

**MEMORANDUM OF COLLABORATION
for the
FORT BRAGG HEADLANDS CONSORTIUM
(Version 1.0)**

I.OBJECTIVES

1.1 This Memorandum outlines the purpose, roles, and collaborative terms agreed upon by the Parties, as defined in Section II below. This document is similar to a Memorandum of Understanding, with the exception that the Parties listed are a mix of organizations and individuals.

1.2 This Memorandum will act as the guiding document for discussions and actions taken by the Parties listed below.

1.3. The mission of the Fort Bragg Headlands Consortium is to help achieve environmentally sound restoration and development solutions that will improve the quality of life and economy for current and future residents of our Coast.

1.3.1. The Fort Bragg Headlands, which are comprised mostly of the former Georgia-Pacific mill site but include the coastal trail and several other properties, extend from the Noyo River overlook to the Pudding Creek overlook.

1.3.2 The Fort Bragg Headlands Consortium is an advisory body that leverages its technical expertise to promote informed and engaged communication within the community about the redevelopment of the Fort Bragg Headlands.

1.3.3 Sustainable economic and social development, based on science, innovation and new technologies, can serve current and future generations and preserve or restore the environment.

1.3.4 More information regarding what the Parties consider sound decision making is provided in section III (Recitals).

II. PARTIES

2.1 This section describes the Parties to the Memorandum and their roles within the Consortium. Participation does not imply financial obligation. The Parties anticipate additional Collaborative Parties to join the Consortium over time.

2.1.1 Conservation Biology Institute (CBI) is an independent non-profit organization that provides scientific information, analyses, and online mapping to help communities, agencies, and businesses determine how to meet their various needs in an environmentally sound manner. Dr. John A. Gallo, Senior Scientist at CBI with a Ph.D. in Geography, was raised locally and has returned home to settle here with his wife to raise their family. He will represent CBI and assist the Parties with the mission of this Memorandum of Collaboration as needed and available, via his knowledge of geographic information systems (GIS), planning, ecology, and facilitation.

2.1.2 As Executive Director for the Noyo Center for Marine Science (the Noyo Center), Sheila Semans brings a wealth of experience and knowledge to the Consortium. The Noyo Center has a mission to advance ocean conservation through education, exploration and experience, and is dedicated to protecting productive oceans and supporting resilient communities in the face of a changing climate. The Noyo Center's facility will be located on 11.5 acres already secured on the Fort Bragg Headlands, and will

be a dynamic environment that showcases sustainability through its landscape, buildings and operations. The concepts for the Noyo Center for Marine Science emerged through a community visioning process for the former mill site redevelopment and was launched by the City of Fort Bragg as an economic revitalization initiative for Fort Bragg. Sheila first began working on the former Georgia Pacific mill site issues in 2002 while at the State Coastal Conservancy, and has been the Noyo Center's Executive Director since its inception in 2015.

2.1.3 The Noyo Headlands Unified Design Group (NHUDG) endeavors to foster the planning and implementation of an integrative and viable natural restoration of the Fort Bragg Headlands in Fort Bragg, California. Following the [Hanover Principles](#), which includes creating long term value, eliminating waste and relying on natural energy flows, the group is dedicated to creating a diverse, multi-use public/private project to serve as a model development for communities around the world. To this end, NHUDG is currently focusing its energy on a thorough clean up of the Noyo Headlands and a climate conscious restoration of the buried creeks and wetlands of the former mill site. Restoration should be integral to the design of resettlement. George Reinhardt and Susan Kelley, NHUDG Associates, will represent NHUDG. They bring to the Consortium over a decade of experience with the site and the players.

2.1.4 The Natural Resources Defense Council (NRDC) is a national non-profit organization that works to safeguard the earth—its people, its plants and animals, and the natural systems on which all life depends. NRDC's Ocean Program protects important marine habitat and seeks to secure protections for vulnerable marine species, as well as providing support for monitoring and researching areas vulnerable to ocean acidification. NRDC also helps identify strategies to mitigate and adapt to a changing ocean chemistry. The organization also works to ensure effective implementation and monitoring of the network of marine protected areas in California's coastal waters. William Lemos, has been working with the Natural Resources Defense Council as a consultant on marine conservation since 2009, and will assist the Consortium by bringing his skills, expertise, and network of connections.

2.1.5 David Jensen brings a depth of environmental experience to the Consortium. He is the retired Environmental Health Director of Mendocino County. He was an enforcement officer for the California Department of Toxic Substances Control. He provided years of technical support at a Department of Energy Superfund site in Ohio. He is also the president of the Mendocino Coast Audubon Society and has served six years on the Audubon California board of directors. He is a dedicated environmental educator and leads monthly bird walks at the former mill site property. He has also founded three successful local businesses in the construction, retail and manufacturing, and consulting arenas and is dedicated to promoting the economic health of the community.

2.1.6 Leslie Jan Kashiwada obtained a Ph.D. in Biological Oceanography from UCSD-Scripps Institution of Oceanography. She has done research in marine invertebrate ecology in a variety of habitats including kelp forests, bays and estuaries, hydrothermal vents, and the deep sea. As part of her graduate training she reviewed numerous Environmental Impact Statements/Reports. Dr. Kashiwada spent two years teaching at San Diego State University and 13 years teaching at MiraCosta Community College where she developed a Biotechnology Certificate Program. This included writing grants to work with other community colleges and the biotech industry to promote technical training of community college students for work in laboratories as technicians. As a result of these efforts she was named director of the Southern California Biotechnology Center (three years) and also Chair of Biological Sciences Department (1 year), before moving north to Fort Bragg. She brings to the Consortium a unique combination of skills and interests, including her technical expertise, especially with regards to review of EIRs, grant writing, copy editing, education, and outreach.

2.1.7 Teri jo Barber lends a hydrological background (HSU MS Watershed Management & BS Natural Resource Management – water emphasis) and professional expertise licensed through American Institute of Hydrology. Her seven years’ experience as Water Project Manager at City of Fort Bragg included brownfield restoration on coastal bluff soils and vegetation on the former mill site property. She has experience on the ground observing stormwater drainage patterns and the underground hardscape of storm drains beneath town and across the former mill site. She brings a passion for landscape restoration and a set of honed skills at blending a mosaic of native materials together including rocks, wood, plants, soil, trees and water into resilient eco functional designs and installations for erosion control and fish habitat projects in the coastal watersheds and wetlands of Northern California.

2.1.8 As Director of Conservation for the Mendocino Land Trust, Doug Kern plans and implements restoration and acquisition projects in watersheds throughout Mendocino County to support healthy and sustainable fisheries and forests. Doug brings this experience and network to the Consortium. Doug is a seasoned stakeholder engagement leader with experience developing and delivering public policy from his 16 years as Executive Director of the Urban Watershed Project in the Presidio of San Francisco. At the Urban Watershed Project he helped to delineate 270 acres of the park's watershed for restoration, daylighting and restoring natural stream ecosystems from contaminated lands. He also facilitated the Presidio Restoration Advisory Board for nearly 20 years and successfully stewarded the \$200 million cleanup of contamination from decades of Army operations. His strategic plans and projects have dramatically increased viable habitat and reduced toxic loads. Doug was selected an Unsung Hero by San Francisco Tomorrow in 2010 and received the Crissy Field Community Hero award in 2005.

III. RECITALS

3.1 Our community has a unique opportunity to plan the use of our entire coastline and headlands, which comprises 1/3 of the city’s total jurisdictional area. We believe this is a time to be visionary in our thinking, exploring the fundamental changes that are needed to effectively adapt our coast and community to the inevitable impacts of globalization, climate change, and the new and growing online culture and economy.

3.2 Humans are part of a coastal ecosystem that is changing rapidly.

3.3 Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. A sustainable future for Fort Bragg requires a better balance between nature, natural resources and development than has been exhibited in the past 100 years. A healthy natural environment can create more vibrant development opportunities, increase tourism, and improve the quality of our lives.

3.4 Coastal management problems are often complex, multi-scale, and non-linear, making them difficult to define and often lead to multiple, and sometimes contested proposed solutions.

3.5 The Consortium formalized through this Memorandum will foster collaboration and create a mechanism for incorporating input from all Parties to advance the mission. This Memorandum confirms the role of the Parties, and provides an avenue for local input to inform and help guide discussions among the Parties.

3.6 As a collaborative, the Parties are committed to a core value of community engagement. The Parties seek inclusive participation in shaping the Fort Bragg Headlands, involving all willing and able federal, tribal, state, and local governments as well as academia, coastal businesses, conservation organizations, and other interested parties. The Consortium honors and respects tribal government involvement, and the right to

government-to-government communications.

3.7 Resilience is the ability to recover with vitality after an impact. Social-Ecological Resilience applies this concept to the human society and ecological interconnections of a place, and provides a useful framework for wise decision-making.

IV. GENERAL TERMS

4.1 Goals are attainable, measurable conditions that the Parties will strive to achieve in the coming five years. The following shared goals apply to all the Parties collectively.

4.1.1 Communication: Maintain and strengthen consistent communication, coordination, and information-sharing among Parties.

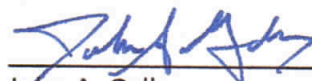
4.1.2 Direction and Priorities: Collaboratively identify and coordinate shared priorities for the Consortium to advance constructive discussions and actions on matters relating to the long term use of the former mill site.

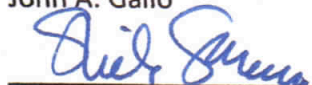
4.1.3 Funding and Staffing: Seek resources from the Parties and other diverse sources to support shared priorities.

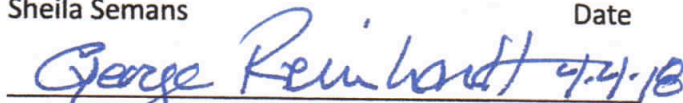
4.2 The Consortium will utilize this Memorandum of Collaboration as the framework for facilitating collaboration among the Parties.

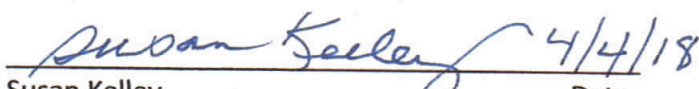
4.4 The Parties recognize the value of evaluating collective achievements and shortcomings and implementing adaptive management to improve collaborative functioning. Therefore, the Parties are committed to self-improvement, evaluation, and adaptive management of the Consortium, including the addition of additional Parties and/or of committees.

Signed and Dated:

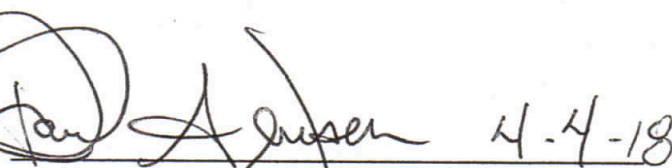
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John A. Gallo Date

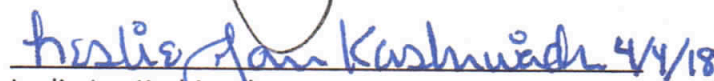
 4/4/18
Sheila Semans Date

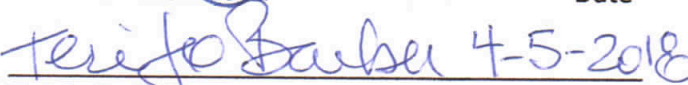
 4-4-18
George Reinhardt Date

 4/4/18
Susan Kelley Date

 4/4/18
William Lemos Date

 4-4-18
David Jensen Date

 4/4/18
Leslie Jan Kashiwada Date

 4-5-2018
Teri Jo Barber Date

 4/5/2018
Doug Kern Date