

EXHIBIT A

SCOPE OF WORK

1. Grantee agrees to expend grant funds provided by the Commission only for and in accordance with project activities as described under the Scope of Work attached hereto as EXHIBIT A.
2. The Project representatives during the term of this agreement, and the person authorized to sign grant amendments and RFFs on behalf of the grantee, will be:

State Agency: California Coastal Commission	Grantee: City of Fort Bragg
Name: Kelsey Ducklow ("Grant Manager")	Name: Sarah McCormick
Address: 455 Market St. Suite 300 San Francisco, CA 94105	Address: 416 N Franklin Street Fort Bragg, CA 95437
Phone: (415) 904-2335	Phone: (707) 961-2827 x113
Fax: (415) 904-5400	Fax:
Email: kelsey.ducklow@coastal.ca.gov	Email: smccormick@fortbragg.com

3. Primary project contact:

State Agency: California Coastal Commission	Grantee: City of Fort Bragg
Section/Unit: Statewide Planning Unit	Section/Unit:
Name: Awbrey Yost	Name: Sarah McCormick
Address: 1385 8th St., Suite 130 Arcata, CA 95521	Address: 416 N Franklin Street Fort Bragg, CA 95437
Phone: (707) 826-8950, ext. 203	Phone: (707) 961-2827 x113
Fax: N/A	Fax:
Email: awbrey.yost@coastal.ca.gov	Email: smccormick@fortbragg.com

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SCOPE OF WORK

Name of Local Government: City of Fort Bragg

Name of Project: Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan

Funding Source: California Coastal Commission

Specific Program: Local Coastal Program Local Assistance Grant Program

Federal Tax ID#: 94-6000335

Budget Summary:

CCC funding: \$898,990

Other funding:

Total project cost: \$898,990

Term of Project: March 2023 – December 2026

A. PROJECT DESCRIPTION

The City of Fort Bragg will develop a communications and engagement plan (CEP), and Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan (Noyo Harbor Plan) that will support a strategic climate resilience planning effort, and the findings will be integrated into an LCP update for both the City of Fort Bragg and County of Mendocino.

B. TASKS

The proposed planning work and related studies will support the Mendocino Coast's regional strategy to address climate change through supporting blue economy initiatives.

Task 1: Project Initiation and Management

1.1 Project Initiation

1.1.1 Prepare RFP and secure professional services from qualified consultants to assist the City in completing the identified technical reports and studies.

1.2 Grant Administration

1.2.1 The City's Grants Coordinator will process and track invoices and submit quarterly reports.

1.3 Project Management

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- 1.3.1 Project coordination and implementation will be managed by -Special Projects Manager, Sarah McCormick with the assistance of Noyo Harbormaster, Anna Neumann.

Task 1 Deliverables/Outcomes:

- RFP(s) for technical reports and studies
- Quarterly progress reports and requests for funds (RFFs)

Task 2: Equitable Outreach and Coordination through all Tasks

Over the past two years, the City has led a regional conversation through extensive outreach and has forged relationships with a diverse and wide range of community stakeholders, environmental advocates, policymakers, and regulators with the purpose of exploring the potential of blue economy opportunities to address climate impacts and improve local livelihoods and the quality of life for our low-moderate income community. Outreach and coordination efforts will continue with those actively engaged, while simultaneously conducting further communication and engagement to attract additional perspectives and amplify marginalized voices.

2.1 Agency Coordination

The following agencies share responsibility for the Noyo Harbor: Noyo Harbor District, Mendocino County, California Coastal Commission, Dept. of Fish & Wildlife, Dept. of Boating & Waterways, and US Army Corps. of Engineers.

- 2.1.1 The proposed project will provide an opportunity for the City, County and Harbor to partner on climate resilient strategy for the Noyo Harbor. The proposed project will not only result in a LCP update for the City of Fort Bragg, but also inform Mendocino County's LCP update concerning allowable land uses and policies for the zoning designation, Fishing Village.
- 2.1.2 The City's Local Coastal Program represents a unique partnership with the State, and the City is committed to upholding the Coastal Act and incorporating CCC staff into the process leading up to LCP update and throughout the certification process.
- 2.1.3 The US Army Corps of Engineers conducts regular maintenance dredging and the dredging spoils are stored near the mouth of the river. This project will engage with the Corps to evaluate existing dredging schedule, needs, and reconsider disposal plan in response to sea level rise assessment.

2.2 Noyo Ocean Collective

- 2.2.1 The City of Fort Bragg, Noyo Harbor District, Sherwood Valley Band of Pomo, Mendocino College, Mendocino County, and Noyo Center for Marine Science have

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formed a regional partnership, coined the Noyo Ocean Collective. The intent of this group is to: coordinate communication about blue economy strategy to community; share resources and partner on grant proposals, and align individual organizations' work plans to implement blue economy initiatives.

2.3 Community & Stakeholder Communication and Engagement

The first step in development of the Communication and Engagement Plan (CEP) will be to conduct an audit of the previous engagement work, review outcomes, and isolate the salient themes. The CEP that will outline the overarching goals, define the stakeholders and the public, the role of the public and stakeholders in shaping and realizing the project, the overall timeline, and opportunities for engagement (i.e., workshops, email, website schedule of workshops, and the final outcome). The CEP will act as a project charter to provide the public, stakeholders, (including harbor and marina tenants, businesses, other facility users, direct stakeholders as well other relevant stakeholders) a clear guide, and understanding of roles responsibilities, actions, accountability, and outcomes of the project. It will outline how, when, and where to engage; discuss process and protocol; and ensure accountability, effective management, and clear outcomes. The CEP will craft clear and consistent messages and develop clear schedule and timeline for community engagement. The CEP will outline a variety of progressive strategies to communicate and engage with frontline communities, including posting and promoting the project and engagement opportunities on social media, by meeting people where they are at community events and community centers, by conducting pop-up and tabling events, and within interactive and tactile driven workshops. The City may also elect to convene a Task Force. The CEP will utilize the following tools:

2.3.1 Personal Interviews

The City will conduct individual or small group interviews with Watermen's Alliance and various fishing associations to ensure there are common goals and common understanding about the Plan and the LCP. Subsequently, the City team will conduct personal interviews with community leaders, non-governmental organizations, community-based organizations, and other community members in order to ascertain what the priorities, community strengths, assets, needs, risks, and vulnerabilities are. The outcomes of these personal interviews will inform the next steps of the strategy, specifically, how community members want to be involved, when is the best time and place to be involved, and what community members want out of a process. At the close of the interviews and discussion with the team, the City may develop a survey that will be utilized at community events, workshops, and placed on materials via a QR code to capture the community strengths assets, needs, risks, vulnerabilities, and priorities.

2.3.2 Social Media Posts

Social media outlets will be used as a tool to provide cogent messaging and visual content about a variety of project-related outreach opportunities, including information about the Plan, opportunities to participate in workshops, pop-up events,

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opportunities to learn about the project and provide feedback at community events, and to communicate where the team is in the development of the Plan.

Social Media posts will be branded; use Americans with Disabilities Act (ADA) accessible colors, images, and branding associated with the Plan; and contain plain language and related messages that utilize a fifth-grade level of reading proficiency. Social media posts will be in English, Spanish, and other languages, as appropriate. The development and scheduling of social media posts will be developed along the timeline of the various engagement and outreach opportunities, such as community events, pop ups, and workshops. Three social media posts will be developed per activity, i.e., three social media posts associated with each community event. These will be scheduled for a week before the event, three days prior to the event, and the day of the event. Drafts and final social media posts for all events will be provided in draft form before they are finalized.

2.3.3 Tabling at Community Events or Pop-Up Events

Prior to workshops and to create enthusiasm and awareness of the Plan and related workshops, the City will work with the Noyo Ocean Collective to identify and attend community events that are already occurring in order to provide an overview of the Plan and process, opportunities to talk to people about the project, conduct the survey, and preview the blocks and interactive pop-up model of the Harbor.

2.3.4 Workshops

A total of three to five workshops will be organized over the course of the Plan development and sequenced to progressively build upon themes required for a successful Plan and outcomes. Workshops will be structured for the purposes of understanding, creating meaningful dialogue, and discussing the development of reduction and adaptation strategies and strategies for implementation. Each workshop will contain elements of presentation, breakout and processing, and reporting out. Workshop facilitation and materials will be in English and Spanish and ADA compliant.

An effective tool for community projects is using tactile tools, which engages more sensory components of a participant and can lead to more creativity and cooperation. This strategy also ignites the power of play, which allows people to let their guards down a bit and communicate about complex concepts in a more relaxed environment. At public events and workshops, the City team will utilize blocks, community mapping, and models to create organic conversation and interaction and provide an opportunity for people to envision and play with the scope and outcomes of the project. These opportunities also provide a wider lens to view the entire community, spatial inputs and outputs and connectivity.

The Plan will require technical information to be communicated in a relatable and accessible way for various communities in the City at various outreach and workshop events, as well as in materials in the Plan. Visual storytellers will work in concert with

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technical subject matter experts to shape complex processes into visual stories tailored to the community.

2.3.5 Public Meetings before Decision Makers

Project findings will be presented at the following: 1) regularly scheduled meetings of the City Council, Noyo Harbor Commission, Sherwood Valley Band of Pomo Tribal Council, County Board of Supervisors; California Coastal Commission; 2) board meetings of various local organizations including Waterman's Alliance, Fort Bragg Unified School District, Mendocino College; and 3) community gatherings such as Noyo Fish Market, and Fort Bragg Farmer's Market.

Task 2 Deliverables/Outcomes:

- Draft Communication and Engagement Plan (CEP)
- Final CEP

Task 3: Noyo Harbor Blue Economy Visioning, Resiliency, and Implementation Plan

Comprehensive baseline information about the existing environmental, physical, and economic conditions of Noyo Harbor is needed in order to prepare this area for a changing climate and position the harbor for blue economy investment. This task will gather appropriate existing information about the harbor to support the development of the Blue Economy Visioning, Resiliency, and Implementation Plan.

3.1 Harbor Improvements and Blue Economy Opportunities Identification

- 3.1.1 Site-specific analysis of the scenarios and impact of sea level rise, tsunami hazards, and increased erosion due to increased wave action within the harbor to mitigate expected sea level rise and inform future development considerations. This analysis will use the best available science, consider sea level rise for the time scales associated with the expected life of development considered in the Harbor Blue Economy Visioning, Resiliency, and Implementation Plan, and will use the County of Mendocino's Round 8 LCP grant sea level rise analysis as appropriate. This analysis will be used to identify opportunities and limitations for proposed development, infrastructure needs, and adaptation needs in the harbor.
- 3.1.2 Parcel inventory to identify current land use(s), economic contribution, boundaries, and historic status. Space within the harbor is limited, and a comprehensive review of existing development is needed to inform strategy for increasing overall productivity.
- 3.1.3 Harbor facilities conditions assessment to inform the planning effort, including inspections to assess and document the present condition of facilities and remaining life. The effort includes data review, interviews with Harbor District Management, City and County Officials and marina users to gather understanding of any chronic maintenance needs, operational issues or concerns, and development of a targeted

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scope of the conditions assessments on key facilities. The assessment is expected to focus on structural integrity, mooring basin analysis including size, vessel type, term of lease, condition of docks, etc., in order to maximize use and benefit to the local economy. The assessment will also identify needed harbor improvement/projects, and provide repair and replacement costs.

- 3.1.4 Technical studies including an aquaculture feasibility study that incorporates a water quality assessment and considers future climate impacts on potential aquaculture operations; and an analysis of special district management of the harbor.
- 3.1.5 Identify opportunities and limitations of the harbor's transition to blue economy uses; adaptation and resiliency measures based on the site-specific sea level rise and hazard assessment; a suite of potential projects to pursue in and around Noyo Harbor; and potential partners and funding sources.
- 3.1.6 Conduct public outreach on the Draft Noyo Harbor Blue Economy Visioning, Resiliency, and Implementation Plan consistent with the Communication and Engagement Plan.

Task 3 Deliverables/Outcomes:

- Draft Noyo Harbor Blue Economy Visioning, Resiliency, and Implementation Plan
- Final Noyo Harbor Blue Economy Visioning, Resiliency, and Implementation Plan

Task 4. Local Coastal Program Amendment

LCP Grant Program funding will not only result in an update to the City's LCP, but will also inform Mendocino County's LCP update related to land classifications within the Fishing Village zoning designation. Likewise, the County's LCP Grant Program application identifies a sea level rise vulnerability assessment that encompasses the entirety of the County's coastline, including the coastline of Fort Bragg. The City will consider and incorporate into LCP planning and policies as relevant and appropriate the findings from Mendocino's Round 8 LCP Grant work related to sea level rise and Noyo Harbor.

4.1 Coordination with Mendocino County

- 4.1.1 Incorporate joint City/County outreach efforts into the CEP, including public workshops and meetings with relevant stakeholders and decision makers.
- 4.1.2 Incorporate Mendocino County LCP planning findings (as relevant and appropriate) related to sea level rise and Noyo Harbor.
- 4.1.3 Present final Noyo Harbor report and City LCP amendment to Mendocino County Board of Supervisors at a public meeting.

4.2 Coordination with California Coastal Commission Staff

- 4.2.1 Incorporate sea level rise policies (at a minimum including baseline SLR policies of the type described by the Local Government SLR Working Group).
- 4.2.2 Prepare draft LCP Amendment to incorporate findings of Noyo Harbor Visioning, Resiliency and Implementation Plan.

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- 4.2.3 Public outreach and comment on draft LCPA
- 4.2.4 Revise LCP Amendment to incorporate comments from Commission staff and the public
- 4.2.5 Local adoption of LCP Amendment
- 4.2.6 Submit LCP Amendment to Coastal Commission
- 4.3 Public Outreach and Engagement
 - 4.3.1 CEP will function as project charter to ensure Noyo Harbor report reflects community objectives as it is the community that will be implementing recommendations and future projects.

Task 4 Deliverables/Outcomes:

- Draft LCP Amendment
- Locally adopted LCP Amendment
- Submittal of LCP Amendment to Coastal Commission

C. SCHEDULE

Project start/end dates:

Task 1. Project Initiation and Management	Projected start/end dates:
1.1 Project Initiation	March 2023
1.2 Grant Administration	March 2023 – October 2026
1.3 Project Management	March 2023 – October 2026
Outcome/Deliverables: <ul style="list-style-type: none"> a. Quarterly progress reports and RFFs b. Close-out 	<ul style="list-style-type: none"> a. Quarterly for duration of grant term b. October 2026
Task 2. Equitable Outreach and Coordination	Projected start/end dates:
2.1 Agency Coordination	April 2023 – October 2026
2.2 Noyo Ocean Collective	March 2023 – October 2026
2.3 Community Engagement	March 2023 – October 2026
Outcome/Deliverables <ul style="list-style-type: none"> a. Draft Communication and Engagement Plan (CEP) b. Final CEP c. Implementation of CEP 	<ul style="list-style-type: none"> a. August 1, 2023 b. September 29, 2023 c. September 2023 – January 2026
Task 3. Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan	Projected start/end dates:
3.1 Site-specific sea level rise analysis	September 2023 – March 2024

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3.2 Parcel inventory and site conditions assessment	September 2023 – March 2025
3.2 Identification of blue economy opportunities and investment	September 2023 – March 2025
Outcome/Deliverables a. Draft Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan (Noyo Harbor Plan) b. Final Noyo Harbor Plan	a. June 2, 2025 b. September 30, 2025
Task 4. LCP Amendment	Projected start/end dates:
4.1 Coordination with Mendocino County	June 2025 – September 2025
4.2 Coordination with CCC staff	June 2025 – October 2026
Outcome/Deliverables a. Draft LCP Amendment b. Locally adopted LCP Amendment c. Submittal of LCP Amendment to Commission	a. June 1, 2026 b. September 30, 2026 c. October 15, 2026

D. BENCHMARK SCHEDULE

ACTIVITY	COMPLETION DATE
LCP Amendment Project Launch	June 2025
Final Communication and Engagement Plan	September 29, 2023
Final Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan	September 30, 2025
Draft LCP Amendment	June 1, 2026
Locally adopted LCP Amendment	September 30, 2026
Submittal of LCP Amendment to Commission	October 15, 2026

EXHIBIT A1

DEFINITIONS

1. The term “Agreement”; this Grant Agreement.
2. The term “Budget Act”; the annual enacted version of the Budget Bill which makes appropriations for the support of the government of the State of California.
3. The term “Chief Deputy Director”; the Chief Deputy Director of the Commission.
4. The terms “Commission” or “Coastal Commission” and the acronym “CCC” all refer to the California Coastal Commission.
5. The term “Executive Director”; the Executive Director of the Commission.
6. The term “Grant” or “Grant Funds”; in the case of LCP grants, the money provided by the California Climate Investments program or, in the case of Public Education grants, sales and renewals of the WHALE TAIL[®] Specialty License Plate, or California’s Voluntary Tax Check-Off Program, or General Fund/Local Assistance, and administered by the Coastal Commission to the Grantee pursuant to this Agreement.
7. The term “Grant Manager”; the representative of the Commission with authorization per the Executive Director to administer and provide oversight of the Grant.
8. The term "Grantee"; an applicant who has a signed agreement for Grant Funds.
9. The term "Project"; the activity described under the Scope of Work, attached as EXHIBIT A, to be accomplished with Grant Funds.
10. The term “Project Budget”; the Commission approved cost estimate submitted to the Commission’s Grant Manager for the Project. The Project Budget shall describe all labor and material costs of completing each component of the Project. The Project Budget shall contain itemized amounts permissible for each item or task described in the Scope of Work. The Project Budget must include the set administrative and indirect costs agreed upon by the Parties if applicable.
11. The term “Public Agency”; any State of California department or agency, a county, city, public district or public agency formed under California law.
12. The term “Scope of Work” refers to EXHIBIT A, including the approved Project Description, Tasks, and Schedules.
13. The term “Termination Date”; the date by which all activity for the project must be concluded, as specified in the signature page of this Agreement. Work performed after this date cannot be reimbursed.

EXHIBIT B

BUDGET

<i>City of Fort Bragg</i>	CCC Grant Total	Match/Other Funds	Total (LCP Grant Funds + Match/Other Funds)
LABOR COSTS¹			
City Staff Labor			
Task 1 – Invoicing and Reporting and Project Management	\$45,990.00		\$45,990.00
Task 2 – Outreach Efforts and CEP Development	\$95,000.00		\$95,000.00
Task 3 – Draft/Final Report	\$118,000.00		\$118,000.00
Task 4 – LCP Amendment	\$45,000.00		\$45,000.00
Total Labor Costs	\$303,990.00		\$303,990.00
DIRECT COSTS			
Consultants²/Partners			
Noyo Harbor Master Anna Neuman			
Task 1 – Project Management	\$10,000.00		\$10,000.00
Task 2 – Outreach and coordination	\$20,000		\$20,000
Task 3 – Noyo Harbor Blue Economy Visioning, Resiliency and Implementation Plan	\$20,000		\$20,000
Unidentified Consultants (to be selected through competitive RFP process; specific budget items will be updated once consultants are chosen)			
Task 2 – CEP Support	\$25,000.00		\$25,000.00
Task 3 – Site specific sea level rise vulnerability, tsunami hazards, and erosion assessment	\$190,000.00		\$190,000.00
Task 3 – Parcel Survey	\$30,000.00		\$30,000.00
Task 3 – Facilities Assessment	\$90,000.00		\$90,000.00
Task 3 – Water Quality / Aquaculture Assessment	\$150,000.00		\$150,000.00

¹ Amount requested should include total for salary and benefits.

² All consultants must be selected pursuant to a bidding and procurement process that complies with all applicable laws.

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<i>City of Fort Bragg</i>	<i>CCC Grant Total</i>	<i>Match/Other Funds</i>	<i>Total (LCP Grant Funds + Match/Other Funds)</i>
Task 3 – Special District Analysis	\$20,000.00		\$20,000.00
Task 4 – LCP Update	\$40,000.00		\$40,000.00
Consultants Total	\$595,000.00		\$595,000.00
Total Direct Costs	\$898,990.00		\$898,990.00
OVERHEAD/INDIRECT COSTS³			
City Staff Overhead/Indirect Costs	-		-
TOTAL PROJECT COST	\$898,990		\$898,990

³ Indirect costs include, for example, a pro rata share of rent, utilities, and salaries for certain positions indirectly supporting the proposed project but not directly staffing it. Amount requested for indirect costs should be capped at 10% of amount requested for “Total Labor.”