD standards.)

Why it works:

Post-mounted chevrons are intended to warn drivers of an approaching curve and provide tracking information and guidance to the drivers. While they are intended to act as a warning, it should also be remembered that the posts, placed along the roadside, represent a possible object with which an errant vehicle can crash into. Design of posts to minimize damage and injury is an important part of the considerations to be made when selecting these treatments.

General Qualities (Time, Cost and Effectiveness):

Signing improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number of signs. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding. When considering any type of federally funded sign upgrade project, California local agencies are encouraged to consider "Roadway Safety Signing Audit (RSSA) and Upgrade Projects". Including RSSAs in the development phase of sign projects are expected to identify non-standard (per MUTCD) sign features and missing signs that may otherwise go unnoticed. More information on RSSA is available on the Local Assistance HSIP webpage.

FHWA CMF Clearinghouse: | Crash Types Addressed: | Run-off Road, All | CRF: | 6 - 64 %

R24, Install curve advance warning signs

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed		Crash Types Addressed	CRF	Expected Life	
	90%	All	25%	10 years	
Notes:	This CM only applies to crashes occurring within the influence area of the new signs. (i.e. only through the curve)				

General information

Where to use:

Roadways that have an unacceptable level of crashes on relatively sharp curves during periods of light and darkness. This countermeasure may also include horizontal alignment and/or advisory speed warning signs. Ideally this type of safety CM would be combined with other sign evaluations and upgrades (install warning signs, chevrons, delineators, markers, beacons, and relocation of existing signs per MUTCD standards.)

Why it works:

This strategy primarily addresses problem curves, and serves as an advance warning of an unexpected or sharp curve. It provides advance information and gives drivers a visual warning that their added attention is needed.

General Qualities (Time, Cost and Effectiveness):

Signing improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number of signs. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding. When considering any type of federally funded sign upgrade project, California local agencies are encouraged to consider "Roadway Safety Signing Audit (RSSA) and Upgrade Projects". Including RSSAs in the development phase of sign projects are expected to identify non-standard (per MUTCD) sign features and missing signs that may otherwise go unnoticed. More information on RSSA is available on the Local Assistance HSIP webpage.

 FHWA CMF Clearinghouse:
 Crash Types Addressed:
 Run-off Road, All
 CRF:
 20 - 30 %

R25, Install curve advance warning signs (flashing beacon)

For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 30% 10 years					
Notes: This CM only applies to crashes occurring within the influence area of the new signs. (i.e. only through the curve)						

General information

Where to use:

Roadways that have an unacceptable level of crashes on relatively sharp curves. Flashing beacons in conjunction with warning signs should only be used on horizontal curves that have an established severe crash history to help maintain their effectiveness.

Why it works:

This strategy primarily addresses problem curves, and serves as an enhanced advance warning of an unexpected or sharp curve. It provides advance information and gives drivers a visual warning that their added attention is needed. Flashing beacons are an added indication that a curve may be particularly challenging.

General Qualities (Time, Cost and Effectiveness):

Use of flashing beacons requires minimal development process, allowing flashing beacons to be installed within a short time period. Before choosing this CM, the agency needs to confirm the ability to provide power to the site (solar may be an option). In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse: | Crash Types Addressed: | All | CRF: | 30 %

R26, Install dynamic/variable speed warning signs

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life				Expected Life	
90%		All	30%	10 years	
Notes: This CM only applies to crashes occurring within the influence area of the new signs. (i.e. through the					

curve) {This CM does not apply to dynamic regulatory speed warning signs. There are currently no nationally accepted CRFs for dynamic regulatory signs (also known as Radar Speed Feedback Signs). CRFs are being developed and Caltrans hopes to include these CMs and CRFs in future calls for projects.}

General information

Where to use:

Curvilinear roadways that have an unacceptable level of crashes due to excessive speeds on relatively sharp curves.

Why it works:

This strategy primarily addresses crashes caused by motorists traveling too fast around sharp curves. It is intended to get the drivers attention and give them a visual warning that they may be traveling over the recommended speed for the approaching curve. Care should be taken to limit the placement of these signs to help maintain their effectiveness.

General Qualities (Time, Cost and Effectiveness):

Use of dynamic speed warning signs requires minimal development process, allowing them to be installed within a short time period. Before choosing this CM, the agency needs to confirm the ability to provide power to the site (solar may be an option). In general, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse: Crash Types Addressed: All CRF: 0 - 41 %

R27, Install delineators, reflectors and/or object markers

For HSIP Cycle 12 Call-for-projects					
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life				
90% All			15%	10 years	
Notes:					

General information

Where to use:

Roadways that have an unacceptable level of crashes on curves (relatively flat to sharp) during periods of light and darkness. Any road with a history of fixed object crashes is a candidate for this treatment, as are roadways with similar fixed objects along the roadside that have yet to experience crashes. If a fixed object cannot be relocated or made break-away, placing an object marker can provide additional information to motorists. Ideally this type of safety CM would be combined with other sign evaluations and upgrades (install warning signs, chevrons, beacons, and relocation of existing signs per MUTCD standards.)

Why it works:

Delineators, reflectors and/or object markers are intended to warn drivers of an approaching curve or fixed object that cannot easily be removed. They are intended to provide tracking information and guidance to the drivers. They are generally less costly than Chevron Signs as they don't require posts to place along the roadside, avoiding an additional object with which an errant vehicle can crash into.

General Qualities (Time, Cost and Effectiveness):

These improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number of locations. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in low to moderate cost projects that are more appropriate to seek state or federal funding. When considering any type of federally funded sign upgrade project, California local agencies are encouraged to consider "Roadway Safety Signing Audit (RSSA) and Upgrade Projects". Including RSSAs in the development phase of sign projects are expected to identify non-standard (per MUTCD) sign features and missing signs that may otherwise go unnoticed. More information on RSSA is available on the Local Assistance HSIP webpage.

R28. Install edge-lines and centerlines

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility	CRF	Expected Life			
90%	All	25%	10 years		

Notes:

This CM only applies to crashes occurring within the limits of the new centerlines and/or edge-lines. This CM is not intended to be used for general maintenance activities (i.e. the replacement of existing striping and RPMs in-kind) and must include upgraded safety features over the existing striping. For two lane roadways allowing passing, a striping audit must be done to ensure the passing limits meeting the MUTCD standards. Both the centerline and edge-lines are expected to be upgraded, unless prior approval is granted by Caltrans staff in writing and attached to application.

General information

Where to use:

Any road with a history of run-off-road right, head-on, opposite-direction-sideswipe, or run-off-road-left crashes is a candidate for this treatment - install where the existing lane delineation is not sufficient to assist the motorist in understanding the existing limits of the roadway. Depending on the width of the roadway, various combinations of edge line and/or center line pavement markings may be the most appropriate. Incorporating raised/reflective pavement markers (RPMs) into centerlines (and edge-lines) should be considered as it has been shown to improve safety.

Why it works:

Installing edge-lines and centerlines where none exists or making significant upgrades to existing lines (paint to thermoplastic, adding audible disks/bumps in the thermoplastic stripes, or adding RPMs) are intended/designed to help drivers who might leave the roadway because of their inability to see the edge of the roadway along the horizontal edge of the pavement or crossover the centerline of the roadway into oncoming traffic. New pavement marking products tend to be more durable, are all-weather, more visible, and have a higher retroreflectivity than traditional pavement markings.

General Qualities (Time, Cost and Effectiveness):

These improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number and length of locations. This CM can be effectively and efficiently implemented using a systematic approach with numerous and long locations, resulting in low to moderate cost projects that are more appropriate to seek state or federal funding. When considering any type of federally funded striping upgrade project, California local agencies are encouraged to consider "Roadway Safety Striping Audit and Upgrade Projects". Including wide-scale striping audits in the development phase of striping projects are expected to identify non-standard (per MUTCD) striping/marking features, no-passing zone limits needing adjustment, and missing striping/markings that may otherwise go unnoticed. More information on this concepts is available on the Local Assistance HSIP webpage under an RSSA example document. Note: When federal safety funding is used for these installations in high-wear-locations, the local agency is expected to maintain the improvement for a minimum of 10 years.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Head-on, Run-off Road, All	CRF: 0 - 44 %

R29, Install no-passing line

For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 45% 10 years					
Notes:	Notes: This CM only applies to crashes occurring within the limits of the new or extended no-passing zones.					

General information

Where to use:

Roadways that have a high percentage of head-on crashes suggesting that many head-on crashes may relate to failed passing maneuvers. No-passing lines should be installed where drivers "passing sight distance" is not available due to horizontal or vertical obstructions. General restriping projects can be good opportunities to reevaluate and incorporate new no-passing zones limits. The incorporation 'No Passing Zone' pennants should also be considered when reevaluating the limits of no-passing zones. Installing no-passing limits in areas that are not warranted may reduce the overall safety of the corridor as drivers may become frustrated and attempt passing maneuvers at other locations without the necessary sight distance.

Why it works:

When the centerline markings do not differentiate between passing and no-passing areas, drivers may have difficulty determining where passing maneuvers can be completed safely. Providing clear and engineered passing and no-passing areas can encourage drivers to wait patiently for safe passing areas and avoid aggressively looking for passing opportunities.

General Qualities (Time, Cost and Effectiveness):

These improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number and length of locations. When considered at a single location, these low cost improvements are usually funded through local funding by local maintenance crews. However, This CM can be effectively and efficiently implemented using a systematic approach with numerous and long locations, resulting in low to moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Head-on, Side-swipe CRF: 40 - 53%

R30, Install centerline rumble strips/stripes

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
90% All 20% 10 years					
Notes: This CM only applies to crashes occurring within the limits of the new rumble string/strings					

This CM only applies to crashes occurring within the limits of the new rumble strips/stripes.

General information

Where to use:

Center Line rumble strips/stripes can be used on virtually any roadway — especially those with a history of head-on crashes. It is recommended that rumble strips/stripes be applied systematically along an entire route instead of only at spot locations. For all rumble strips/stripes, pavement condition should be sufficient to accept milled rumble strips. Care should be taken when considering installing rumble strips in locations with residential land uses or in areas with high bicycle volumes.

Why it works:

Rumble strips provide an auditory indication and tactile rumble when driven on, alerting drivers that they are drifting out of their travel lane, giving them time to recover before they depart the roadway or cross the center line. Additionally, rumble stripes (pavement marking in the rumble itself) provide an enhanced marking, especially in wet dark conditions.

General Qualities (Time, Cost and Effectiveness):

These improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number and length of locations. This CM can be effectively and efficiently implemented using a systematic approach with numerous and long locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Head-on, Side-swipe, All CRF: 15 - 68%

R31. Install edgeline rumble strips/stripes

For HSIP Cycle 12 Call-for-projects						
Fur	Funding Eligibility Crash Types Addressed CRF Expected Life					
	90% All 15% 10 years					
Notes:	Notes: This CM only applies to crashes occurring within the limits of the new rumble strips/stripes.					

General information

Where to use:

Shoulder and edge line milled rumble strips/stripes should be used on roads with a history of roadway departure crashes. It is recommended that rumble strips/stripes be applied systematically along an entire route instead of only at spot locations. For all rumble strips/stripes, pavement condition should be sufficient to accept milled rumble strips. Special requirements may apply and care should be taken when considering installing rumble strips in locations with residential land uses or in areas with high bicycle volumes.

Why it works:

Rumble strips provide an auditory indication and tactile rumble when driven on, alerting drivers that they are drifting out of their travel lane, giving them time to recover before they depart the roadway or cross the center line. Additionally, rumble stripes (pavement marking in the rumble itself) provide an enhanced marking, especially in wet dark conditions.

General Qualities (Time, Cost and Effectiveness):

These improvements do not require a long development process and can typically be implemented quickly. Costs for implementing this strategy are nominal and depend on the number and length of locations. This CM can be effectively and efficiently implemented using a systematic approach with numerous and long locations, resulting in moderate cost projects that are more appropriate to seek state or federal funding.

FHWA CMF Clearinghouse: Crash Types Addressed: Run-off Road CRF: 10 - 41%

R32, Speed Safety Cameras

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash Types Addressed CRF Expected Life						
90% All 20% 20 years				20 years		
Notes:	es: This CM only applies to crashes occurring within the limits of the road sections that Speed Safety Cameras are newly installed.					

Agencies should conduct a legal and policy review to determine if Speed Safety Cameras (SSCs) are authorized within a jurisdiction and how the authorization and other traffic laws will affect an SSC program. Please refer to Speed Safety Camera Program Planning and Operations Guide. FHWA, (2023).

General information

Where to use:

Agencies should conduct a network analysis of speeding-related crashes to identify locations to implement SSCs. The analysis can include scope (e.g., widespread, localized), location types (e.g., urban/suburban/rural, work zones, residential, school zones), roadway types (e.g., expressways, arterials, local streets), times of day, and road users most affected by speed-related crashes (e.g., pedestrians, bicyclists). SSCs can be deployed as:

Fixed units—a single, stationary camera targeting one location.

Point-to-Point (P2P) units—multiple cameras to capture average speed over a certain distance.

Mobile units—a portable camera, generally in a vehicle or trailer.

Why it works:

Safe Speeds is a core principle of the Safe System Approach since humans are less likely to survive high-speed crashes. Enforcing safe speeds has been challenging; however, with more information and tools communities can make progress in reducing speeds. Agencies can use speed safety cameras (SSCs) as an effective and reliable technology to supplement more traditional methods of enforcement, engineering measures, and education to alter the social norms of speeding. SSCs use speed measurement devices to detect speeding and capture photographic or video evidence of vehicles that are violating a set speed threshold.

FHWA CMF Clearinghouse: Crash Types Addressed: CRF: -46 - 61 %

R33PB. Install bike lanes

	For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life				Expected Life		
	90%		Pedestrian and Bicycle	35%	20 years	
	Notes: This CM only applies to "Ped & Bike" crashes occurring within the limits of the Class II (not Class III) bike lanes. When an off-street bike-path is proposed that is not adjacent to the roadway, the applicant					

General information

must document the engineering judgment used to determine which "Ped & Bike" crashes to apply.

Where to use:

Roadway segments noted as having crashes between bicycles and vehicles or crashes that may be preventable with a buffer/shoulder. Most studies suggest that bicycle lanes may provide protection against bicycle/motor vehicle collisions. Striped bike lanes can be incorporated into a roadway when is desirable to delineate which available road space is for exclusive or preferential use by bicyclists.

Why it works:

Most studies present evidence that bicycle lanes provide protection against bicycle/motor vehicle collisions. Bicycle lanes provide marked areas for bicyclist to travel along the roadway and provide for more predictable movements for both bicyclist and motorist. Evidence also shows that riding with the flow of vehicular traffic reduces bicyclists' chances of collision with a motor vehicle. Locations with bicycle lanes have lower rates of wrong-way riding. In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing cyclists on appropriate/legal travel paths and signs and markings warning motorists of non-motorized uses of the roadway that should be expected.

General Qualities (Time, Cost and Effectiveness):

Adding striped bicycle lanes can range from the simply restriping the roadway and minor signing to projects that require roadway widening, right-of-way, and environmental impacts. It is most cost efficient to create bike lanes during street reconstruction, street resurfacing, or at the time of original construction. The expected effectiveness of this CM must be assessed for each individual location. For simple installation scenarios, This CM can be very effective and can be considered on a systematic approach.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	0 - 53 %

R34PB, Install Separated Bike Lanes

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
	90%	Pedestrian and Bicycle 45% 20 y		20 years	
Notes:	s: This CM only applies to "Ped & Bike" crashes occurring within the limits of the separated bike lanes. When an off-street bike-path is proposed that is not adjacent to the roadway, the applicant must				

document the engineering judgment used to determine which "Ped & Bike" crashes to apply.

General information

Where to use:

Separated bikeways are most appropriate on streets with high volumes of bike traffic and/or high bike-vehicle collisions, presumably in an urban or suburban area. Separation types range from simple, painted buffers and flexible delineators, to more substantial separation measures including raised curbs, grade separation, bollards, planters, and parking lanes. These options range in feasibility due to roadway characteristics, available space, and cost. In some cases, it may be possible to provide additional space in areas where pedestrian and bicyclists may interact, such as the parking buffer, or loading zones, or extra bike lane width for cyclists to pass one another.

Why it works:

Separated bike lanes provide increased safety and comfort for bicyclists beyond conventional bicycle lanes. By separating bicyclists from motor traffic, "protected" or physically separated bike lanes can offer a higher level of comfort and are attractive to a wider spectrum of the public. Intersections and approaches must be carefully designed to promote safety and facilitate left-turns for bicyclists from the primary corridor to cross street.

In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing cyclists on appropriate/legal travel paths and signs and markings warning motorists of non-motorized uses of the roadway that should be expected.

General Qualities (Time, Cost and Effectiveness):

The cost of Installing separated bike lanes can be low to medium or high, depending on whether roadway widening, right-of-way and environmental impacts are involved. It is most cost efficient to create bike lanes during street reconstruction, street resurfacing, or at the time of original construction. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian, Bicycle	CRF:	3.7 - 100 %

R35PB, Install sidewalk/pathway (to avoid walking along roadway)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expector					
90%	Pedestrian and Bicycle	80%	20 years		

Notes:

This CM only applies to "Ped & Bike" crashes occurring within the limits of the new walkway. This CM is not intended to be used where an existing sidewalk is being replaced with a wider one, unless prior Caltrans approval is included in the application. When an off-street multi-use path is proposed that is not adjacent to the roadway, the applicant must document the engineering judgment used to determine which "Ped & Bike" crashes to apply.

General information

Where to use:

Areas noted as not having adequate or no sidewalks and a history of walking along roadway pedestrian crashes. In rural areas asphalt curbs and/or separated walkways may be appropriate.

Why it works:

Sidewalks and walkways provide people with space to travel within the public right-of-way that is separated from roadway vehicles. The presence of sidewalks on both sides of the street has been found to be related to significant reductions in the "walking along roadway" pedestrian crash risk compared to locations where no sidewalks or walkways exist. Reductions of 50 to 90 percent of these types of pedestrian crashes. In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing pedestrians and cyclists on appropriate/legal travel paths and signs and markings warning motorists of non-motorized uses of the roadway that should be expected.

General Qualities (Time, Cost and Effectiveness):

Costs for sidewalks will vary, depending upon factors such as width, materials, and existing of curb, gutter and drainage. Asphalt curbs and walkways are less expensive, but require more maintenance. The expected effectiveness of this CM must be assessed for each individual location. These projects can be very effective in areas of high-pedestrian volumes with a past history of crashes involving pedestrians.

FHWA CMF Clearinghouse: C	Crash Types Addressed:	Pedestrian, Bicvcle	CRF:	65 - 89 %
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R36PB. Install/upgrade pedestrian crossing (with enhanced safety features)

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
90% Pedestrian and Bicycle 35% 20 years				20 years	
Notes: This CM only applies to "Ped & Rike" crashes occurring in the influence area (expected to be a					

CM only applies to "Ped & Bike" crashes occurring in the influence area (expected to be a maximum of within 250') of the new crossing which includes new enhanced safety features. Note: This CM is not intended to be combined with the "Install raised pedestrian crossing" when calculating the improvement's B/C ratio. This CM is not intended to be used for high-cost aesthetic enhancements (i.e. stamped concrete or stamped asphalt).

General information

Where to use:

Roadway segments with no controlled crossing for a significant distance in high-use midblock crossing areas and/or multilane roads locations. Based on the Zegeer study (Safety Effects of Marked vs. Unmarked Crosswalks at Uncontrolled Locations) at many locations, a marked crosswalk alone may not be sufficient to adequately protect non-motorized users. In these cases, flashing beacons, curb extensions, medians and pedestrian crossing islands and/or other safety features should be added to complement the standard crossing elements. For multi-lane roadways, advance "yield" markings can be effective in reducing the 'multiple-threat' danger to pedestrians.

Why it works:

Adding pedestrian crossings has the opportunity to greatly enhance pedestrian safety at locations noted as being problematic. The enhanced safety elements, which may include curb extensions, medians and pedestrian crossing islands, beacons, and lighting, combined with pavement markings delineating a portion of the roadway that is designated for pedestrian crossing. Care must be taken to warn drivers of the potential for pedestrians crossing the roadway and enhanced improvements added to the crossing increase the likelihood of pedestrians crossing in a safe manner. In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing pedestrians and cyclists on appropriate/legal travel paths and signs. When agencies opt to install aesthetic enhancement to crossing like stamped concrete/asphalt, the project design and construction costs can significantly increase. For HSIP applications, these costs must be accounted for in the B/C calculation, but these costs (over standard crosswalk markings) must be tracked separately and are not federally reimbursable and will increase the agency's local-funding share for the project costs.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely, depending on the extent of the curb extensions, raised medians, flashing beacons, and other pedestrian safety elements that are needed with the crossing. When considered at a single location, these improvements can sometimes be low cost and funded through local funding by local crews. This CM can often be effectively and efficiently implemented using a systematic approach with numerous locations, resulting in moderate to high cost projects that are appropriate to seek state or federal funding.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian. Bicvcle	CRF:	8 - 56%

R37PB, Install raised pedestrian crossing

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life					
90% Pedestrian and Bicycle 35% 20 year			20 years		
Notes:					

General information

Where to use:

On lower-speed roadways, where pedestrians are known to be crossing roadways that involve significant vehicular traffic. Based on the Zegeer study (Safety Effects of Marked vs. Unmarked Crosswalks at Uncontrolled Locations) at many locations, a marked crosswalk alone, may not be sufficient to adequately protect non-motorized users. In these cases, raised crossings can be added to complement the standard crossing elements. Special requirements may apply and extra care should be taken when considering installing raised crossings to ensure unintended safety issues are not created, such as: emergency vehicle access or truck route issues.

Why it works:

Adding a raised pedestrian crossing has the opportunity to enhance pedestrian safety at locations noted as being especially problematic. The raised crossing encourages motorists to reduce their speed and provides improved delineation for the portion of the roadway that is designated for pedestrian crossing. In combination with this CM, better guidance signs and markings for non-motorized and motorized roadway users should be considered, including: sign and markings directing pedestrians and cyclists on appropriate/legal travel paths.

General Qualities (Time, Cost and Effectiveness):

Costs associated with this strategy will vary widely, depending upon the elements of the raised crossing and the need for new curb ramps and sidewalk modifications. This CM may be effectively and efficiently implemented using a systematic approach with more than one location and can have medium to high B/C ratios based on past non-motorized crash history.

FHWA CMF Clearinghouse: Crash Types Addressed: Pedestrian, Bicycle CRF: 30 - 46%

R38PB, Install Rectangular Rapid Flashing Beacon (RRFB)

For HSIP Cycle 12 Call-for-projects						
Funding Eligibility Crash Types Addressed CRF Expected Life						
90% Pedestrian and Bicycle 35% 20 years						
Notes:	Notes: This CM only applies to "Ped & Bike" crashes occurring in the influence area (expected to be a maximum of within 250') of the crossing which includes the RRFB.					
General information						
Where to use:						

Rectangular Rapid Flashing Beacon (RRFB) includes pedestrian-activated flashing lights and additional signage that enhance the visibility of marked crosswalks and alert motorists to pedestrian crossings. It uses an irregular flash pattern that is similar to emergency flashers on police vehicles. RRFBs are installed at unsignalized intersections and mid-block pedestrian crossings.

Why it works:

RRFBs can enhance safety by increasing driver awareness of potential pedestrian conflicts and reducing crashes between vehicles and pedestrians at unsignalized intersections and mid-block pedestrian crossings. The addition of RRFB may also increase the safety effectiveness of other treatments, such as crossing warning signs and markings.

General Qualities (Time, Cost and Effectiveness):

RRFBs are a lower cost alternative to traffic signals and hybrid signals. This CM can often be effectively and efficiently implemented using a systematic approach with numerous locations.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Pedestrian. Bicvcle	CRF:	7 – 47.4%
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R39AL, Install Animal Fencing

For HSIP Cycle 12 Call-for-projects					
Funding Eligibility Crash Types Addressed CRF Expected Life				Expected Life	
90% Animal 80% 20 years			20 years		
Notes: This CM only applies to "animal" crashes occurring within the limits of the new fencing					

:5.	This Civi only applies to	allillal	crasnes occurring	within the innits of	i the new fencing.

General information

Where to use:

At locations with high percent of vehicular/animal crashes (reactive) or where there is a known high percent of animals crossing due to migratory patterns (proactive).

Why it works:

Animal fencing helps to channelize the identified animals to a natural or man-made crossing, eliminating the conflict between vehicles and animals on the same place. Animal fencing is typically installed at a bridge location with its "run of need" dependent on the surrounding terrain.

General Qualities (Time, Cost and Effectiveness):

Time to install fencing can be moderate to lengthy depending on the environmental commitments and agreed upon solution to mitigating project impacts. Costs will be fairly low and depend on the "run of need" length. There will be minimal reoccurring maintenance costs on keeping the fence intact. The expected effectiveness of this CM must be assessed for each individual location.

FHWA CMF Clearinghouse:	Crash Types Addressed:	Animal	CRF:	70 - 90 %

Appendix C: Summary of "Recommended Actions"

The information contained here represent a brief summary of each section of this manual as well as the Summary of "Recommended Actions" from Sections 2 through 7. This is intended to be a quick-reference for local agency practitioners working on a "proactive safety analysis" of their roadway network.

Introduction and Purpose

As safety practitioners consider implementing a 'proactive safety analysis approach' they should consider the overall context of the safety issues facing California local agencies and Caltrans primary goals for preparing this manual for California's local roadway owners. Figure 1 provides a flowchart of the process and Appendices E and F provide examples and lessons learned from recent statewide callsfor-projects.

Identifying Safety Issues

This section provides an overview of the types of data to collect for the identification of roadway safety issues. It discusses sources of crash data and how they can be used. As practitioners gather information they are encouraged to develop one or more separate spreadsheets and/or pin-maps to help track and manage this data.

State and Local Crash Databases

<u>Recommended Action</u>: Obtain at least 3 years of network-wide crash data to identify local roads that have a history of roadway crashes. This will be used to identify predominant roadway crash locations, crash types and other common characteristics.

Transportation Injury Mapping System (TIMS)

<u>Recommended Action:</u> Consider augmenting your local agency's data collection approach with information available using the suite of TIMS tools. The TIMS tools (and/or tools from private for-profit vendors) can help the safety practitioner access and manage their crash data.

Law Enforcement Crash Reports

<u>Recommended Action:</u> Develop a working relationship with law enforcement officials responsible for enforcement and crash investigations. This could foster a partnership where sharing crash reports and safety information on problem roadway segments becomes an everyday occurrence. Practitioners with limited access to crash data are encouraged to use TIMS to assess the local crash report data.

Observational Information

<u>Recommended Action:</u> Gather information received from law enforcement and road maintenance crew observations. Develop a system for maintenance crews to report and record observed roadway safety issues and a mechanism to address them.

Public Notifications

<u>Recommended Action:</u> Review and summarize information received from these sources, identifying segments or corridors with multiple notifications and record the locations, dates, and nature of the problem that are cited.

Roadway Data and Devices

<u>Recommended Action:</u> Identify and track roadway characteristics for the intersections, roadway segments, and corridors, including compliance with the minimum standards. At a minimum, this should be done for locations being considered for safety improvements, but ideally agencies would establish an extensive database of roadway data to help them proactively identify high risk roadway features.

Exposure Data

<u>Recommended Action:</u> Consider the availability of exposure data and track it along with the other crash data to help prioritize potential locations for safety improvements.

Field Assessments and Road Safety Audits

<u>Recommended Action:</u> Consider completing formal or informal field assessments and RSAs at certain locations to help ensure all relevant information is collected and available for the safety practitioners to complete their safety analysis and identification of the most appropriate countermeasures. Develop simple straightforward criteria on when one of these will be undertaken.

Safety Data Analysis

This section summarizes the types of analyses that can be conducted to determine what roadway countermeasures should be implemented. This section is the link between the data (Section 2) and the selection of appropriate countermeasures (Section 4). It provides definitions and examples of the qualitative and quantitative factors that should be considered when evaluating roadway safety issues.

Quantitative Analysis

<u>Recommended Action:</u> Complete a quantitative analysis of their roadway data using both Crash Frequency and Crash Rate methodologies, including:

Crash Frequency

Top 10 (or 20) lists of intersections and roadway segments.

For lower volume roadways, network wide pin-maps may be more effective.

Develop collision diagrams showing the direction of movement of vehicles and pedestrians.

Crash Rate

Top 10 (or 20) lists of roadway segments in relationship to length, volumes, and/or density.

Top 10 (or 20) lists of intersections, sorted by crash rate.

Top 10 (or 20) lists of the highest volume intersections, sorted by crash frequency or rate.

Qualitative Analysis

<u>Recommended Action:</u> Consider completing field assessments and RSAs to identify roadway infrastructure characteristics relating to both locations with compliance issues and locations with high crash frequencies/rates. As part the field assessments, common roadway and crash characteristics should be identified for the potential systemic deployment of countermeasures.

Caltrans recommends all agencies complete both quantitative and qualitative analyses before starting their applications for HSIP program funding. The findings from these analyses should be documented in spreadsheets and/or pin-maps similar to the ones discussed in Section 2.

Countermeasures

This Section provides a description of selected countermeasures that have been shown in this manual. It includes a basic set of strategies to implement at locations experiencing a history of crashes and their corresponding crash modification factors (CMF). NOTE: Crash Reduction Factors (CRFs) are directly connected to the CMFs and are another indication of the effectiveness of a particular treatment. The CRF for a countermeasure is defined mathematically as 1 – CMF. The terms CMFs and CRFs are used interchangeably throughout this document.

Selecting Countermeasures and Crash Modification Factors / Crash Reduction Factors Countermeasure Details and Characteristics

<u>Recommended Action:</u> Agencies should use all information and results obtained through completing the actions in Sections 2, 3 and 4 to select the appropriate countermeasures for their HCCLs and systemic improvements. As novice safety practitioners select countermeasures, they must realize that a reasonable level of traffic 'engineering judgment' is required and that this manual and should not be used as a simple cheat-sheet for preparing and submitting applications for funding.

Calculating the B/C ratio and Comparing Projects

This section defines a methodology for calculating a benefit to cost (B/C) ratio for a potential safety project. It includes sources for estimating projected costs and benefits and the specific values/formulas Caltrans uses for its statewide evaluations of HSIP projects. This section also discusses the potential value in reevaluating projects' overall cost effectiveness.

Estimating the Benefit of Implementing Proposed Improvements

<u>Recommended Action:</u> Prepare 'Total Benefit' estimates for the proposed projects being evaluated in the proactive safety analysis.

Estimating the Cost of Implementing Proposed Improvements

<u>Recommended Action:</u> Prepare 'Total Project Cost' estimates for the proposed projects being evaluated in the proactive safety analysis.

Calculating the B/C Ratio

<u>Recommended Action:</u> Calculate the B/C ratio for each of the proposed projects being evaluated in the proactive safety analysis.

Compare B/C Ratios and Consider the Need to Reevaluate Project Elements

<u>Recommended Action:</u> Compare, reevaluate, and prioritize the potential safety projects. Consider changing the project limits or utilizing lower cost countermeasures for projects with low initial B/C ratios.

Identifying Funding and Construct Improvements

This section identifies existing and new funding opportunities for safety projects that local agencies should be considering. This section also briefly discusses some unique project development issues and strategies for safety projects as they proceed through design and construction.

Existing Funding for Low-cost Countermeasures

<u>Recommended Action:</u> Survey planned maintenance, developer and capital projects to determine whether they overlap any of the proposed safety projects. Where projects overlap, leverage the existing funding sources to include safety countermeasures.

Other Funding Sources

<u>Recommended Action:</u> Consider all potential funding opportunities to incorporate the identified safety countermeasures including the HSIP and ATP Programs.

Project Development and Construction Considerations

<u>Recommended Action:</u> Safety practitioners should follow their safety projects all the way through the project delivery and construction process. In addition, they should establish a safety program delivery plan that brings awareness and support to the expedited delivery of safety projects. Where possible, safety practitioners should involve the media and even consider having their own program intended to "toot their own safety-horn."

Evaluation Improvements

This section presents the process to complete an evaluation of installed treatments. After the countermeasures are installed, assessing their effectiveness will provide valuable information and can help determine which countermeasures should continue to be installed on other roadways to make them safer as well.

<u>Recommended Action:</u> Develop a spreadsheet to track future safety project installations and record 3+ years of "before" and "after" crash information at those locations. Once safety countermeasures are constructed, schedule and track assessment dates to ensure they happen.

Appendix D: Benefit Cost Ratio (BCR) Calculations

This appendix includes the Benefit Cost methodology used in the Caltrans Calls-for-projects in the HSIP programs. The HSM, Part B - Chapter 7, includes more details on conducting Economic Appraisal for roadway safety projects. Local agencies will be required to utilize the HSIP Analyzer to calculate the Benefit Cost Ratio (BCR) as part of their application for HSIP funding.

Starting in Cycle 7 call for projects, the fatality and severe injury costs have been combined for calculating the benefit. Because fatality figures are small and are a matter of randomness, this change is being made to reduce the possibility of selecting an improvement project on the basis of randomness.

1) Combined Crash Reduction Factor (CRF) of multiple countermeasures (CMs): Assume there are 3 CMs with CRF₁, CRF₂ and CRF₃ as their individual CRFs:

$$CRF_{combined} = 1 - (1-CRF_1)(1-CRF_2)(1-CRF_3).$$

- 2) Annual benefit of project = $\sum_{s=0}^{3} \frac{CRF_{combined} \times N_s \times CC_s}{Y}$
 - \circ CRF_{combined}: Combined CRF of multiple CMs.
 - \circ S: Crash severity (0/1/2/3. See the below table.
 - \circ N_s: Number of crashes in each severity level.
 - o CCs: Crash cost of each severity level.
 - o Y: Crash data time period (year).

Severity (S)	Crash Severity *	Location Type	Crash Cost ***		
3		Signalized Intersection	\$2,162,000		
3	**Fatality and Severe Injury	Non-Signalized Intersection	\$3,440,000		
3	Combined (KA)	Roadway	\$2,978,000		
2	Evident Injury – Other Visible (B)		\$193,000		
1	Possible Injury–Complaint of Pain (C)		\$110,000		
0	Property Damage Only (O)		\$18,000		

- * The letters in parenthesis (K, A, B, C and O) refer to the KABCO scale; it is commonly used by law enforcement agencies in their crash reporting efforts and is further documented in the HSM.
- ** Figures were calculated based on an average Fatality (K) / Severe Injury (A) ratio for each area type. These costs are used in the HSIP Analyzer.
- *** Based on Table 7-1, Highway Safety Manual (HSM), First Edition, 2010. Adjusted to 2024 Dollars.
- 3) Life benefit of project = Annual benefit of project x Service life of project (years)
- 4) Project BCR = $\frac{\text{Life benefit of project}}{\text{Total project cost}}$

Appendix E: Examples of Crash Data Collection and Analysis Techniques using TIMS

As demonstrated throughout the manual, SafeTREC's TIMS website https://tims.berkeley.edu/ can be used to assist local agencies in completing a proactive safety analysis of their roadway network.

Note: This manual focuses on TIMS as a tool to access and map SWITRS data because TIMS is free to local agencies and the general public. Local agencies are encouraged to try TIMS, but they should not feel obligated to make a switch if they prefer using their vendor-supplied crash analysis software to complete their data collection and analysis process.



SWITRS Query & Map:

The SWITRS Query & Map application is a tool for accessing and mapping fatal and injury crash data from the California Statewide Integrated Traffic Records System (SWITRS).

SWITRS GIS Map:

The SWITRS GIS Map offers an interactive map-centric approach to viewing and querying SWITRS collision data with various tools including crash diagram, rank by intersection, etc.

Crash Diagram Tool:

The Crash Diagram tool allows users to generate an interactive crash diagram. The crash diagram is accessible through SWITRS GIS Map after a set of crashes is selected.

ATP Maps & Summary Data:

The ATP Maps & Summary Data tool utilizes interactive crash maps to allow users to track and document pedestrian and bicycle crashes and generate data summaries within specified project and/or community limits. Though it is designed to support the California Active Transportation Program (ATP), this tool may be useful in developing an HSIP project targeting pedestrian and bicycle safety issues.

Appendix F: List of Abbreviations

AASHTO American Association of State Highway and Transportation Officials

ATP Active Transportation Program

B/C Ratio; BCR Benefit Cost Ratio

Caltrans California Department of Transportation (Division of Local Assistance)

CA-MUTCD California - Manual on Uniform Traffic Control Devices

CM Countermeasure

CMF Crash Modification Factor

CRF Crash Reduction Factor

"5 E's of Safety" Education, Enforcement, Engineering, Emergency Response and Emerging

Technologies

EMS Emergency Medical Services

FHWA Federal Highway Administration

HCCL High Crash Concentration Location

HR3, HRRR High Risk Rural Roads Program

HSIP Highway Safety Improvement Program

HSM Highway Safety Manual

RSA Roadway Safety Audit

SafeTREC Safe Transportation Research and Education Center (SafeTREC) at the University of

California, Berkeley

SHSP Strategic Highway Safety Plan

SWITRS Statewide Integrated Traffic Records System

TIMS Transportation Injury Mapping System (a product of SafeTREC)

Appendix G: References

- 1. FHWA, Office of Safety website: Local and Rural Road Safety Program
 - https://safety.fhwa.dot.gov/local_rural/
- 2. Highway Safety Manual (HSM). Product of the American Association of State Highway and Transportation Officials.
 - http://www.highwaysafetymanual.org/Pages/default.aspx
- 3. National Highway Traffic Safety Administration (NHTSA): National Center for Statistics and Analysis (NCSA) Motor Vehicle Traffic Crash Data Resource
 - https://crashstats.nhtsa.dot.gov/
- 4. California Manual on Uniform Traffic Control Devices (CA-MUTCD)
 - https://dot.ca.gov/programs/safety-programs/camutcd
- 5. Caltrans' website on the Highway Design Manual
 - https://dot.ca.gov/programs/design/manual-highway-design-manual-hdm
- 6. FHWA, Research and Development website for pedestrian & bicyclist safety
 - https://safety.fhwa.dot.gov/ped_bike/tools_solve/
- 7. AASHTO A Policy on Geometric Design of Highways and Streets ("Green Book")

AASHTO - the Roadside Design Guide

- https://store.transportation.org/
- 8. FHWA Public Roads Magazine:
 - https://highways.dot.gov/public-roads/home

City of Fort Bragg Local Road Safety/Action Plan

APPENDIX G: HSIP ANALYZERS (2024)

Please contact the City for a copy of the Analyzers.

City of Fort Bragg Local Road Safety/Action Plan

APPENDIX H: PROJECT PRIORITIZATION CALCULATION

Project Prioritization Calculation

Priority	Project	Safety Benefits	Benefits to Vulnerable Road Users	School Safety Impact	Equity Impact	Public Engagement	Ease of Implementation	Score
1	City Project 2A: Improve Pedestrian Safety at Non- Signalized Intersections. (Pedestrian Set Aside)	100	100	100	100	100	50	95
2	City Project 2B: Improve Pedestrian Safety on Willow Street. (Pedestrian Set Aside)	100	100	100	100	100	20	92
3	SH Project 1 : Improve Safety at Improve Safety at Signalized Intersections, and Pedestrian and Bicycle Safety.	100	100	0	100	100	50	85
4	City Project 1: Improve Safety at Non-Signalized Intersections.	50	100	100	100	100	100	80
5	SH Project 4: Improve Safety at Roadway Segment.	50	100	0	100	100	100	70
6	City Project 5: Citywide Sign Inventory	20	100	100	100	100	100	68
7	City Project 4: Improve Pedestrian/Bicycle Safety at Roadway Segments.	20	100	100	100	100	50	63
8	SH Project 3: Improve Safety at Roadway Segments.	50	0	0	100	100	100	55
9	City Project 3: Improve Safety at Roadway Segment.	20	0	100	100	100	100	53
10	SH Project 2: Improve Safety at Non-Signalized Intersection.	20	100	0	0	0	50	28

Buckets	Value		
Highest Value	195		
Lowest Value	0		
Group Range	65		
Bucket 1 below	65		
Bucket 2 below	130		
Bucket 3 below	195		

RESOLUTION NO. PC 23-2024

A RESOLUTION OF THE FORT BRAGG PLANNING COMMISSION RECOMMENDING THAT THE CITY COUNCIL APPROVE DESIGN REVIEW 3-24 (DR 3-24), USE PERMIT 7-24 (UP 7-24), COASTAL DEVELOPMENT PERMIT 4-24 (CDP 4-24), AND SIGN PERMIT 12-24 (SP 12-24) TO CONSTRUCT A 2,400-SQUARE-FOOT WAREHOUSE/WORKSHOP, AND ASSOCIATED ACCESS ROAD, SEWER AND WATER LINES, AND PARKING AT 331 JERE MELO ROAD.

WHEREAS, Noyo Center for Marine Science ("Applicant"), submitted an applicant for Design Review 3-24 (DR 3-24); Coastal Development Permit (CDP 8-24); Sign Permit (SP 12-24) for a 2,400 square foot La-bone-atory, and the associated access road, sewer and water lines and 7 parking spaces located on APN 018-430-15.

WHEREAS, Assessor Parcel Number 018-430-15-00 is in the Timber Resources Industrial (IT) zone in the Coastal Zone and a change to the site's current zoning designation is required for the Project; and

WHEREAS, The issuance of these Planning Permits is conditioned on the Coastal Commission's certification of LCP Amendment 1-24 which would change the Project's site to Public Facilities zoning.

WHEREAS, the Project is subject to the Fort Bragg Coastal General Plan and Coastal Land Use and Development Code (CLUDC); and

WHEREAS, the Planning Commission held a public meeting on August 14, 2024, to consider the Project, accept public testimony and consider making a recommendation to City Council; and

WHEREAS, pursuant to the California Environmental Quality Act ("CEQA") pursuant to Categorically Exempt from CEQA under Section 15303 Class C (3) – New Small Commercial Structures of less than 2,500 SF including on-premise signs; and

NOW, THEREFORE, BE IT RESOLVED that the City of Fort Bragg Planning Commission, based on the entirety of the record before it, which includes without limitation, CEQA, Public Resources Code §21000, et seq. and the CEQA Guidelines, 14 California Code of Regulations §15000, et seq.; the Fort Bragg Coastal General Plan; the Fort Bragg Coastal Land Use and Development Code; the Project applications; all site plans, and all reports and public testimony submitted as part of the Planning Commission meeting of March 27, 2024 and Planning Commission deliberations; and any other evidence (within the meaning of Public Resources Code §21080(e) and §21082.2), the Planning Commission of the City of Fort Bragg hereby find as follows, *per the analysis incorporated herein by reference to the project staff report, dated August 14, 2024*:

A. General Findings

- 1. The foregoing recitals are true and correct and made a part of this Resolution;
- 2. The documents and other material constituting the record for these proceedings are located at the Community Development Department;

 The proposed project is consistent with the purpose and intent of the zoning district, as well as all other provisions of the Coastal General Plan, Coastal Land Use and Development Code (CLUDC) and the Fort Bragg Municipal Code in general.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory *per analysis incorporated herein by reference to the project staff report, dated August 14, 2024.*

- 1. Feasible mitigation measures and/or alternatives have been incorporated to substantially lessen any significant adverse effects of the development on the environment.
- 2. The proposed use is consistent with the purposes of the zone in which the site is located.
- 3. The proposed development is in conformance with the City of Fort Bragg's Coastal General Plan.
- 4. The proposed location of the use and conditions under which it may be operated or maintained will not be detrimental to the public health, safety, or welfare, or materially injurious to properties or improvements in the vicinity.
- 5. Services, including but not limited to, water supply, sewage disposal, solid waste, and public roadway capacity have been considered and are adequate to serve the proposed development.
- 6. Supplemental findings for projects located within Environmentally Sensitive Habitat Areas:
 - a. The coastal tufted hairgrass meadow is not an ESHA and will not be significantly degraded by the proposed development; and
 - b. There is no feasible less environmentally damaging alternative; and
 - c. All feasible mitigation measures capable of reducing or eliminating project related impacts have been adopted.
- 7. There are no individual and cumulative burdens imposed on public access and recreation opportunities by the proposed project.
- 8. There is no necessity for requiring public access conditions for the project to be consistent with the public access provisions of the Coastal Act.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following supplemental findings per 17.71.045 (I2h) for projects located within Environmentally Sensitive Habitat Areas for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory *per analysis incorporated herein by reference to the project staff report, dated August 14, 2024*

- 1. The resource as identified will not be significantly degraded by the proposed development; and
- 2. There is no feasible less environmentally damaging alternative; and
- 3. All feasible mitigation measures capable of reducing or eliminating project related impacts have been adopted.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning

Commission makes the following supplemental findings for projects located between the first public road and the sea for Coastal Development Permit 4-24 to allow for construction of the La-bone-atory per analysis incorporated herein by reference to the project staff report, dated August 14, 2024

- 1. Coastal access is provided by the adjacent 92-acre Coastal Trail, which was designed to accommodate upwards of 20,000 daily visitors. The trail currently provides coastal access for about 15,000 visitors/day on a busy summer holiday weekend. The proposed project will allow a limited number of scientists to engage in scientific study with by-appointment-only nature education opportunities for school groups and other groups. Total annual visitors to the La-bone-atory will not exceed 2,000 people per year or about 5 people per day. It will not result in usage rates that are greater than project design.
- 2. Public access is not feasible through the proposed project site to the Coastal Trail, because the adjacent eastern parcel (mill site) is vacant and fully fenced.
- 3. No public access is required for this project.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for the Use Permit 7-24, per the project analysis incorporated herein by reference to the project staff report, dated August 14, 2024:

- 1. As conditioned, the proposed use is consistent with the General Plan, any applicable specific plan, and the Local Coastal Program;
- 2. As conditioned, the proposed use is allowed within the applicable zoning district and complies with all other applicable provisions of this Development Code and the Municipal Code;
- 3. The design, location, size, and operating characteristics of the proposed activity are compatible with the existing and future land uses in the vicinity;
- 4. The site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the type, density, and intensity of use being proposed would not endanger, jeopardize, or otherwise constitute a hazard to the public interest, health, safety, convenience, or welfare, or be materially injurious to the improvements, persons, property, or uses in the vicinity and zoning district in which the property is located.
- 5. The proposed use complies with any findings required by Section 17.22.030 (Commercial District Land Uses and Permit Requirements).

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission makes the following required findings and determinations for the Design Review Permit 3-24, per the project analysis incorporated herein by reference to the project staff report, dated August 14, 2024:

- 1. Complies with the purpose and requirements of this Section (Design Review in the CLUDC)
- 2. Provides architectural design, building massing, and scale appropriate to and compatible with the site surroundings and the community.
- 3. Provides attractive and desirable site layout and design, including building arrangement, exterior appearance and setbacks, drainage, fences and walls, grading, landscaping, lighting, signs, etc.
- 4. Provides efficient and safe public access, circulation, and parking.
- 5. Provides appropriate open space and landscaping, including the use of water efficient landscaping.
- 6. Is consistent with the Coastal General Plan, and applicable specific plan, and the certified Local Coastal Program.
- 7. Complies and is consistent with the City's Design Guidelines.

BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission does hereby approve Design Review 3-24 (DR 3-24); Coastal Development Permit (CDP 8-24); Sign Permit (SP 12-24) for a 2,400 square foot La-bone-atory, and the associated access road, sewer and water lines and 7 parking spaces, subject to the following standard and special conditions:

SPECIAL CONDITIONS

- 1. LCP Amendment Approval. The Coastal Development Permit for this project shall be issued only after final certification of LCP Amendment 1-24 by the Coastal Commission.
- 2. The applicant shall replace one of the regular parking spaces with an EV parking space on the site plan submitted with the building permit application.
- 3. Prior to issuance of a building permit the applicant shall resubmit the site plan with a landscaping plan that includes the following required features:
 - a. An eight-foot landscaping strip between the building and the parking lot and a 5-foot-wide strip of landscaping surrounding the project site which is at least 42 inches in height at maturity.
 - b. All landscaping shall be from local native plant or seed stock.
 - c. At least three shore pines shall be planted on the lee side (east) of the building, two shall be planted on the south side of the building; and two shall be planted on the north side of the building. Each shore pine shall be protected either by earthen berms or other measures as necessary to ensure their successful adaptation to the high wind environment on the project site. The tree plantings shall be monitored for five years and any trees that do not survive shall be replaced during this five-year period.
 - d. The backflow device shall be screened from view by native shrubs and vegetation.
 - e. All landscaping and irrigation shall comply with the requirements of the State of California Model Water Efficient Landscape Ordinance (MWELO).
- 4. The applicant shall submit a revised fence design to the which complies with the requirements of 17.31050 and 17.42.140. The alternative fence design shall be reviewed and approved by the Director of Community Development prior to

issuance of the building permit.

- 5. Utility Connections.
 - a. The Applicant is responsible for installing all required offsite improvements for sewer and water connections. In addition, the Applicant shall restore any portion of the coastal trail and Jere Melo Drive that are disturbed for the installation of new utilities. If the installation of underground utilities requires the applicant to disrupt access on the Coastal Trail, the applicant shall install: details of when coastal access will be temporarily disrupted shall install temporary A-frame signage that: 1) notifies users at least two weeks in advance of the planned detour and construction; and 2) warning and detour signage and protective fencing during utility installation. The applicant shall keep the trail open as much as possible by placing a steal panel over the utility ditch. Every effort will be made to reduce impacts to public access to as short a time as possible in coordinate with the Public Works Department. Public access shall not be disrupted for more than five business days in total.
 - b. The location of utility connections within Jere Melo Road shall be coordinated with public works staff and shown on the site plan submitted with the building permit application.
 - c. Public Works anticipates that the applicant shall connect to the Sewer and Water lines located near the entrance to the Wastewater Treatment Facility or at the connections near the Wastewater treatment lab or the public bathroom on the trail. The applicant may need to install a force main to connect to one of these connections.
 - d. A Public Utility (or similar) Easement shall be recorded for the private utility lines within the public right of way.
 - e. Because the WWTF water line is limited in capacity, any future development by the applicant (or others) in the area will require installation of a new water main at their cost with corresponding public utility easement and City dedication. At the time of water main install, the existing water connection for the La-Bone-Atory project will need to be removed, and a new connection to the new water main will be required.
 - f. An approved backflow device is required for all water connections. Please contact Heath Daniels at 707-813-8031 for more information.
 - g. Applicant shall pay connection fees (which vary depending on desired connection and meter sizes) based on the cost to the City to make the connections. The applicant shall specify what size of connections will be needed for this project, including any fire connection for sprinklering purposes. Please notify the Public Works Department as soon as possible once the desired connection size(s) has/have been determined.
 - h. The applicant shall contact Underground Service Alert (USA), Dial 811 or 1-800-227-2600, at least 48hrs prior to construction.
- 6. Encroachment Permit. The applicant shall apply for an encroachment permit for any activity occurring in the public right of way during construction. This includes the installation of sewer and water lines, placement of dumpster, construction

- vehicles not parked in conformance with parking codes, and installation of any frontage improvements. Please submit the relevant encroachment permit application 2 weeks prior to anticipated construction date(s) to allow adequate time for processing.
- 7. Impact Fees. The applicant shall pay all required Impact Fees prior to final of the Building Permit, which are estimated as follows: (actual fees to be calculated at time of building permit submittal based on final proposed use):
 - a. Water 2,240 SF increase in garage/workshop space is \$1,983.86.
 - b. Sewer 2,240 SF increase in garage/workshop space is \$1,537.73.
 - c. Drainage 11,064 SF increase in impervious surface is \$8,187.36
 - d. Police Facilities 2,240 SF of Industrial Space is \$1,752.04
 - e. Fire Facilities 2,240 SF of Industrial Space is \$413.26
- 8. The Applicant shall contact Sherwood Valley Band of Pomo three weeks prior to the start of excavation to schedule a tribal monitor. The Tribal Monitor will remain on site during excavation until they determine that disturbance of cultural resources is unlikely.
- 9. If archaeological remains are discovered during project construction, the following actions shall be taken; 1) the construction contractor shall cease and desist from any further excavation or disturbance of the soil within 25 feet of the discovery; 2) the project manager shall notify the Fort Bragg Community Development Department within 24 hours of the discovery; and 3) the City shall notify the Sherwood Valley Band of Pomo Cultural Resources Officer and retain a professional archaeologist to determine appropriate actions in consultation with stakeholders including the Coastal Commission.
- 10. The applicant shall install a small plaque on the La-bone-atory near the building entrance which includes the following language: "This is the unceded traditional territory of the coastal Pomo (indigenous) People past and present. Honoring of the land itself by stewardship has and does happen throughout the generations. This land acknowledgement encompasses us all to continue to learn how to be better stewards of the land."
- 11. Storm water runoff shall be minimized by incorporation of Low Impact Development (LID) strategies that minimize impermeable areas, maximize permeable areas, and that slow, spread, and sink runoff so as to recharge groundwater and minimize runoff. Runoff that is expected shall be collected at vegetative swales or bio retention facilities and overflow finally conveyed by a storm drain system approved by the City Engineer.
- 12. Treatment Control BMPs shall be sized and designed to retain and infiltrate runoff produced by all storms up to and including the 85th percentile (.83" in 24-hours).
- 13. Because this project proposes to replace >5,000 SF of impervious surface, it's defined as a "regulated project", and installation of LID features in compliance with regulations outlined in the County of Mendocino Low Impact Development Standards Manual (LID Manual) will be required. The manual is at: https://www.mendocinocounty.org/home/showpublisheddocument/43360/63758 3284035530000
- 14. The site plan currently shows a bioretention area, but the feature has yet to be

- designed. The feature must be sized based on the total area of impervious surface being created by this project. Completed design in accordance with the LID manual must be submitted at the time of building permit submittal. In order to comply with Low Impact Development requirements, the new parking lot must be sloped toward the bioretention area. The downspouts of the new workshop shall also direct stormwater to the bioretention area.
- 15. Applicant must follow instructions in Part C of the Lid Manual. Applicant to complete and provide to the City the appropriate Site Design Measure Sheet(s) from the Appendices of the Mendocino County LID Manual.
- 16. If construction is to be conducted between October and April (the rainy season) approval from the Public Works Department and additional construction BMP's will be required.
- 17. To eliminate storm water runoff from the access road getting into wetland SW-2 and Wetland SW-1, the applicant shall resubmit a site plan and grading plan, for approval by the City of Fort Bragg in consultation with the Water Board, which achieves the following; 1) reposition the road on the old gravel road so that it is located as far as feasible from each wetland; 2) slope the road so that stormwater does not enter either wetlands; 3) design bioswales to infiltrate stormwater from the road on site; 4) insure hydrologic discontinuity between the bioswales and the season wetlands. The site plan and grading plan shall be approved prior to issuance of the Building Permit. If the applicant is unable to design a system which ensures that road runoff and fugitive dust from the road do not enter the wetland, the applicant must obtain a 401-wetland permit from the Water Board.
- 18. The applicant shall install symbolic fencing (such as the log barriers that are located throughout the Coastal Trail) at the edge of the access road on both sides that is placed the furthest extent feasible from the seasonal wetlands to prevent additional encroachment into the ESHA. Install signage that identifies the area as an environmentally sensitive habitat area to promote education of native species and habitats
- 19. The Applicant shall engage in target the removal of non-native invasive species for a period of five years.
- 20. The applicant shall prepare a Soil Management Plan for review and approval by DTSC prior to undertaking any grading activities on site. The Soils Management Plan shall be implemented during ground disturbing activities.
- 21. The applicant shall submit a new site plan with a pedestrian access (trail or sidewalk) from Jere Melo Drive to the La-BONE-atory as part of the building permit application.
- 22. The applicant shall submit revised elevations that include an awning and small "entrance" sign adjacent to the entrance door for the building as part of the Building Permit application.
- 23. The Monument Sign shall be limited to 42 inches in height, and the sign permit copy for the Monument Sign shall be reviewed by the Community Development Director.

STANDARD CONDITIONS

- 1. This action shall become final on the 11th day following the City Council decision.
- The use and occupancy of the premises shall be established and maintained in conformance with the requirements of this permit and all applicable provisions of the CLUDC.
- 3. The application, along with supplemental exhibits and related material, shall be considered elements of this permit, and compliance therewith is mandatory, unless an amendment has been approved by the City.
- 4. This permit shall be subject to the securing of all necessary permits for the proposed development from City, County, State, and Federal agencies having jurisdiction. All plans submitted with the required permit applications shall be consistent with this approval. All construction shall be consistent with all Building, Fire, and Health code considerations as well as other applicable agency codes.
- 5. The applicant shall secure all required building permits for the proposed project as required by the Mendocino County Building Department.
- 6. If any person excavating or otherwise disturbing the earth discovers any archaeological site during project construction, the following actions shall be taken: 1) cease and desist from all further excavation and disturbances within 25 feet of the discovery; 2) notify the Fort Bragg Community Development Department within 24 hours of the discovery; and 3) retain a professional archaeologist to determine appropriate action in consultation with stakeholders such as Native American groups that have ties to the area.
- 7. This permit shall be subject to revocation or modification upon a finding of any one or more of the following:
 - (a) That such permit was obtained or extended by fraud.
 - (b) That one or more of the conditions upon which such permit was granted have been violated.
 - (c) That the use for which the permit was granted is so conducted as to be detrimental to the public health, welfare, or safety or as to be a nuisance.
 - (d) A final judgment of a court of competent jurisdiction has declared one or more conditions to be void or ineffective, or has enjoined or otherwise prohibited the enforcement or operation of one or more conditions.
- 8. Unless a condition of approval or other provision of the Coastal Land Use and Development Code establishes a different time limit, any permit or approval not exercised within 24 months of approval shall expire and become void, except where an extension of time is approved in compliance with CLUDC Subsection 17.76.070(B).

BE IT FURTHER RESOLVED that this Resolution shall become effective immediately upon its passage and adoption.

The above and foregoing Resolution was introduced by Commissioner Jensen, seconded by Commissioner Neils, and passed and adopted at a regular

meeting of the Planning Commission of the City of Fort Bragg held on the 14th day of August 2024, by the following vote:

AYES: Turner, Neils, Stavely, Jensen, Deitz

NOES:

ABSENT:

ABSTAIN: RECUSE:

Scott Duits

Scott Deitz, Chair

ATTEST:

—Docusigned by: Maria Flynn

Maria Plyffn, Administrative Assistant

RESOLUTION NO. PC 22-2024

A RESOLUTION OF THE FORT BRAGG PLANNING COMMISSION RECOMMENDING THAT THE CITY COUNCIL SUBMIT LCP AMENDMENT 1-24 TO THE COASTAL COMMISSION TO: 1) AMEND MAP LU-4 OF THE COASTAL GENERAL PLAN TO ADD A THIRD PLAN AREA; AND 2) AMEND TABLE 2-10 OF THE CLUDC TO ALLOW A SCIENCE CENTER WITH A USE PERMIT IN THE PUBLIC FACILITIES ZONING DISTRICT; AND 3) AMEND THE ZONING MAP TO: A) REZONE THE NOYO CENTER PARCEL TO PUBLIC FACILITIES ZONING DISTRICT, AND B) REZONE THE COASTAL TRAIL PARCELS TO PARKS & RECREATION ZONING DISTRICT AND C) REZONE THE SHERWOOD VALLEY BAND OF POMO (SVBP) PARCEL AS RESIDENTIAL.

WHEREAS, California Constitution Article XI, Section 7, enables the City of Fort Bragg (the "City") to enact local planning and land use regulations; and

WHEREAS the authority to adopt and enforce zoning regulations is an exercise of the City's police power to protect the public health, safety, and welfare; and

WHEREAS the City of Fort Bragg ("City") adopted a General Plan in 2002 which established policies for all lands within Fort Bragg city limits; and

WHEREAS, the City adopted a Coastal General Plan ("Coastal GP") as the Land Use Plan portion of the Local Coastal Program on May 12, 2008 which established policies for all land within the Fort Bragg Coastal Zone; and

WHEREAS, in August 2008 the California Coastal Commission certified the City's Local Coastal Program (LCP) which includes the Coastal GP as the Land Use Plan: and

WHEREAS, the City Council adopted Resolution 3162-2008 on May 12, 2008 adopting the Coastal General Plan; and

WHEREAS, the City adopted a Coastal Land Use and Development Code in 2008 as the implementing portion of the Local Coastal Program on May 12, 2008, which established all land use regulations for the Coastal Zone; and

WHEREAS, on April 23, 2018, the City Council adopted a resolution to submit LCP Amendment 3-17 to the Coastal Commission to revise Policy LU-7.1 and Policy LU-7.2 and Map LU-4 to require a comprehensive planning process instead of a Specific Plan for any future LCP amendment impacting land zoned Timber Resources Industrial; and

WHEREAS, on September 12, 2018 the California Coastal Commission certified the City's LCP Amendment 3-17 submittal without making any changes; and

WHEREAS, the Coastal General Plan includes policies to: (1) advance the orderly growth and development of the City's Coastal Zone; (2) protect coastal resources; (3) incorporate sustainability into the development process so that Fort

Bragg's coastal resources and amenities are preserved for future generations; (4) respond to current environmental and infrastructure constraints; (5) protect the public health, safety and welfare; and (6) promote fiscally responsible development; and

WHEREAS, Map LU-4 defines two Plan Areas for all future LCP amendments related to the Mill Site; and

WHEREAS, the City of Fort Bragg, the Noyo Center and the SVBP own significant property on the Mill Site, which has been through two comprehensive planning processes and these property owners are seeking to rezone their properties based on those comprehensive planning processes; and

WHEREAS, none of these property owners are financially able to undertake a comprehensive planning process for lands owned by Mendocino Railway; and

WHEREAS, the land owned by the City of Fort Bragg, the Noyo Center and SVBP total 126.3 acres or 36% of the Mill Site; and

WHEREAS the City, SVBP and the Noyo Center for Marine Science, seek to change the zoning of their respective properties to conform with current uses and proposed uses as follows: a) rezone the Noyo Center parcel to Public Facilities, and b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Low-Density Residential; and

WHEREAS, The project is exempt from CEQA, as the "activities and approvals by a local government necessary for the preparation and adoption of a local coastal program or long range development plan" pursuant to the California Coastal Act are statutorily exempt from compliance with CEQA, and this statutory exemption "shifts the burden of CEQA compliance from the local agency to the California Coastal Commission (CEQA Guidelines § 15265 (c)); and

WHEREAS the Planning Commission held a duly noticed public hearing on August 14, 2024, to consider the LCP amendment, accept public testimony and provided direction to the consultant to revise the resolution and ordinance language; and

NOW, THEREFORE, BE IT RESOLVED that the City of Fort Bragg Planning Commission, based on the entirety of the record before it, which includes without limitation, CEQA, Public Resources Code §21000, et seq. and the CEQA Guidelines, 14 California Code of Regulations §15000, et seq.; the Fort Bragg Coastal General Plan; the Fort Bragg Coastal Land Use and Development Code; the Project application; all reports and public testimony submitted as part of the Planning Commission meeting of August 14, 2024 and Planning Commission deliberations; and any other evidence (within the meaning of Public Resources Code §21080(e) and §21082.2), the Planning Commission of the City of Fort Bragg does hereby make the following findings and determinations:

<u>SECTION 1:</u> COASTAL LAND USE AND DEVELOPMENT CODE AMENDMENT FINDINGS

Pursuant to Fort Bragg Municipal Code Section 17.94.060, the Planning Commission makes the following findings for adoption of the proposed amendments to the Fort Bragg Coastal General Plan and Land Use and Development Code per the findings analysis

incorporated herein by reference to the project staff report, dated August 14, 2024:

- A. Findings for General Plan amendments.
 - 1. The amendment is internally consistent with all other provisions of the General Plan and any applicable specific plan;
 - 2. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City; and
 - 3. The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.
- B. Findings for Development Code and Zoning Map text amendments.
- 1. Findings required for all Development Code and Zoning Map text amendments:
 - a. The proposed amendment is consistent with the General Plan and any applicable specific plan; and
 - b. The proposed amendment would not be detrimental to the public interest, health, safety, convenience, or welfare of the City.
- 2. Additional finding for Development Code amendments: The proposed amendment is internally consistent with other applicable provisions of this Development Code.
- 3. Additional finding for Zoning Map amendments: The affected site is physically suitable in terms of design, location, shape, size, operating characteristics, and the provision of public and emergency vehicle (e.g., fire and medical) access and public services and utilities (e.g., fire protection, police protection, potable water, schools, solid waste collection and disposal, storm drainage, wastewater collection, treatment, and disposal, etc.), to ensure that the requested zoning designation and the proposed or anticipated uses and/or development would not endanger, jeopardize, or otherwise constitute a hazard to the property or improvements in the vicinity in which the property is located.

SECTION 2: GENERAL FINDINGS:

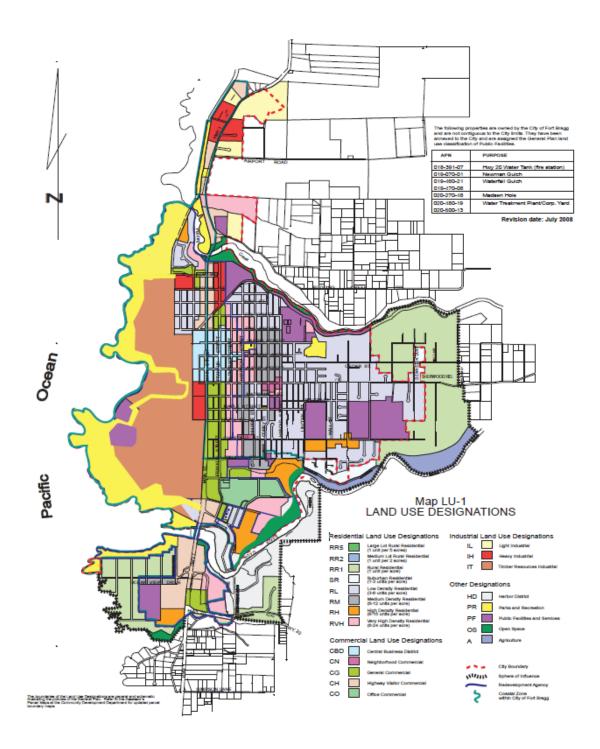
- a. The foregoing recitals are true and correct and made a part of this Resolution; and
- b. The documents and other material constituting the record for these proceedings are located in the Community Development Department.

SECTION 3: Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-4 to add Plan Area C as follows:

Map LU-4: Mill Site Plan Areas for Comprehensive Planning Processes



SECTION 4. Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend Coastal General Plan Map LU-1 as follows.

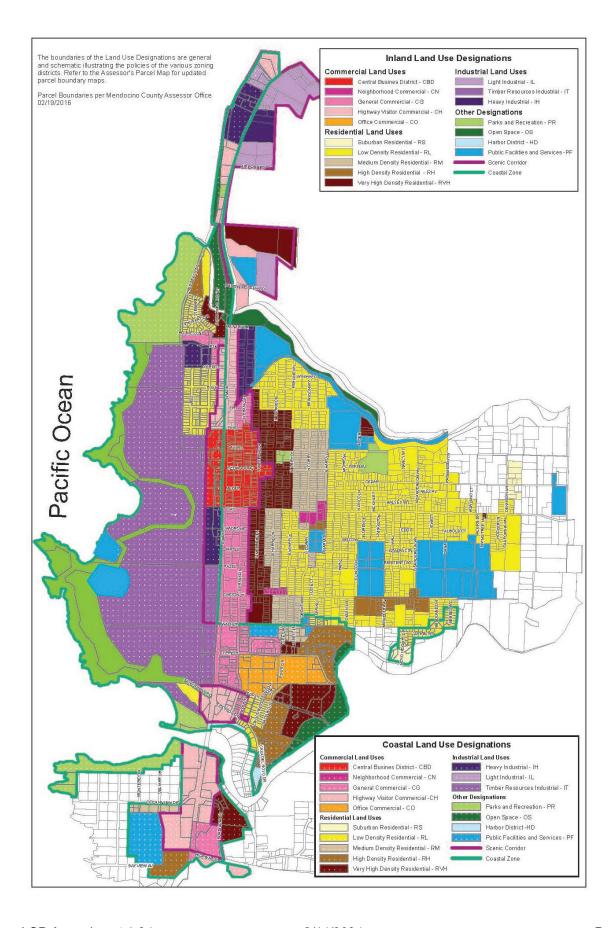


SECTION 5. Based on the foregoing, the Planning Commission does hereby Recommend that the City Council submit an LCP Amendment 1-24 to the Coastal Commission to amend Table 2-14 of 17.26.030 to add Science Center to the Public Facilities zoning district as noted below:

ABLE 2-14 Allowed Land Uses and Permit Requirements for Special Purpose Zoning Districts	P MUP UP S	Permitted Use, Zoning Clearance required Minor Use Permit required (see Section 17.71.060) Use Permit required (see Section 17.71.060) Permit requirement set by Specific Use Regulations Use not allowed		
	PERM	MIT REQUIRED BY DISTRICT Specific Use		Specific Use
LAND USE (1)	OS	PR	PF	Regulations
Nature preserve	Р	Р	Р	
Storage - Warehouse	-	-	UP	
Library, museum, science center	ı	UP	UP	
Meeting facility, public or private	-	UP	UP	
School - Specialized education/training	-	-	Р	
Caretaker quarters	MUP	MUP	MUP	
Accessory retail or services	-	Р	Р	

SECTION 6. Based on the foregoing, the Planning Commission does hereby recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to amend the Coastal General Zoning Map as follows:

- a. Rezone the Noyo Center parcel to Public Facilities, and
- b. Rezone the Coastal Trail parcels to Parks & Recreation, and
- c. Rezone the SVBP parcel to Low-Density Residential.



BE IT FURTHER RESOLVED that the Fort Bragg Planning Commission does hereby recommend that the City Council submit LCP Amendment 1-24 to the Coastal Commission to: 1) amend Map LU-4 of the Coastal General Plan to add Plan Area C; 2) amend Map LU-1 to add Land Use Designations for Plan Area C; 3) amend Table 2-10 of the CLUDC to allow a science center with a use permit, and 4) amend the Zoning Map as follows: a) rezone the Noyo Center parcel to Public Facilities, b) rezone the Coastal Trail parcels to Parks & Recreation, and c) rezone the SVBP parcel to Low-Density Residential.

BE IT FURTHER RESOLVED that this Resolution shall become effective immediately upon its passage and adoption.

The above and foregoing Resolution was introduced by Commissioner Neils seconded by Commissioner Turner, and passed and adopted at a regular meeting of the Planning Commission of the City of Fort Bragg held on the 14th day of August 2024, by the following vote:

AYES: Turner, Neils, Stavely, Jensen, Deitz

NOES: ABSENT: ABSTAIN: RECUSE:

Scott Deitz, Chair

ATTEST; Maria Flynn

Maria Flynn, Administrative Assistant