

Board of Harbor Commissioners

Crescent City Harbor District

March 10, 2026

Special Harbor Commission Meeting



Special Meeting

Board of Harbor Commissioners of the Crescent City Harbor District

Chair Rick Shepherd, Vice Chair John Evans
Commissioner Gerhard Weber, Commissioner Dan Schmidt, Commissioner Annie Nehmer

AGENDA

Date: Tuesday, March 10, 2026

Time: Open Session 1:00 p.m.

Place: 101 Citizens Dock, Crescent City, CA, and via Zoom Webinar,

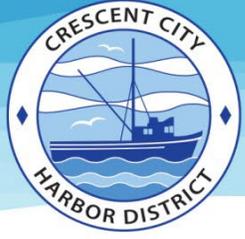
VIRTUAL MEETING OPTIONS

TO WATCH (via online)

<https://us02web.zoom.us/j/6127377734>

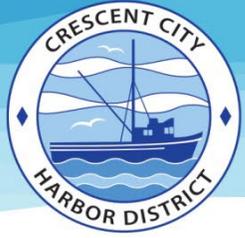
TO LISTEN (via telephone)

Dial (669) 900-6833, please enter 612 737 7734# (meeting ID)
or, one tap mobile: +16699006833,,6127377734#



1. Preliminary Items

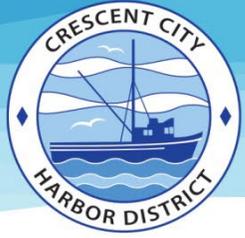
- a. Call to Order**
- b. Roll Call**
- c. Pledge of Allegiance**



1. Preliminary Items

d. General Public Comments

The general comment period is provided for subjects not included on the agenda but within the subject matter jurisdiction of the District. Each person is limited to a maximum of 3 minutes of speaking time. The Board may not take action on non-agendized matters. In order to preserve meeting decorum and the nature of general public comments, the Board and staff should not respond to statements or questions, but may make themselves available after the meeting.



2. Workshop to receive information and discuss the Seawall and Citizens Dock construction projects, including operational elements, possible formation of Citizens Dock & Seawall Project Ad Hoc Committee and release of RFPs for key project positions.

Public Comment?

Agenda Item:

Hold a workshop to receive information and discuss the Seawall and Citizens Dock construction projects, including operational elements, possible formation of Citizens' Dock & Seawall Project Subcommittee and release of RFPs for key project participants, including Project Manager, General Contractor, Accounting firm, and Grant Management.

Workshop Presented by Mike Bahr, CSS Grants Manager and Benita Jangala, CSS Project Manager

Big Picture Outcome of Work Session

By the end, the Board should have:

- Understanding of all key grant elements
- Overview of Construction Project elements
- A clear governance hierarchy for the PIDP grant funded projects
- CCHD, Grant and Finance compliance safeguards identified
- Defined decision-making structure and protocols for timely project element approvals
- Subcommittee authority structure

SECTION 1 - Project Overview (30-40 min)

Purpose: Align Board understanding of full project scope and real-world impacts to harbor operations.

Topics to Cover

- Meeting Kickoff
 - Introductions
 - Outline of the Day
 - Public Comment Guidelines
- Seawall and Citizens' Dock Construction Project Overview
 - Project Elements and Timeline
 - Construction Permit Status
- Overview of both PIDP awards (FY22 Seawall; FY24 Citizens Dock)
 - Deliverables - from PIDP Contracts
 - Federal compliance obligations under MARAD General Terms & Conditions
- Project Budget
 - Budget overview

- Match Requirements - Cost share structure
- Grant Reimbursement Process
- Project Construction Loan /Credit Line needs - status
- Budget change orders
- Other Grants - applied and applying for

- Project Management
 - Construction decisions
 - Impacts on:
 - Seafood packing/trucking
 - Commercial fishing fleet
 - Public access

- Project Payments
 - Weekly Construction Payroll - Contractor Carry
 - Payments to contractors and vendors
 - Budget Change Orders

- Examples of similar small harbor projects

Commissioner Discussion

Public Comment

SECTION 2 - Project Operations Governance Structure Discussion (40-50 min)

Purpose: Review process for timely decisions during a fast-moving federal infrastructure project.

Topics to Cover

A. Board Duties

- Review RFPs
- Award contracts - approve contract amendments
- Approve Budget changes above 10% for any project line item
- Receive reports at harbor board meetings
- Make changes or additions to harbor administrative changes for grants
- Delegates payment approval to subcommittee (as long as within delegated authority)
- Clarify:
 - What must return to the full Board?
 - What does NOT require full Board approval?

B. Ad Hoc or Standing Subcommittee

Purpose:

- Receive weekly, biweekly and as needed reports from Project Manager, Grants Manager, General Contractor
- Makes decisions as needed to keep project moving forward

Subcommittee Authority Discussion:

- What must return to the full Board?
- What does NOT require full Board approval?
 - Approve pay requests within budget?
 - Expedite payment approvals?
 - Approve change orders up to defined dollar threshold?
 - Approve grant reimbursement submissions?

Recommended Consulting Positions - Need for RFPs

C. Project Manager

- Review scope of work and role

D. General Contractor

- Review scope of work and role

E. Accounting firm with Special District experience

- Review scope of work and role

F. Grant Manager / Compliance

- Review scope of work and role

Commissioner Discussion - Elements to Consider

- Functions of committee
- Are changes in Harbor bylaw or rules needed for the subcommittee?
- Dollar threshold for delegated change orders
- Subcommittee and Project Reporting cadence to the full Board
- Any additional internal controls required?

Public Comment

Board Action

- Adopt Subcommittee

- May include further post meeting review of bylaws and rules regarding delegation thresholds, membership and other items.
- Approve release of RFPs

Next Steps

Board Discussion and Directions

Adjournment

Crescent City Harbor District

Public Comment Guidelines

How We Participate Together

Everyone is welcome to share their voice. Respect for one another keeps our meetings productive.

Courtesy is expected from everyone - community members, commissioners, and staff alike.

1. Be Respectful

Address issues, not individuals. No personal attacks, insults, or threatening language.

2. Stay on Topic

Keep comments focused on the agenda item so everyone has a chance to be heard.

3. Share the Time

Please follow the time limit of 3 minutes. When your time ends, finish your sentence and conclude.

4. One Speaker at a Time

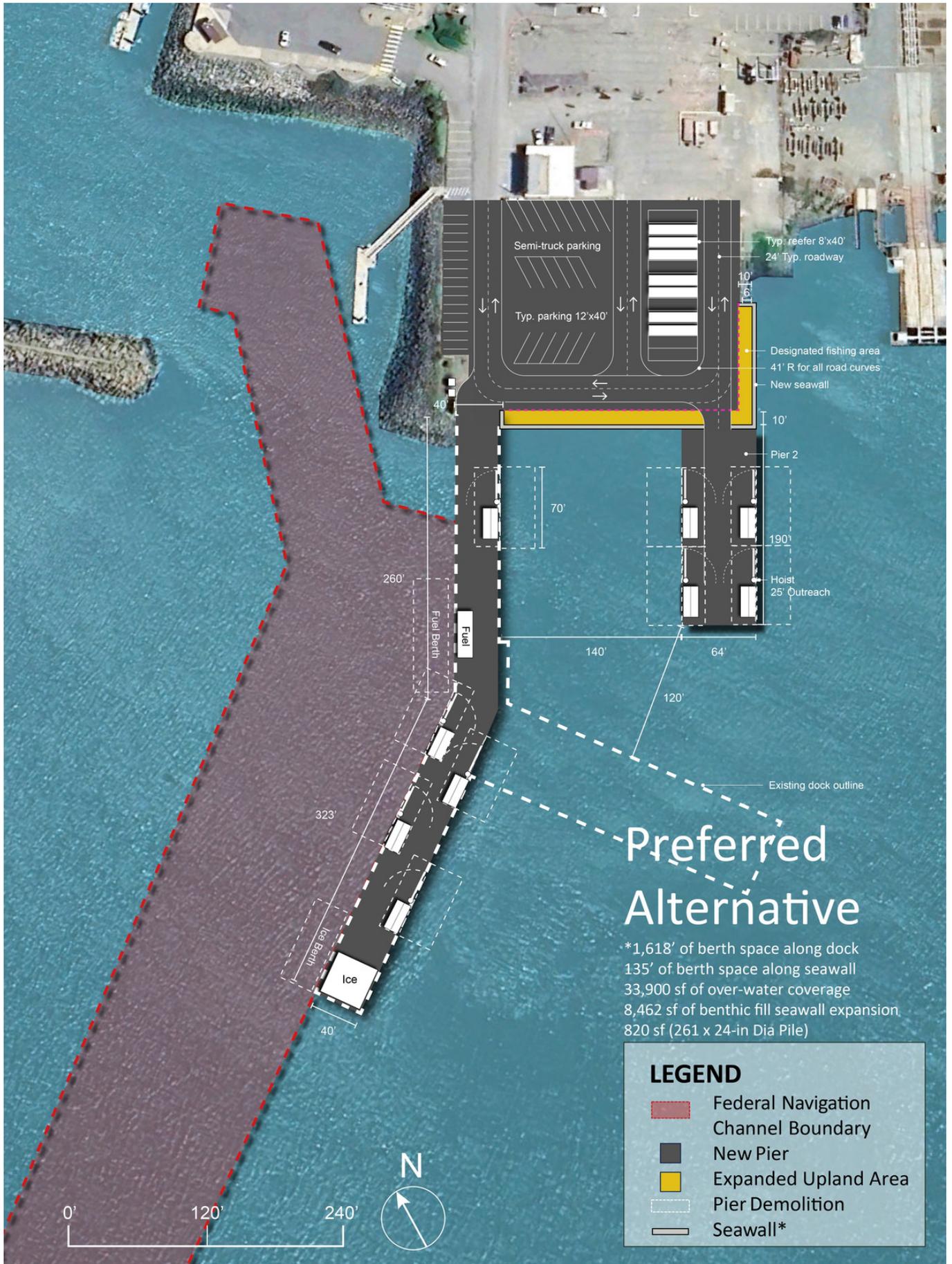
No interruptions. Wait to be recognized and use the podium and microphone so everyone can hear.

5. Keep the Meeting Orderly

Public comment is for sharing views, not debate. Disruptions, shouting, or inappropriate language are not allowed. The chair may rule speakers out of order if needed.

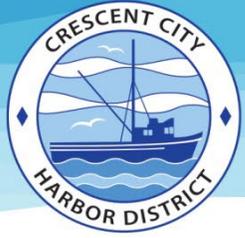
Thank you for helping create a space where our community can speak, listen, and move forward together.

Design Rendering of the proposed project



Seawall and Citizens' Dock Pier 1 - Project Schedule

#	ACTIVITY	START MONTH	DURATION (MONTHS)	END MONTH
1	Complete final technical and engineering design of the seawall and dock project.	Feb-26	4	May-26
2	Secure all construction permits.	Feb-26	4	May-26
3	Meet with DOT, and other Federal, State and Local Agencies and community stakeholders at the start of the process to get input on construction permits and, ensuring project process meets all applicable Federal requirements and meets any and all Federal transportation requirements.	Mar-26	2	May-26
4	Hold public involvement meetings, which will continue throughout the project.	Mar-26	ongoing	Dec-27
5	Prepare and release all needed RFPs: Project Construction (General); Project Lead (Owners Rep); Project accountant; Grant administration and management.	Mar-26	1	Mar-26
6	Receive bid responses. Review bid responses for inclusion of all required submission documents and requirements. Review bid responses with DOT and key stakeholders to ensure they comply with applicable Federal requirements.	Apr-26	1	Apr-26
7	CCHD holds public meeting and Award bids.	Apr-26	1	Apr-26
8	Finalize and sign all project partnership and implementation agreements.	Apr-26	1	Apr-26
9	General contractor finalizes all construction and material costs	May-26	1	Jun-26
10	Purchase materials, ensure the meet domestic preference requirements. Place them in material storage area when they arrive onsite.	May-26	ongoing	Oct-26
11	Construction Oversight: Hold pre-construction meetings and job construction meetings every two weeks and as needed during the project.	May-26	ongoing	Dec-27
12	Move the cold storage containers and seafood packing area out of the construction zone	May-26	1	Jun-26
13	Designate and fence off construction zone and material storage area	May-26	1	Jun-26
14	Construct a new seawall. In water work	Jun-26	5	Oct-26
15	Construct the in water portion of the new Citizens' Dock pier 2	Jun-26	5	Oct-26
16	Demolition of the existing seawall.	Oct-26	2	Dec-26
17	Demolition of the existing hoist which is atop the current seawall.	Oct-26	2	Dec-26
18	Remove the asphalt/cement parking layer behind the seawall.	Oct-26	3	Jan-27
19	Refill that area to replace the dirt, rocks, and fill that have washed out of it.	Oct-26	3	Mar-27
20	Apply new asphalt to that area and seal the asphalt.	Mar-27	2	May-27
21	Install 1-2 new hoists on seawall	Mar-27	2	May-27
22	Construct the trestle approach to the new Citizens' Dock Pier 1	May-27	2	Jul-27
23	Redesign the truck parking and seafood packing area to improve efficiency of the area and ensure new trestle is clear from on land traffic.	Jun-27	2	Aug-27
24	Install any new needed electrical infrastructure to power the cold storage and future electric truck cabs.	Jun-27	2	Aug-27
25	Complete construction of Pier 1 Deck	Jul-27	3	Sep-27
26	Install electrical, sewer, water and mechanical infrastructure to serve businesses on the dock.	Jul-27	3	Sep-27
27	Ensure depths around Pier 1 are safe for commercial vessels.	Jul-27	3	Sep-27
28	Move commercial fishing industry items from old Citizens' Dock to new Pier 1	Oct-27	2	Dec-27
29	Perform Construction Project Close-Out Phase activities.	Oct-27	2	Dec-27
30	Perform PIDP Construction Grant Closeout activities.	Oct-27	2	Dec-27



SECTION 1 - Project Overview (30-40 min)

Purpose: Align Board understanding of full project scope and real-world impacts to harbor operations.

Public Comment?

**U.S. DEPARTMENT OF TRANSPORTATION
MARITIME ADMINISTRATION**

**GRANT AGREEMENT UNDER THE
FISCAL YEAR 2022 PORT INFRASTRUCTURE DEVELOPMENT PROGRAM (PIDP)**

MARAD FY 2022 PIDP Grant No. 693JF72344010

702232PIDG 2026 1SR2344010 0000150000 41010 61006600 — \$7,366,566

This agreement is between the United States Department of Transportation Maritime Administration (“**MARAD**”) and the Crescent City Harbor District (the “**Recipient**”).

This agreement reflects the selection of the Recipient to receive a PIDP Grant for the Seawall Replacement Project.

The parties therefore agree to the following:

**ARTICLE 1
GENERAL TERMS AND CONDITIONS**

1.1 General Terms and Conditions.

- (a) In this agreement, “**General Terms and Conditions**” means the content of the document titled “General Terms and Conditions Under the Fiscal Year 2022 Port Infrastructure Development Program Grants,” dated November 24, 2025, which is available at <https://www.maritime.dot.gov/grants/federal-grant-assistance/federal-grant-assistance>. The General Terms and Conditions reference the information contained in the schedules to this agreement. The General Terms and Conditions are part of this agreement.
- (b) The Recipient states that it has knowledge of the General Terms and Conditions.
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient’s non-compliance with the General Terms and Conditions may result in remedial action, terminating of the PIDP Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to MARAD the PIDP Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

**ARTICLE 2
SPECIAL TERMS AND CONDITIONS**

There are no special terms under this award.

**SCHEDULE A
ADMINISTRATIVE INFORMATION**

1. Application.

Application Title: Crescent City Harbor District – Seawall Replacement

Application Date: May 12, 2022

2. Recipient’s Unique Entity Identifier.

Recipient’s Unique Entity Identifier: J2TBA1ALH3Q6

3. Recipient Contact(s).

Mike Rademaker
Chief Executive Officer (CEO) and Harbormaster
Crescent City Harbor District
101 Citizen’s Dock Road
Crescent City, CA 95531-4435
(707) 464-6174
mrademaker@ccharbor.com

and

Kristina Hanks
Office Manager
Crescent City Harbor District
101 Citizen’s Dock Road
Crescent City, CA 95531-4435
(707) 464-6174
khanks@ccharbor.com

4. Recipient Key Personnel.

None.

5. MARAD Project Contact(s).

Kelly Mitchell-Carroll
Grants and Cooperative Agreements Officer
DOT – Maritime Administration
1200 New Jersey Ave, SE
Washington, DC 20590
MAR-380
W26-422
Mailstop 5

(202) 366-9714
k.mitchell-carroll@dot.gov

and

David Bohnet
Grant Management Division Chief
DOT – Maritime Administration
1200 New Jersey Ave, SE
Washington, DC 20590
MAR-510
W21-226
Mailstop 3
(202) 366-0586
david.bohnet@dot.gov

6. Payment System.

MARAD Payment System: Delphi eInvoicing System

7. Office for Subaward and Contract Authorization.

MARAD Office for Subaward and Contract Authorization: None

8. Federal Award Identification Number.

Federal Award Identification Number: 693JF72344010

SCHEDULE B PROJECT ACTIVITIES

1. General Project Description.

The Project includes the construction of a new seawall, the repair and renovation of a seafood packing and truck loading area, the replacement of cargo handling equipment that is currently atop the existing seawall, and the installation of electrical infrastructure to power the cold storage trailers used to move seafood products to market.

2. Statement of Work.

This Project will fund construction of a new seawall to protect Citizen's Dock Road; repair and renovate the seafood packing and trucking area damaged by seawater inflow; and replace the aged cargo handling equipment atop the seawall to improve the safety, efficiency, and reliability of loading and unloading of goods at the port and improve port resilience.

The Project consists of three components:

Component 1 – Grant Administration

- Meetings with USDOT and other Federal, State, and local agencies and community stakeholders to ensure Project process meets all applicable Federal requirements and meets all Federal transportation requirements.
- Hold public involvement meetings throughout the Project.
- Prepare final construction bid packages.
- Release the construction bid package and advertise.
- Project and bid construction availability.
- Receive bid responses. Review bid responses for inclusion of all required submission documents and requirements. Review bid responses to ensure they comply with applicable Federal requirements.
- Review past performance of bid responders and meet with responders to answer technical questions, bid items, etc.
- Hold public meeting and award bids.
- Finalize and sign all Project partnership and implementation agreements.
- Administer the Project during the construction phase and closeout.

Component 2 – Engineering, Design & Permitting

- Complete final technical and engineering design of the Project.
- Finalize Project costs.
- Secure all State and local approvals and construction permits.
- Complete all requirements for Federal NEPA review.

Component 3 – Seawall Construction and Seafood Packing Area Renovation

- Reconstruction and elevation of the seawall with a structure that will withstand 50-year tsunami event tidal surges and other climate-related natural hazards, to include the following elements:
 - Demolition of the existing seawall.
 - Demolition of the existing rusted hoist that is atop the current seawall.
 - Remove the asphalt/cement parking layer of the land behind the seawall.
 - Refill the area by replacing the dirt, rocks, and fill that have washed out.
 - Apply new asphalt to that area and seal the asphalt.
 - Furnish and install bollards, fenders, and related utilities (electrical, water & fire).
- Repair/renovate seafood packing/trucking area to include the following elements:
 - Redesign the truck parking and seafood packing area to increase the number of trucks the area can hold.
 - Install electrical infrastructure to power the cold storage trailers.
 - Install two new hoists to improve movement of goods in the port.

3. Documents Describing Mitigation Activities.

Document Description	Date
MARAD Finding of No Significant Impact (FONSI) and accompanying Environmental Assessment (EA)	November 21, 2025
Section 106 Consultation correspondence with Elk Valley Rancheria: Elk Valley Rancheria requests to be notified if any inadvertent discoveries are made during the Project.	November 14, 2024

**SCHEDULE C
AWARD DATES AND PROJECT SCHEDULE**

1. Award Dates.

Budget Period End Date: December 26, 2027

Period of Performance End Date: December 26, 2027

2. Estimated Project Schedule.

Milestone	Schedule Date
Actual Engineering, Design & Permitting Start Date	October 18, 2023
Planned Grant Administration Start Date	February 1, 2026
Planned Engineering, Design & Permitting Completion Date	February 1, 2026
Planned Seawall Construction and Seafood Packing Area Renovation Start Date	May 1, 2026
Planned Seawall Construction and Seafood Packing Area Renovation Substantial Completion Date	February 28, 2027
Planned Grant Administration Substantial Completion Date	May 30, 2027

3. Special Milestone Deadlines.

None.

**SCHEDULE D
AWARD AND PROJECT FINANCIAL INFORMATION**

1. Award Amount.

PIDP Grant Amount: \$7,366,566

2. Federal Obligation Information.

Federal Obligation Type: Single

3. Approved Project Budget.

Eligible Project Costs				
	Grant Administration	Engineering, Design & Permitting	Construction	Total
PIDP Funds:	\$243,600	\$332,000	\$6,790,966	\$7,366,566
State Funds:	\$0	\$321,196	\$0	\$321,196
Local Funds:	\$60,900	\$0	\$1,459,545	\$1,520,455
Total:	\$304,500	\$653,196	\$8,250,511	\$9,208,207

4. Cost Classification Table.

Cost Classification	Total Costs	Eligible Costs
Administrative and legal expenses	\$304,500	\$304,500
Architectural and engineering fees	\$415,000	\$415,000
Other architectural and engineering fees	\$125,000	\$125,000
Project inspection fees	\$125,000	\$125,000
Site work	\$2,000,000	\$2,000,000
Demolition and removal	\$760,000	\$760,000
Construction	\$3,972,402	\$3,972,402
Equipment	\$305,000	\$305,000
Contingency	\$1,201,305	\$1,201,305
Project Total	\$9,208,207	\$9,208,207

5. Approved Pre-award Costs.

The Recipient sent a written request to MARAD on January 9, 2023, for pre-award approval authority to begin incurring certain pre-award costs for design of the Project. The Recipient requested pre-award costs authorization for \$245,000 in non-Federal funds. On January 25, 2023, MARAD approved the Recipient's request to begin incurring certain pre-award costs pursuant to 2 CFR 200.458 and 46 U.S.C. 54301(a)(10)(B), to allow the Recipient to begin engineering activities for design

advancement and environmental reviews and activities necessary for NEPA approval up to the following limits:

- Preliminary Engineering & Design: \$120,000
- Environmental Review & Activities: \$125,000
- **Total: \$245,000**

The pre-award costs will be eligible to count towards the Recipient's non-Federal cost share, assuming such costs would have been allowable if incurred after the date of the Federal award.

**SCHEDULE E
CHANGES FROM APPLICATION**

Scope: None.

Schedule: None.

Budget: None.

**SCHEDULE F
PIDP DESIGNATIONS**

1. Urban or Rural Designation.

Urban-Rural Designation: Rural

2. Capital or Planning Designation.

Capital-Planning Designation: Capital

3. Funding Act.

Funding Act: IIJA

**SCHEDULE G
PIDP PERFORMANCE MEASUREMENT INFORMATION**

Study Area: Citizen’s Dock in the Crescent City Harbor District, California

Baseline Measurement Date: May 1, 2025 – April 30, 2026

Baseline Report Date: July 1, 2026

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency
Vessel Calls	<p style="text-align: center;">Economic Competitiveness and Opportunity</p> <p>The number of vessels calling to the area defined in the Project study area. Must be reported in total and disaggregated by any of the following where applicable: vessel type (e.g., container, bulk, ro-ro, LNG), freight capacity, vessel length, or other.</p>	Quarterly
Cargo Dwell Time	<p style="text-align: center;">Economic Competitiveness and Opportunity</p> <p>Average Cargo Dwell Time (Hours per Ton or TEU). Dwell Time is defined as the time between cargo arrival and departure (by vessel, truck, or rail).</p>	Quarterly
Closure From Natural Hazards	<p style="text-align: center;">State of Good Repair</p> <p>Total Hours of Facility Closure per Year. A closure is defined as when a natural hazard prevents a facility from continuing daily operations or service.</p>	Quarterly

**SCHEDULE H
LABOR AND WORK**

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with the free and fair choice to join a union. <i>(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)</i>
X	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. <i>(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)</i>
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including through evidence of project labor agreements and/or community benefit agreements. <i>(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. <i>(Describe the partnership and workforce strategies in the supporting narrative below.)</i>
	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i>
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in schedule B. <i>(Identify the relevant actions from schedule B in the supporting narrative below.)</i>

The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.
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2. Supporting Narrative.

When the construction request for proposals (RFP) goes out to bid, the Recipient will require implementation of local hire agreements and the use of registered apprenticeships by contractors and subcontractors on the Project.

**U.S. DEPARTMENT OF TRANSPORTATION
MARITIME ADMINISTRATION**

**GRANT AGREEMENT UNDER THE
FISCAL YEAR 2024 PORT INFRASTRUCTURE DEVELOPMENT PROGRAM (PIDP)**

MARAD FY 2024 PIDP Grant No. 693JF72540013

702434PIDG 2026 1CD2540013 0000150000 41010 61006600 — \$8,000,000

This agreement is between the United States Department of Transportation Maritime Administration (“**MARAD**”) and the Crescent City Harbor District (the “**Recipient**”).

This agreement reflects the selection of the Recipient to receive a PIDP Grant for the Citizens Dock Replacement Project.

The parties therefore agree to the following:

**ARTICLE 1
GENERAL TERMS AND CONDITIONS**

1.1 General Terms and Conditions.

- (a) In this agreement, “**General Terms and Conditions**” means the content of the document titled “General Terms and Conditions Under the Fiscal Year 2024 Port Infrastructure Development Program Grants,” dated November 21, 2025, which is available at <https://www.maritime.dot.gov/grants/federal-grant-assistance/federal-grant-assistance>. The General Terms and Conditions reference the information contained in the schedules to this agreement. The General Terms and Conditions are part of this agreement.
- (b) The Recipient states that it has knowledge of and agrees to the General Terms and Conditions.
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient’s non-compliance with the General Terms and Conditions may result in remedial action, terminating of the PIDP Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to MARAD the PIDP Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

ARTICLE 2
SPECIAL TERMS AND CONDITIONS

There are no special terms for this award.

**SCHEDULE A
ADMINISTRATIVE INFORMATION**

1. Application.

Application Title: Crescent City Harbor District Citizens' Dock Replacement Project

Application Date: May 10, 2024

2. Recipient's Unique Entity Identifier.

Recipient's Unique Entity Identifier: J2TBA1ALH3Q6

3. Recipient Contact(s).

Mike Rademaker
Chief Executive Officer (CEO) and Harbormaster
Crescent City Harbor District
101 Citizen's Dock Road
Crescent City, CA 95531-4435
(707) 464-6174
mrademaker@ccharbor.com

and

Kristina Hanks
Office Manager
Crescent City Harbor District
101 Citizen's Dock Road
Crescent City, CA 95531-4435
(707) 464-6174
khanks@ccharbor.com

4. Recipient Key Personnel.

None.

5. MARAD Project Contact(s).

Kelly Mitchell-Carroll
Grants and Cooperative Agreements Officer
DOT – Maritime Administration
1200 New Jersey Ave, SE
Washington, DC 20590
MAR-380
W26-422
Mailstop 5
(202) 366-9714

k.mitchell-carroll@dot.gov

and

David Bohnet
Grant Management Division Chief
DOT – Maritime Administration
1200 New Jersey Ave, SE
Washington, DC 20590
MAR-510
W21-226
Mailstop 3
(202) 366-0586
david.bohnet@dot.gov

6. Payment System.

MARAD Payment System: Delphi eInvoicing System

7. Federal Award Identification Number.

Federal Award Identification Number: 693JF72540013

SCHEDULE B PROJECT ACTIVITIES

1. General Project Description.

The Project will rebuild the existing dock structure to better withstand operational and weather hazards, widen the docks to allow a greater number of trucks through, and install hoists to load/unload cargo more efficiently.

2. Statement of Work.

Component 1 – Grant Administration

- Meetings with USDOT and other Federal, State, and local agencies and community stakeholders to ensure Project process meets all applicable Federal requirements.
- Hold public involvement meetings, which will continue throughout the Project.
- Prepare final construction bid packages.
- Release and advertise the construction bid package.
- Project and bid construction availability.
- Review bid responses for inclusion of all required submission documents and requirements. Review bid responses to ensure they comply with applicable Federal requirements.
- Review past performance of bid responders and meet with responders to answer technical questions, bid items, etc.
- Hold public meeting and facilitate the award of contract(s).
- Finalize and sign all Project partnership and implementation agreements.
- Administration of the Project during the construction phase and closeout.

Component 2 – Engineering, Design & Permitting

- Complete final technical and engineering design of the Project.
- Finalize Project costs.
- Secure all State and local approvals and construction permits.
- Complete all requirements for Federal NEPA review.

Component 3 – Construction Phase

- Construct a new approximately 13,760 sq. ft. concrete-decked dock that will withstand 50-year tsunami event tidal surges and other natural hazards. Ensure all materials meet domestic preference requirements.
- Install electrical, sewer, water, and mechanical infrastructure to serve businesses on the dock.
- Install 12 new and refurbished hoists to improve movement of goods in the port.

3. Documents Describing Mitigation Activities and Permits.

Document Description	Date
MARAD Finding of No Significant Impact (FONSI) and accompanying Environmental Assessment (EA).	November 21, 2025
Section 106 Consultation correspondence with Elk Valley Rancheria: Elk Valley Rancheria requests to be notified if any inadvertent discoveries are made during the course of the Project.	November 14, 2024

**SCHEDULE C
AWARD DATES AND PROJECT SCHEDULE**

1. Award Dates.

Budget Period End Date: July 28, 2028

Period of Performance End Date: July 28, 2028

2. Estimated Project Schedule.

Milestone	Schedule Date
Actual Engineering, Design & Permitting Start Date	November 5, 2025
Planned Grant Administration Start Date	February 1, 2026
Planned Engineering, Design & Permitting Completion Date	March 30, 2026
Planned Construction Phase Start Date	May 1, 2026
Planned Construction Phase Substantial Completion Date	September 30, 2027
Planned Grant Administration Completion Date	December 31, 2027

3. Special Milestone Deadlines.

None.

**SCHEDULE D
AWARD AND PROJECT FINANCIAL INFORMATION**

1. Award Amount.

PIDP Grant Amount: \$8,000,000

2. Federal Obligation Information.

Federal Obligation Type: Single

3. Approved Project Budget.

Eligible Project Costs				
	Grant Administration	Engineering, Design & Permitting	Construction Phase	Total
PIDP Funds:	\$0	\$0	\$8,000,000	\$8,000,000
Non-Federal Funds:	\$243,000	\$175,000	\$1,582,000	\$2,000,000
Total:	\$243,000	\$175,000	\$9,582,000	\$10,000,000

4. Cost Classification Table.

Cost Classification	Total Costs	Eligible Costs
Administrative and legal expenses	\$243,000	\$243,000
Architectural and engineering fees	\$50,000	\$50,000
Other architectural and engineering fees	\$125,000	\$125,000
Construction	\$8,082,000	\$8,082,000
Equipment	\$1,000,000	\$1,000,000
Contingency	\$500,000	\$500,000
Project Total	\$10,000,000	\$10,000,000

5. Approved Pre-award Costs.

The Recipient sent a written request to MARAD on October 24, 2025, for pre-award approval authority to begin incurring certain pre-award costs for design of its Project. The Recipient requested pre-award costs authorization for up to \$175,000 in non-Federal funds. On November 5, 2025, MARAD approved the Recipient’s request to begin incurring certain pre-award costs pursuant to 2 CFR 200.458 and 46 U.S.C. 54301(a)(10)(B) to allow the Recipient to begin engineering activities for design advancement and environmental reviews and activities necessary for NEPA approval up to the following limits:

- Preliminary Engineering & Design: \$50,000
- Environmental Review & Activities: \$25,000
- Permitting (state and local approvals): \$100,000
- **Total: \$175,000**

The pre-award costs will be eligible to count towards the Recipient's non-Federal cost share, assuming such costs would have been allowable if incurred after the date of the Federal award.

**SCHEDULE E
CHANGES FROM APPLICATION**

Scope: None.

Schedule: The overall Project schedule is 9 months delayed. The planned construction phase substantial completion date per the application was December 31st, 2026. The current planned construction phase substantial completion date is September 30th, 2027. This delay is due to additional time needed to finalize NEPA and the grant agreement.

Milestone	Original Schedule	New Schedule
Actual Engineering, Design & Permitting Start Date	June 1, 2025	November 5, 2025
Planned Grant Administration Start Date	October 1, 2025	February 1, 2026
Planned Engineering, Design & Permitting Completion Date	November 1, 2025	March 30, 2026
Planned Construction Phase Start Date	December 1, 2025	May 1, 2026
Planned Construction Phase Substantial Completion Date	December 31, 2026	September 30, 2027
Planned Grant Administration Completion Date	March 30, 2027	December 31, 2027

Budget: None.

**SCHEDULE F
PIDP DESIGNATIONS**

1. Urban or Rural Designation.

Urban-Rural Designation: Rural

2. Capital or Planning Designation.

Capital-Planning Designation: Capital

3. Funding Act.

Funding Act: IIJA

4. Discretionary or Community Project Funding.

Discretionary-CPF: Discretionary

5. Security Risk Designation.

Security Risk Designation: Low

**SCHEDULE G
PIDP PERFORMANCE MEASUREMENT INFORMATION**

Study Area: Citizen’s Dock in the Crescent City Harbor District, California

Baseline Measurement Date: May 1, 2025 – April 30, 2026

Baseline Report Date: July 1, 2026

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency
Vessel Calls	<p style="text-align: center;">Economic Competitiveness and Opportunity</p> <p>The number of vessels calling to the area defined in the Project study area. Must be reported in total and disaggregated by any of the following where applicable: vessel type (e.g., container, bulk, ro-ro, LNG), freight capacity, vessel length, or other.</p>	Quarterly
Cargo Dwell Time	<p style="text-align: center;">Economic Competitiveness and Opportunity, Mobility and Community Connectivity</p> <p>Average Cargo Dwell Time (Hours per Ton or TEU). Dwell Time is defined as the time between cargo arrival and departure (by vessel, truck, or rail).</p>	Quarterly
Closure From Natural Hazards	<p style="text-align: center;">State of Good Repair</p> <p>Total Hours of Facility Closure per Year. A closure is defined as when a natural hazard prevents a facility from continuing daily operations or service.</p>	Quarterly

**SCHEDULE H
LABOR AND WORK**

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards.

The Recipient states that rows marked with “X” in the following table are accurate:

	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with the free and fair choice to join a union. <i>(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)</i>
X	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. <i>(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)</i>
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including through evidence of project labor agreements and/or community benefit agreements. <i>(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)</i>
	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. <i>(Describe the partnership and workforce strategies in the supporting narrative below.)</i>
	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i>
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in schedule B. <i>(Identify the relevant actions from schedule B in the supporting narrative below.)</i>

	The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.
--	--

2. Supporting Narrative.

For the construction phase of the Project, the Recipient will require implementation of local hire agreements and the use of registered apprenticeships by contractors and subcontractors.



Re: CCHD PIDP 24 -Eligible Project Costs Question

From Herdliska, Bryan <bryan.herdlika@dot.gov>
Date Fri 2026-03-06 7:35 AM
To Mike Bahr <mike.bahr@cssgrants.org>
Cc Mike Rademaker <mrademaker@ccharbor.com>; Mastro, Steven (MARAD) <steven.mastro@dot.gov>

Mike,
You are approved to adjust your budget buckets under your components as per below:

Eligible Project Costs				
	Grant Admin	Engineering, Design & Permitting	Construction Phase	Total
PIDP Funds:	\$202,500	\$125,000	\$7,672,500	\$8,000,000
Non-Federal Funds:	\$40,500	\$50,000	\$1,907,500	\$2,000,000
Total:	\$243,000	\$175,000	\$9,582,000	\$10,000,000

On Thu, Mar 5, 2026 at 2:53 PM Mike Bahr <mike.bahr@cssgrants.org> wrote:

Hello Bryan,

We are getting ready for a PIDP project review workshop on Tuesday with the Harbor Board and Commissioners and I was going through the contracts and found that there was a change in the Eligible Project Costs budget for PIDP 2024 during the various iterations that I did not catch.

PIDP expenses were accidently moved to Harbor expenses.

Do you have time for a quick call on Friday so I can review this with you and discuss how we fix that error?

Thank you,

Mike

PIDP 2024**Expenditure Line**

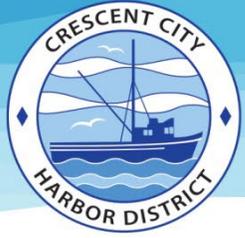
	PIDP	CCHD Match	Total
Administrative and legal expenses	\$ 243,600.00	\$ 60,900.00	\$ 304,500.00
Architectural, engineering Permitting	\$ 332,000.00	\$ 83,000.00	\$ 415,000.00
Other architectural and engineering	\$ 100,000.00	\$ 25,000.00	\$ 125,000.00
Project inspection fees	\$ 100,000.00	\$ 25,000.00	\$ 125,000.00
Site work	\$ 1,600,000.00	\$ 400,000.00	\$ 2,000,000.00
Demolition and removal	\$ 608,000.00	\$ 152,000.00	\$ 760,000.00
Construction	\$ 3,177,921.60	\$ 794,480.40	\$ 3,972,402.00
Equipment	\$ 244,000.00	\$ 61,000.00	\$ 305,000.00
Contingencies	\$ 961,044.00	\$ 240,261.00	\$ 1,201,305.00
TOTAL	\$ 7,366,565.60	\$ 1,841,641.40	\$ 9,208,207.00

PIDP 2024**Expenditure Line**

	PIDP	CCHD Match	Total
Administrative and legal expenses	\$ 202,500.00	\$ 40,500.00	\$ 243,000.00
Architectural, engineering Permitting	\$ 125,000.00	\$ 50,000.00	\$ 175,000.00
Other architectural and engineering	\$ -	\$ -	\$ -
Project inspection fees	\$ -	\$ -	\$ -
Site work	\$ -	\$ -	\$ -
Demolition and removal	\$ -	\$ -	\$ -
Construction	\$ 6,372,500.00	\$ 1,709,500.00	\$ 8,082,000.00
Equipment	\$ 800,000.00	\$ 200,000.00	\$ 1,000,000.00
Contingencies	\$ 500,000.00		\$ 500,000.00
TOTAL	\$ 8,000,000.00	\$ 2,000,000.00	\$ 10,000,000.00

COMBINED BUDGET**Expenditure Line**

	PIDP TOTAL	CCHD TOTAL	TOTAL
Administrative and legal expenses	\$ 446,100.00	\$ 101,400.00	\$ 547,500.00
Architectural and engineering	\$ 457,000.00	\$ 133,000.00	\$ 590,000.00
Other architectural and engineering	\$ 100,000.00	\$ 25,000.00	\$ 125,000.00
Project inspection fees	\$ 100,000.00	\$ 25,000.00	\$ 125,000.00
Site work	\$ 1,600,000.00	\$ 400,000.00	\$ 2,000,000.00
Demolition and removal	\$ 608,000.00	\$ 152,000.00	\$ 760,000.00
Construction	\$ 9,550,421.60	\$ 2,503,980.40	\$ 12,054,402.00
Equipment	\$ 1,044,000.00	\$ 261,000.00	\$ 1,305,000.00
Contingencies	\$ 1,461,044.00	\$ 240,261.00	\$ 1,701,305.00
TOTAL	\$ 15,366,565.60	\$ 3,841,641.40	\$ 19,208,207.00

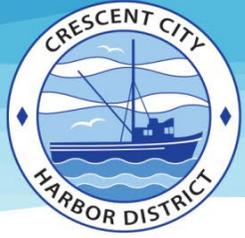


Federal compliance obligations. MARAD “General Terms and Conditions.”

Reference document:

<https://www.ccharbor.com/files/8e5e01150/MARAD+2024+PIDP+Terms+and+Conditions.pdf>

Public Comment?



SECTION 2 - Project Operations Governance Structure Discussion (40-50 min)

Purpose: Review process for timely decisions during a fast-moving federal infrastructure project

Public Comment?

DRAFT Scopes of Work

Project Manager DRAFT Scope of Work

Overview: The Project Manager is envisioned as a consultant working for the Crescent City Harbor District and would be in charge of the day-to-day elements of the project on behalf of the Harbor. They would perform the main operations oversight of the project. In addition, they would be responsible for responding to any unforeseen or emergency issues and bringing those to Harbor Master and Board.

The Project Manager would report directly to the Harbor Master / CEO

The General Contractor would report to the Project Manager.

The Project Manager would interface with Harbor tenants throughout the construction project to minimize disruptions to commercial fishing operations.

The Project Manager would provide a project update report to the Board and the Subcommittee on a weekly and as needed basis.

Pre-Construction & Planning

- Develop a detailed project schedule and critical path working with the General Contractor
- Help assemble the project team
- Engage stakeholders

Permitting & Regulatory Compliance

- Ensure compliance with project issued permits

Design Coordination

- Work with engineering team and General Contractor to review project design and construction phases.
- Ensure construction team builds to project design

Procurement & Contracting

- Ensure contractors are following statements of work in executed contracts
- Review material purchases to engineered specifications
- Ensure materials handling on site follows safety protocols
- Assist arrange equipment schedules to minimize impact on commercial fleet

Construction Oversight

- Conduct pre-construction meetings and site mobilization
- Monitor all construction activities to ensure following health, safety, and environmental (HSE) plans
- Conduct inspections of construction activities to ensure meeting engineered specifications
- Track schedule milestones and manage delays

Quality Assurance & Testing

- Implement a quality management plan
- Ensure material testing is done on a regular basis and meets engineered specifications
- Coordinate third-party inspections and non-destructive testing
- Review and approve inspection reports
- Manage non-conformance reports and corrective actions

Budget & Cost Management

- Track expenditures against the approved budget
- Review and approve contractor progress payments
- Manage change orders and variations
- Forecast costs to completion and report to CCHD accounting and grants team
- Control scope creep

Risk Management

- Develop and maintain a risk register
- Monitor weather, tidal, and sea conditions affecting construction
- Plan for storm or extreme weather contingencies
- Manage risks related to marine traffic, sediment, and erosion
- Address unforeseen subsurface conditions

Stakeholder Communication

- Provide regular progress reports.
- Coordinate with CCHD and tenants during construction

- Facilitate regulatory site inspections

Close-Out & Handover

- Conduct final inspections and punch list completion
- Obtain certificates of occupancy or completion
- Compile as-built drawings and operation/maintenance manuals
- Ensure final commission of any mechanical or electrical systems on the pier
- Archive project documentation and close out contracts

General Contractor Draft Scope of Work

Overview: The General Contractor (GC) would be hired to construct the seawall and Citizens' Dock Pier 1, and the parking area. The GC would furnish all labor, materials, equipment, supervision, and subcontractor management necessary to complete the work in full conformance with the engineering and permits,

They would be responsible for procurement of all required subcontractors with specific scope descriptions for each, including pile driving, marine electrical, environmental controls, crane operations and others as needed.

They would be responsible to pre-qualify subs and ensure they have all needed certifications, insurance, and follow all federal regulations attached to the project.

The General Contractor would report to the Project Manager and provide update reports several times per week.

The GC could also provide project update reports to the Board and the Subcommittee on an as needed basis.

Project Management & Administration

- Designate a full-time, qualified Project Manager and Superintendent on-site during all active construction activities.
- Prepare and maintain a detailed project schedule (CPM format, Primavera P6 or MS Project) updated weekly and submitted to the Owner.
- Conduct pre-construction meetings, weekly Owner/Engineer/Contractor (OAC) progress meetings, and maintain written meeting minutes.
- Maintain a project daily log, photo documentation, and record of all weather delays, force account events, and differing site conditions.
- Manage all submittals, RFIs, change order requests, and pay applications in accordance with the Contract.

Permitting & Agency Coordination

- Maintain full compliance with all permit conditions throughout construction, including biological windows and seasonal in-water work restrictions
- Coordinate with the permit agencies as needed.

Mobilization & Site Preparation

- Mobilize all construction equipment, temporary facilities, and materials to the project site.
- Establish site security fencing, signage, and access control for both land-side and water-side work zones.
- Set up and maintain temporary construction office trailer(s), sanitary facilities, and material staging areas.
- Coordinate marine vessel staging, temporary dock access, and any required temporary navigation aids.
- Implement turbidity and erosion control BMPs prior to any in-water disturbance.

Seawall Construction

- Install Sheet Pile / Soldier Pile Wall, including all pile driving needed for project
- Concrete Cap Beam - Construct reinforced concrete cap beam atop sheet pile or soldier pile wall including formwork, rebar placement per shop drawings, concrete placement, finishing, and curing.
- Demolition & Removal - Remove and dispose of existing deteriorated seawall panels, cap beam, timber piles, and associated debris in accordance with environmental permits.
- Backfill & Grading - Backfill or remediate any voids created by demolition activities, and grade parking lot area.

New Parking lot

- Remove existing asphalt
- Infill any voids
- Asphalt and stripe new parking area

Pier Construction

- Pile Foundation - Mobilize pile driving equipment and install steel pipe piles, prestressed concrete piles, or timber piles per the structural drawings to design tip elevations and capacities.
- Pier Deck & Structure - Construct pier deck using precast concrete deck panels, cast-in-place concrete slab, or composite system per structural design.
- Utilities & Services - Install all utility services
- Marine Hardware & Safety:

- Install rubber fender system, dock bumpers, and pile guards on all boat-facing surfaces.
- Furnish and install mooring cleats, bollards, and chocks to marine hardware specifications.
- Install OSHA-compliant handrails, guardrails, and dock ladders (stainless steel) at all required locations.
- Install LED lighting fixtures, navigation lights, and electrical connections per design.

Quality Control & Testing

- Develop and implement a project-specific Quality Control Plan (QCP).
- Arrange for all specified material testing including concrete cylinder breaks, pile driving records, weld inspections (CWI), coating DFT measurements, and soil compaction tests.
- Coordinate Owner/Engineer special inspection requirements and third-party testing as specified.
- Maintain and submit test reports, inspection reports, and certifications as required.

Environmental Compliance

- Install and maintain all required turbidity curtains, silt barriers, and containment systems throughout in-water work.
- Monitor turbidity levels per permit requirements and maintain logs for regulatory reporting.
- Properly manage and dispose of all construction waste, dredged material, and contaminated materials per permit conditions and applicable regulations.
- Conduct daily site inspections for spill prevention and immediately respond to any release of hazardous materials.

Closeout & Demobilization

- Remove all temporary construction equipment, materials, and facilities from site.
- Restore all disturbed upland and waterfront areas to pre-construction condition or better.
- Prepare and submit complete as-built record drawings signed and sealed by a licensed Professional Engineer.

- Compile and deliver project closeout documentation including all permits, warranties, O&M manuals, test reports, and certifications.
- Conduct final punch-list walkthrough with Owner and Engineer; complete all punch-list items.
- Submit all required post-construction monitoring reports required by environmental permits.

Accounting Firm DRAFT Scope of Work

As the construction project starts, the amount of expenditures the harbor needs to process will increase to approximately \$1,000,000 per month.

The number of invoices and payment requests that will need to be reviewed and processed on a weekly basis could increase by 5 to 10 times the number they are now.

The process this workload, the District should consider engaging an Accounting Firm to provide specialized accounting, invoice processing, and grant reimbursement administration services.

The Firm will act as the District's fiscal agent and grant accounting administrator for all Project-related financial transactions, ensuring that every expenditure is properly authorized, documented, coded, and submitted to MARAD in a manner that satisfies federal audit requirements.

The Scope of Services should include the following:

Project Accounting Setup & System Configuration

- Includes managing the credit line for payments

Invoice Receipt, Review, Processing and Payment - ability to make payments on bi-monthly or weekly basis

- Invoice Receipt & Logging
- Invoice Review & Verification
- Payment Authorization Workflow

Budget Monitoring

Preparation of reports to use in Grant Reimbursement Request

Accounting and Compliance Review

Records Management & Document Retention

Audit Support

Grants Manager DRAFT Scope of Work

The Grants Manager would manage all grant related reporting and tracking items for the full lifecycle of the grant through closeout.

The Scope of Work would include:

- **Quarterly and Annual Reporting:**
- **Financial Reporting and Management:**
 - **Monthly, Quarterly and Annual Budget Reconciliation**
- **Reimbursement Requests**
 - Fill out and file in a timely manner
- **Data and Performance Management:**
- **Contract and Procurement review**
 - Ensure meet all federal grant guidelines including: Davis-Bacon, BABA, NEPA, 2 CFR Part 200, and ASAP payments
- **Grant Records Management**
- **Grant Monitoring and Oversight**
- **Attend Committee and Board Meetings and provide reports**
- **Continuous Communication & Coordination with project team**
- **Regulatory & Federal Grant Compliance**
 - Responsible for ensuring all of the grant regulations on the following pages are followed.
- **Administrative Closeout**
 - Perform all grant closeout functions



Staff Report

To: Crescent City Harbor District Board of Harbor Commissioners

From: Mike Rademaker, CEO/Harbormaster

Date: March 10, 2026

Subject: PIDP Project Staffing and Proposed “Accounting Manager” Employee Position

Background

The District has recently engaged CalMuni Advisors and the Weist Law Firm to assist with debt restructuring, restoration of fiscal resiliency, and related financial governance matters. As part of that broader effort, those advisors are expected to evaluate the operational and financial implications of the District’s upcoming capital projects, including how best to structure procurement, internal controls, financial oversight, and staffing support for the federally funded seawall and Citizens Dock projects.

The workshop materials prepared by Community System Solutions explain a governance and procurement framework under which the Board is considering the release of RFPs for several key project-related functions, including Project Manager, General Contractor, Accounting Firm with special district experience, and Grant Manager. This staff report is intended to be complementary to the CSS materials, and it proposes the creation of a new “Accounting Manager” position that will replace the existing “Contract Fiscal Officer” position, currently held by Sandy Moreno, as she anticipates retiring soon. During the workshop, it would be useful to consider how labor might be divided between the CSS proposed outside accounting firm, and this potential new CCHD Accounting Manager employee position.

Discussion

The District will require a strong administrative and financial support structure in order to successfully deliver the PIDP-funded projects. The CSS materials recognize that the

anticipated volume of project expenditures, invoices, reimbursement requests, compliance documentation, and reporting obligations will increase materially as the projects move into active implementation. The draft accounting scope notes that expenditures could rise to approximately \$1,000,000 per month and that invoice and payment activity could increase several-fold above current levels.

In addition to the discussions from the CSS facilitated workshop, staff recommends receiving input from the District's fiscal resiliency advisors (CalMuni and Weist Law) in order to identify the best staffing approach. Some portion of grant administration, grant billing, financial tracking, and related back-office support might be retained within the District. Certain eligible employee time devoted to grant administration and project support may be charged to grant-funded administration categories, thereby creating a meaningful payroll cost offset for the District. In practical terms, this means that if selected functions are performed by appropriately assigned in-house staff, the District may be able to recover a substantial share of those costs through project reimbursement rather than bearing the full burden from CCHD operating funds.

Given the District's continuing need to stabilize operations and preserve fiscal resiliency, staff believes this new employee option should be carefully evaluated in conjunction with the consideration of outsourcing of functions that may be eligible for internal reimbursement. Admittedly, the District is presently operating as a highly streamlined organization following multiple rounds of staff reductions. Existing staff have continued to perform at a high level, but capacity remains limited. For that reason, staff is not recommending that all contemplated accounting and grant administration duties be assigned in-house. Rather, staff recommends a measured and practical trial approach.

Under a trial approach, the District would preserve the option to retain selected core fiscal and grant administration responsibilities internally where doing so improves oversight, continuity of operations, responsiveness, staff development, and cost recovery. At the same time, the District would remain prepared to move quickly with an external RFP solicitation for an accounting firm to augment the CCHD workload that cannot be managed effectively within the organization.

Staff recognizes that the proper mix of internal and outside capacity should be informed by the forthcoming analysis of CalMuni Advisors and the Weist Law Firm, both of whom have been retained specifically to help the District restore fiscal resiliency and strengthen long-term financial administration.

Proposed Accounting Manager Position

As part of this phased approach, staff recommends that the District evaluate creation of a new regular employee position titled "Accounting Manager." This would be a mid-level management classification, not an executive position, with a target salary range of approximately \$60,000 to \$70,000 annually. The position is intended to eventually replace the current Contract Accounting Manager arrangement with Sandy Moreno through a more permanent, on-site employee model.

Staff believes there are meaningful operational advantages to establishing this role as a regular employee rather than continuing to rely exclusively on an off-site independent contractor structure. A full-time in-office Accounting Manager would improve day-to-day coordination, increase responsiveness to staff and department needs, provide continuity of institutional knowledge, and support mentoring and development of clerical and administrative personnel. It would also create a clear supervisory structure for office operations during a period when the District must manage both ordinary operations and the heightened demands of major MARAD PIDP capital projects.

Under the proposed concept, the Accounting Manager would manage the clerical staff responsible for accounts receivable, accounts payable, payroll, and related office support functions. Human resources responsibilities would include labor relations interface with the Union, CalPERS administration, employee benefits coordination, and financial statement management. Additional responsibilities would include cash flow management; asset and capital improvement management; liaison functions with the District's external auditor; grant billing; grant contract management; oversight of property tax, transient occupancy tax, and state tax matters; and insurance contract management. All office staff would report to the Accounting Manager, and the Accounting Manager would report to the CEO/Harbormaster.

Staff anticipates that this position could be funded substantially through the District's MARAD PIDP grant administration reimbursement categories, to the extent allowed and properly documented. Nonetheless, PIDP allocations will primarily fund outside consultants, so the amount available for in-house employment will be limited. However, a properly structured internal position may permit the District to both strengthen internal management capacity and offset payroll costs through eligible grant reimbursement.

Recommended Path Forward

Staff recommends that the Board receive the report from CalMuni Advisors and the Weist Law Firm, including their evaluation of the March 10, 2026 workshop findings and analysis of the appropriate division of responsibility between internal staffing and outside consultants. Staff will return with a follow-up item after consultation with those advisors. That follow-up item can present a refined implementation plan addressing: which functions should remain in-house on a trial basis; which functions, if any, should be competitively procured immediately; whether an Accounting Manager classification should be formally adopted; the recommended salary range and funding plan; and the conditions under which staff will release the RFPs for the PIDP capital projects.

Conclusion

The workshop materials identify the need for new support staff to successfully implement the MARAD PIDP projects. The District must ensure strong accounting, grant administration, compliance, and project controls as these federally funded projects proceed. The District has now retained specialized advisors to restore fiscal resiliency

and advise on long-term financial structure, and staff believes it is prudent to obtain their recommendations on which accounting functions should be externalized, and which could be handled internally with grant-funded payroll offsets. Staff further recommends that the Board conceptually support development of a new regular employee classification titled Accounting Manager, subject to Board review and formal approval at a later meeting.



3. Discuss and prioritize potential projects to expend unallocated CalOES/FEMA Hazard Mitigation Grant Program funds.

Public Comment?



March 10, 2026

To: Mike Rademaker, Crescent City Harbor District CEO and the Crescent City Harbor District Board of Commissioners

From: Mike Bahr, CEO, Community System Solutions

Board Agenda Item: Discuss and prioritize potential projects to expend unallocated CalOES/FEMA Hazard Mitigation Grant Program funds.

Background:

The Crescent City Harbor District was awarded \$1,350,000 in October 2023 to address Tsunami and Sea Level Rise physical and economic hazards in the Harbor District. This is a three-year grant. A two-year extension can be requested if needed.

Allowable Uses of the Funds include

- Evaluate existing conditions and perform studies
- Collect data
- Environmental studies
- Permitting
- Preparing RFPs and grant applications

Using the funds for construction is not an allowed use of the funds.

Fifteen contracts have been awarded during the grant term and there is still approximately \$400,000 of the grant unallocated.

Those contracts include:

- Geotech survey of seawall and Citizens' Dock area
- Eel grass study
- Identification of all elements needed for Dredge beneficial reuse permit
- Environmental review of the Boat Yard – level 1 and level 2 testing
- Completion of Local Hazard Mitigation Plan
- Structural Engineering of CCHD owned buildings
- Survey of Harbor
- Bathymetric & Diving review of inner boat basin and Citizens' Dock
- Tsunami recovery plan for commercial boat basin

- Economic review of Harbor properties
- Initial Vision design for the Harbor commercial properties

Next Steps

There are a wide variety of engineering and environmental assessments that could be completed in the Harbor. There could also be add-ons to the existing planning elements that are occurring.

At the previous board meeting, direction was given to apply for a grant extension. We will now undertake that process.

Ideas generated by Board members for the remaining funds include:

- Holding some in reserve in case additional studies or permits are needed for the seawall, citizens dock construction process.
- Complete the emergency operations plan
- Complete the Harbor facilities and maintenance plan
- Complete the Infrastructure survey
- Undertake electrical survey and investigation

CSS will be in attendance in person at the March 10 Board meeting to answer any questions you may have.

Thank you,

Mike Bahr

4. MEETING ADJOURNMENT

*Adjournment of the Board of Harbor Commissioners will be until the next meeting scheduled for **Wednesday, March 11, 2026**, at 1 p.m. PDT. The Crescent City Harbor District complies with the Americans with Disabilities Act. Upon request, this agenda will be made available in appropriate alternative formats to person with disabilities, as required by Section 12132 of the Americans with Disabilities Act of 1990 (42 U.S.C. §12132). Any person with a disability who requires modification in order to participate in a meeting should direct such request to (707) 464-6174 at least 48 hours before the meeting, if possible.*

