



CAL FIRE
HUMBOLDT-DEL-NORTE UNIT

PROPOSAL RESPONSE

FORTUNA RIVER LODGE MANAGEMENT & OPERATIONS

Public Safety Training & Conference Center

SUBMITTED TO:

CITY OF FORTUNA, CALIFORNIA

SUBMITTED BY:

CAL FIRE HUMBOLDT-DEL NORTE UNIT

TRAINING  TODAY.
PREPARING FOR A SAFER TOMORROW.

JUNE 30, 2026

Fortuna River Lodge Management and Operations Proposal

SUBMITTED BY:

**CAL FIRE Humboldt–Del Norte Unit
118 S. Fortuna Blvd
Fortuna, CA 95540**

SUBMITTED TO:

City of Fortuna, California

PROPOSAL TITLE:

Fortuna River Lodge- Public Safety Training and Conference Center Operations Plan

DATE:

June 30, 2026

TABLE OF CONTENTS

1. Executive Summary
 2. Overall Philosophy and Approach (250 Points)
 3. Qualifications and Experience (250 Points)
 4. Operations and Management Plan (150 Points)
 5. Sales and Marketing Plan (100 Points)
 6. Community Benefit/ Public Access (100 Points)
 7. Financial Sustainability (100 Points)
 8. Rental Fee (50 Points)
 9. Public Stewardship and Facility Use Commitment
 10. Indemnification and Insurance
 11. Required Disclosures
-

1. EXECUTIVE SUMMARY

The CAL FIRE Humboldt–Del Norte Unit respectfully submits this proposal to assume management and operation of the Fortuna River Lodge as the **Fortuna River Lodge- Public Safety Training and Emergency Services Conference Center**. As a State of California agency, CAL FIRE is uniquely positioned to provide stable, professional, and fiscally responsible management of this important public asset while ensuring it continues to serve the residents of Fortuna and the surrounding region.

This proposal is grounded in the mission, vision, and values of the California Department of Forestry and Fire Protection (CAL FIRE).

Mission

"The California Department of Forestry and Fire Protection (CAL FIRE) serves and safeguards the people and protects the property and resources of California."

Vision

"At CAL FIRE, we lead a dedicated, diverse, and inclusive workforce while maximizing partnerships to create a safer and more resilient California."

Core Values

- **Integrity** – We demonstrate our ideals and intentions by doing the right thing, even when no one is watching.
- **Service** – We provide selfless care for all through dedication, professionalism, and preparation.
- **Community** – We foster inclusive relationships with colleagues, cooperators, and the communities we serve to build meaningful partnerships.
- **Diversity** – We cultivate an environment of support and respect for individuals with differing backgrounds, experiences, and perspectives.

CAL FIRE proposes to transform the River Lodge into a year-round regional center supporting public safety training, emergency preparedness, leadership development, interagency collaboration, and governmental meetings. Rather than functioning primarily as an event venue, the facility would become a mission-driven public resource that strengthens emergency response capabilities while generating consistent economic activity for the City of Fortuna.

Proposed Functional Uses

The River Lodge will serve as a regional hub for:

- Fire service training and Incident Command System (ICS) instruction
- Multi-agency emergency management exercises
- Leadership and professional development programs
- Government and public safety conferences
- Interagency coordination and preparedness planning
- Community emergency preparedness workshops
- Public education and wildfire resilience programs
- Meetings of local governments, special districts, and public-serving organizations

When not required for CAL FIRE or partner agency operations, the facility will remain available for compatible governmental, nonprofit, educational, and community-serving uses consistent with the City's goals and the operational mission of the facility.

Public Value to the City of Fortuna

This proposal provides significant long-term benefits to the City of Fortuna and the surrounding region by:

- Providing stable, year-round utilization through recurring public safety training and governmental activities
- Increasing visitation by emergency responders, instructors, students, and partner agencies from throughout Northern California
- Supporting local hotels, restaurants, retail businesses, and other service providers through multi-day training events and conferences
- Strengthening Fortuna's identity as a regional center for emergency preparedness, workforce development, and interagency collaboration
- Expanding opportunities for community education, disaster preparedness, and public safety outreach
- Preserving the River Lodge as a sustainable public asset focused on long-term community benefit rather than seasonal or event-driven demand

The CAL FIRE Humboldt–Del Norte Unit brings extensive experience managing public facilities, coordinating complex operations, administering public funds, delivering statewide training programs, and working collaboratively with local, state, federal, tribal, educational, nonprofit, and private-sector partners. Through this experience, CAL FIRE is well positioned to provide professional stewardship of the River Lodge while enhancing its value as a regional resource that supports public safety, economic development, workforce training, and community resilience for years to come.

2. OVERALL PHILOSOPHY AND APPROACH (250 POINTS)

Mission-Aligned Stewardship

The CAL FIRE Humboldt–Del Norte Unit proposes to operate the Fortuna River Lodge as a regional Public Safety Training and Emergency Services Conference Center that supports emergency preparedness, workforce development, interagency collaboration, and community resilience. Our philosophy is founded on responsible stewardship of a public asset, ensuring the facility is professionally managed, financially sustainable, and accessible for uses that provide meaningful public benefit.

Rather than functioning solely as an event venue, the River Lodge will serve as a year-round resource that strengthens the capabilities of emergency responders, government agencies, educational institutions, nonprofit organizations, and community partners throughout Northern California. This approach directly supports CAL FIRE's mission to serve and safeguard the people and protect the property and resources of California while advancing the City of Fortuna's goal of maximizing the value and long-term sustainability of the River Lodge.

Operational Vision

CAL FIRE envisions the River Lodge as a premier regional destination for training, collaboration, and public service. The facility will support a broad range of mission-driven activities, including:

- CAL FIRE and cooperating agency training programs
- Multi-agency emergency preparedness exercises
- Incident Command System (ICS) and emergency management instruction
- Leadership and professional development programs
- Government meetings and conferences
- Community emergency preparedness workshops
- Educational and workforce development initiatives
- Meetings of nonprofit organizations and other public-serving groups

When not required for CAL FIRE or partner agency operations, the River Lodge will remain available for compatible governmental, educational, nonprofit, and community-serving activities that align with the City's objectives and preserve the public character of the facility.

Public Stewardship

As a State agency, CAL FIRE is committed to managing the River Lodge with the same accountability, professionalism, and transparency applied to all public facilities under its responsibility. Management decisions will emphasize:

- Protection and preservation of the City's asset
- Safe, clean, and well-maintained facilities
- Responsive customer service and professional facility management
- Efficient scheduling and high facility utilization
- Fiscal responsibility and operational accountability
- Long-term sustainability through preventive maintenance and strategic planning

Strategic Community Value

This operational model provides significant long-term benefits to the City of Fortuna and the surrounding region by:

- Providing consistent, year-round facility utilization through recurring training and governmental activities
- Increasing regional visitation that supports local hotels, restaurants, retail businesses, and service providers
- Enhancing Fortuna's reputation as a Northern California center for emergency preparedness and professional development
- Creating opportunities for expanded partnerships among local, state, federal, tribal, educational, and nonprofit organizations
- Supporting workforce development and public education through training and community outreach
- Preserving the River Lodge as a valuable public asset dedicated to serving the community

Operational Capability

The CAL FIRE Humboldt–Del Norte Unit possesses the organizational capacity, experience, and infrastructure necessary to successfully operate the River Lodge. Our capabilities include:

- Established statewide training and professional development programs
- Experienced instructional staff and subject matter experts
- Proven interagency partnerships with local, state, federal, tribal, and educational organizations
- Extensive experience managing public facilities, training events, and complex logistics
- Comprehensive administrative, fiscal, procurement, and risk management systems
- Professional maintenance, safety, and facility management practices
- Consistent regional demand for training and meeting space that exceeds existing facility capacity

By leveraging these capabilities, CAL FIRE will ensure the River Lodge operates as a reliable, professionally managed facility that advances public safety, supports economic activity, and delivers lasting value to the City of Fortuna and the communities it serves.

On-Site Management and Daily Presence

To provide consistent oversight and responsible stewardship of the River Lodge, CAL FIRE proposes relocating the Humboldt–Del Norte Unit Training Bureau to the facility. Establishing the Training Bureau within the River Lodge will create a regular staff presence during normal

business hours, ensuring the facility is actively managed rather than only occupied during scheduled events.

The on-site presence of CAL FIRE personnel will provide numerous operational benefits, including:

- Daily oversight of the facility and grounds
- Prompt identification and reporting of maintenance needs
- Improved security through regular occupancy and monitoring
- Enhanced customer service for facility users and partner agencies
- Efficient coordination of training events and facility scheduling
- Increased accountability for the care and preservation of the City's asset

Unlike facilities that are occupied only during scheduled events, the River Lodge will benefit from routine daily use by professional staff who are responsible for coordinating training activities and managing facility operations. This continuous presence supports proactive maintenance, enhances security, and helps ensure the facility remains clean, functional, and ready to serve the public.

3. QUALIFICATIONS AND EXPERIENCE (250 Points)

Organizational Qualifications

The CAL FIRE Humboldt–Del Norte Unit is uniquely qualified to manage and operate the Fortuna River Lodge as a public-serving conference, training, and meeting facility. As a department of the State of California, CAL FIRE has extensive experience managing public facilities, coordinating complex operations, administering public funds, and delivering programs that serve local communities, governmental agencies, educational institutions, and emergency response organizations.

The Humboldt–Del Norte Unit maintains a significant and long-standing presence within the City of Fortuna, making it uniquely positioned to successfully manage the River Lodge. The Unit Headquarters, located in Fortuna, serves as the administrative and operational center for CAL FIRE's Humboldt–Del Norte Unit. In addition, CAL FIRE operates the Rohnerville Air Attack Base, maintains a commercial office lease, and leases two residential properties within Fortuna to support departmental operations. These existing investments demonstrate CAL FIRE's long-term commitment to the community while providing an established local infrastructure capable of supporting the successful management of the River Lodge.

The Humboldt–Del Norte Unit currently oversees the operation and maintenance of numerous public facilities and programs, including the Unit Headquarters, Emergency Command Center, Training Bureau, Rohnerville Air Attack Base, Kneeland Helitack Base, eleven fire stations, High Rock Fire Center, Eel River Conservation Camp, and multiple administrative and support facilities. Successful operation of these facilities requires coordinated scheduling, facility maintenance, budgeting, procurement, information technology support, customer service, safety compliance, and long-term asset management. Through these responsibilities, CAL FIRE has demonstrated a proven ability to responsibly manage public assets while ensuring facilities remain safe, operational, fiscally accountable, and responsive to the needs of the communities they serve.

Integration into CAL FIRE's Existing Organization

Unlike many proposals that require creation of an entirely new management organization, CAL FIRE will integrate the River Lodge into its existing organizational structure.

As part of this proposal, CAL FIRE intends to relocate the Humboldt–Del Norte Unit Training Bureau to the River Lodge, establishing a regular staff presence during normal business hours. This permanent occupancy provides a significant operational advantage by ensuring the facility is actively managed each day rather than occupied only during scheduled events.

The River Lodge will become an extension of the Humboldt–Del Norte Unit Training Bureau and will be fully integrated into the Unit's existing administrative, fiscal, maintenance, information technology, procurement, and leadership structure. This integration allows CAL FIRE to leverage established personnel, policies, purchasing systems, maintenance resources, and operational support while minimizing administrative overhead and ensuring efficient management of the facility.

CAL FIRE will manage the River Lodge in accordance with established Department policies, procedures, and administrative directives. The Department maintains a comprehensive enterprise policy library governing facility operations, fiscal management, procurement, safety, information technology, security, personnel administration, labor relations, records management, customer service, and risk management. These established policies provide a proven operational framework that promotes consistency, accountability, regulatory compliance, and professional stewardship of public facilities.

Organizational Structure

The River Lodge will operate under the direction of the Humboldt–Del Norte Unit Chief, with day-to-day management provided through the Unit's Training Bureau.

- **Unit Chief**
 - The Unit Chief will provide executive oversight of the facility, including strategic direction, lease administration, coordination with the City of Fortuna, budget oversight, and long-term planning.
- **Training Battalion Chief**
 - The Training Battalion Chief will serve as the Facility Manager and will be responsible for daily operations, scheduling, customer relations, supervision of Training Bureau staff, coordination of training activities, and overall operational management.
- **Training Bureau Staff**
 - Training Bureau personnel will provide daily administrative support, reservation management, event coordination, customer communications, facility scheduling, and continuous on-site oversight of the River Lodge.

Administrative Services

The Unit's Administrative Services staff will provide financial management, purchasing, procurement, contract administration, accounts payable, budget tracking, and administrative support necessary for successful facility operations.

Information Technology Support

The Unit's Information Technology staff will provide network administration, website maintenance, reservation system support, audiovisual support, communications systems, and ongoing technology maintenance.

Facilities Support

Facilities support personnel will coordinate preventive maintenance, repairs, grounds maintenance, vendor coordination, building systems maintenance, and long-term capital improvement planning.

Specialized services, including custodial services, major repairs, technical maintenance, and specialized building services, will be performed through qualified contractors or existing State contracts, as appropriate.

CAL FIRE will utilize existing supervisory, personnel, and labor relations processes to ensure staffing, employee development, workplace safety, performance management, and personnel

administration are conducted in accordance with State personnel policies and applicable bargaining unit agreements.

Relevant Training and Event Management Experience

The Humboldt–Del Norte Unit delivers comprehensive training and professional development programs supporting:

- CAL FIRE personnel
- Local government agencies
- Volunteer fire departments
- State and federal agencies
- Emergency response organizations
- Educational institutions
- Community partners

The Department routinely plans, coordinates, and hosts complex multi-day training programs and regional events, including:

- Incident Command System (ICS) courses
- Leadership development programs
- Fire academies
- Technical rescue training
- Aviation and communications instruction
- Emergency management exercises
- Regional planning meetings
- Multi-agency conferences

These events require comprehensive facility management, including scheduling, classroom preparation, audiovisual support, participant registration, logistics coordination, customer service, safety planning, lodging coordination, and fiscal oversight. Staff routinely coordinate with governmental agencies, instructors, contractors, partner organizations, and members of the public to ensure training events and conferences are conducted safely, efficiently, and professionally.

This experience directly translates to successful management of the River Lodge as a regional conference and training facility.

Regional Partnerships

A key strength of CAL FIRE is its extensive network of established partnerships throughout Humboldt, Del Norte, and Northern California. These relationships create a consistent demand for training, meetings, conferences, and collaborative events while positioning the River Lodge as a natural gathering place for regional coordination.

Established partnerships include:

- Fire Departments and Fire Protection Districts
- County Offices of Emergency Services
- Law Enforcement Agencies
- Emergency Medical Services (EMS) providers and Local EMS Agency (LEMSA)
- Tribal Governments
- Federal Land Management Agencies
- College of the Redwoods and other educational institutions
- Fire Safe Councils and nonprofit preparedness organizations
- State and local government agencies
- Workforce development organizations
- Public utilities

These long-standing partnerships provide opportunities to expand the use of the River Lodge for training, professional development, emergency preparedness, governmental meetings,

community education, and interagency collaboration while strengthening Fortuna's role as a regional center for public safety and emergency management.

Leadership and Fiscal Responsibility

The Humboldt–Del Norte Unit has experienced leadership responsible for managing complex public programs, facilities, personnel, contracts, and multimillion-dollar public resources. Unit leadership possesses extensive experience in:

- Incident management
- Facility operations
- Budget administration
- Public procurement
- Contract administration
- Strategic planning
- Personnel supervision
- Program development
- Risk management
- Curriculum development
- Project planning and execution while consistently meeting established schedules, budget requirements, and performance objectives

All operations are conducted in accordance with State of California fiscal controls, procurement requirements, administrative policies, and public accountability standards, ensuring transparency, responsible stewardship of public resources, and compliance with applicable laws and regulations.

Summary

Through its established organizational structure, experienced leadership, extensive regional partnerships, and significant existing presence within the City of Fortuna, CAL FIRE possesses the organizational capacity, professional expertise, and administrative infrastructure necessary to successfully manage the River Lodge.

By integrating the River Lodge into the Humboldt–Del Norte Unit's existing Training Bureau and support services, CAL FIRE can immediately provide experienced personnel, established management systems, comprehensive administrative support, and continuous on-site oversight without creating additional organizational overhead. This management model protects the City's investment while expanding opportunities for public safety training, governmental collaboration, workforce development, economic activity, and community engagement, ensuring the River Lodge remains a valuable public asset serving the City of Fortuna and the broader Northern California region for years to come.

4. OPERATIONS AND MANAGEMENT PLAN (150 POINTS)

Management Approach

The CAL FIRE Humboldt–Del Norte Unit will operate the River Lodge as a professionally managed public facility dedicated to public safety training, governmental meetings, emergency preparedness, workforce development, and community-serving activities. The Department's management philosophy is centered on responsible stewardship, operational excellence, customer service, fiscal accountability, and preservation of the City's investment.

The River Lodge will be managed using established CAL FIRE administrative, fiscal, procurement, safety, and facility management procedures. Existing Department policies governing facility operations, personnel administration, labor relations, information technology, records management, customer service, and risk management provide a comprehensive operational framework that promotes consistency, accountability, regulatory compliance, and

efficient management. Facility-specific procedures will be implemented as necessary to meet the City's operational requirements and the terms of the lease agreement.

Facility Operations

Daily operations will be managed by the Humboldt–Del Norte Unit Training Bureau with support from existing administrative, information technology, fiscal, and facilities personnel. The River Lodge will operate year-round, supporting public safety training programs, governmental meetings, conferences, educational programs, workforce development, and other mission-aligned community activities.

Daily operational responsibilities will include:

- Facility reservations and scheduling
- Event planning and coordination
- Room setup and restoration
- Building opening and closing procedures
- Commercial kitchen coordination
- Audio/visual support
- Inventory and equipment management
- Utility monitoring
- Vendor coordination
- Financial tracking and reporting
- Routine facility inspections
- General facility administration

Daily on-site staffing by the Training Bureau will ensure consistent oversight of facility operations, prompt response to operational issues, and effective coordination of scheduled events.

CAL FIRE will utilize a centralized reservation process to maximize facility utilization while ensuring the River Lodge remains available to support the City's public service objectives.

Scheduling priorities will generally be:

1. CAL FIRE training programs and operational requirements
2. Public safety partner agencies
3. Government meetings and conferences
4. Educational institutions and workforce development programs
5. Nonprofit organizations serving the community
6. Other mission-aligned public meetings, workshops, and community events

Reservations will be coordinated using standardized scheduling procedures that promote efficient utilization, equitable access, and clear communication with facility users. Food service for training programs, conferences, and approved events will be coordinated through Department resources or qualified vendors utilizing the River Lodge's commercial kitchen, as appropriate.

Labor and Management

The River Lodge will be managed utilizing CAL FIRE's existing supervisory, administrative, fiscal, information technology, procurement, maintenance, and labor relations resources. Leveraging these established systems minimizes administrative overhead while ensuring professional facility management, financial accountability, and compliance with State personnel policies and applicable bargaining unit agreements. Specialized services, including custodial services, landscaping, major building repairs, technical maintenance, and specialized building systems, will be performed through qualified contractors or existing State contracts, as appropriate.

Customer Service

Providing exceptional customer service is a fundamental component of CAL FIRE's management philosophy. Staff routinely coordinate with governmental agencies, educational institutions, nonprofit organizations, contractors, instructors, and members of the public and are experienced in organizing and supporting meetings, conferences, and training programs.

Customer service practices will include:

- Prompt response to reservation requests and facility inquiries
- Clear facility use guidelines and scheduling procedures
- Pre-event planning and coordination with facility users
- On-site operational support during scheduled events, as appropriate
- Post-event inspections and follow-up
- Continuous evaluation of customer feedback to improve services

All customer interactions will be conducted in accordance with established CAL FIRE customer service standards to ensure a professional, responsive, and positive experience for every facility user.

Technology Integration

The River Lodge will utilize modern technology to support efficient operations and provide a high-quality meeting and training environment.

Technology capabilities will include:

- Online reservation and event request system
- Digital scheduling and calendar management
- High-speed internet connectivity throughout the facility
- Wireless network access
- Video conferencing capability for hybrid meetings and distance learning
- Classroom audiovisual and presentation systems
- Website maintenance and online information updates
- Information technology support for meetings, conferences, and training events

These systems will improve operational efficiency, simplify event coordination, enhance customer service, and ensure the River Lodge remains a modern and functional conference and training facility.

Security and Risk Management

Protecting facility users and preserving the City's investment are fundamental responsibilities of CAL FIRE.

Security and risk management practices will include:

- Staff presence during normal business hours
- Controlled building access and key management
- Routine facility inspections
- Emergency Action Plans
- Fire and life safety inspections
- Compliance with OSHA and applicable State safety requirements
- AED and first aid availability
- Incident reporting procedures
- Coordination with local public safety agencies, when necessary

Facility operations will be conducted in accordance with established CAL FIRE policies governing workplace safety, emergency planning, physical security, records management, and operational risk management to provide a safe and secure environment for staff, partners, and facility users.

Maintenance Program

CAL FIRE will implement a proactive preventive maintenance program designed to preserve the River Lodge and protect the City's long-term investment.

Maintenance activities will include:

- Daily building inspections
- Preventive maintenance scheduling
- Routine custodial oversight
- Building systems monitoring
- Grounds maintenance coordination
- Monthly facility condition assessments
- Annual capital improvement planning
- Prompt identification and correction of maintenance deficiencies

Preventive maintenance and routine inspections will reduce deferred maintenance, extend the useful life of facility assets, and help ensure the River Lodge remains safe, functional, and well-maintained.

Cost Containment and Operational Efficiency

The River Lodge will benefit from integration into CAL FIRE's existing organizational structure, allowing the Department to leverage established administrative systems, procurement processes, information technology resources, maintenance coordination, fiscal controls, and management oversight.

Operational efficiencies include:

- Existing administrative and fiscal support
- Established procurement and contracting systems
- Shared information technology resources
- Existing maintenance coordination
- Comprehensive Department policies and procedures
- State purchasing contracts and cooperative procurement resources, where appropriate
- Existing management and administrative infrastructure

This management model minimizes operating costs while maintaining a high level of professional service, accountability, and operational effectiveness.

Revenue Enhancement and Economic Development

CAL FIRE will actively utilize the River Lodge to host recurring public safety training programs, governmental meetings, professional conferences, educational activities, workforce development initiatives, and community-serving events. Through CAL FIRE's extensive local, regional, and statewide partnerships, the Department will attract organizations from throughout Northern California, increasing year-round utilization of the facility.

Recurring training programs and conferences will generate positive economic benefits for the City of Fortuna by increasing overnight lodging, restaurant visits, retail purchases, fuel sales, and other visitor spending. This management model strengthens Fortuna's role as a regional center for public safety training, governmental collaboration, emergency preparedness, and professional development while preserving the River Lodge as a valuable public asset serving the community.

Performance Management

CAL FIRE is committed to transparency, accountability, and continuous improvement. Facility operations will be routinely evaluated through performance measures that include:

- Facility utilization
- Customer satisfaction
- Program and event activity
- Maintenance performance

- Safety performance
- Financial performance
- Community benefit

CAL FIRE will maintain regular communication with the City of Fortuna through periodic operational and financial reports summarizing facility utilization, maintenance activities, operational performance, and opportunities for continuous improvement. This collaborative approach will ensure the River Lodge continues to meet the City's objectives while protecting its investment and serving the needs of the community for years to come.

5. SALES AND MARKETING PLAN (100 POINTS)

Marketing Vision

CAL FIRE's objective is to establish the River Lodge as Northern California's premier Public Safety Training, Emergency Management, and Conference Center. Rather than relying on seasonal event bookings, the Department will utilize its extensive statewide and regional partnerships to generate consistent, year-round utilization through training programs, professional conferences, governmental meetings, emergency preparedness activities, and workforce development initiatives.

The River Lodge will be recognized as a centrally located, professionally managed facility that supports collaboration among public agencies, educational institutions, nonprofit organizations, and emergency response partners while providing lasting economic and community benefits to the City of Fortuna.

Target Markets

CAL FIRE will actively promote the River Lodge to organizations whose missions align with public service, emergency preparedness, workforce development, and community resilience.

Primary Markets

- CAL FIRE training programs and statewide meetings
- Local, state, tribal, and federal fire agencies
- Emergency Medical Services (EMS) providers and Local EMS Agencies (LEMSA)
- Law enforcement agencies
- County Offices of Emergency Services
- State and local government agencies
- Federal land management agencies
- Educational institutions, including College of the Redwoods and other workforce development partners

Secondary Markets

- Professional public safety associations
- Workforce development organizations
- Public utilities
- Fire Safe Councils and nonprofit preparedness organizations
- Community-based organizations
- Other governmental and mission-aligned organizations that require meeting, conference, or training spaces

Marketing Strategy

CAL FIRE will leverage its existing statewide reputation, regional partnerships, and established training network to maximize utilization of the River Lodge. Rather than relying on traditional commercial advertising, the Department will focus on strategic outreach to organizations that

regularly conduct training programs, conferences, meetings, and professional development activities throughout Northern California.

Marketing efforts will include:

- Direct agency outreach to local, regional, state, tribal, and federal agencies that routinely host meetings, training programs, and conferences.
- Conference participation through attendance and engagement at professional public safety, emergency management, and governmental conferences to promote the River Lodge as a regional training and meeting destination.
- Institutional partnerships with educational institutions, workforce development organizations, County Offices of Emergency Services, Fire Safe Councils, professional associations, and other public-serving organizations to encourage recurring use of the facility.
- Publication and distribution of annual training calendars highlighting scheduled CAL FIRE courses and identifying additional opportunities for partner agencies to utilize the River Lodge throughout the year.
- Digital campaigns utilizing the River Lodge website, CAL FIRE communication platforms, partner agency websites, electronic newsletters, and social media, when appropriate, to increase awareness of the facility and available meeting opportunities.
- Ongoing professional networking with public safety professionals, government agencies, nonprofit organizations, and educational partners to promote collaboration and expand utilization of the River Lodge.

These coordinated marketing efforts will provide a sustainable source of recurring users while increasing awareness of the River Lodge as Northern California's premier destination for public safety training, governmental meetings, workforce development, and emergency management collaboration. By leveraging CAL FIRE's existing relationships and statewide network, the Department will maximize facility utilization while supporting the City of Fortuna's goals of economic development, public service, and long-term stewardship of this important community asset.

6. COMMUNITY BENEFIT / PUBLIC ACCESS (100 POINTS)

Commitment to Public Benefit

The CAL FIRE Humboldt–Del Norte Unit recognizes that the River Lodge is a valuable public asset and is committed to managing the facility in a manner that maximizes community benefit while preserving and enhancing public access. As a State of California agency, CAL FIRE's objective is not to maximize profit, but rather to provide responsible stewardship of the facility while supporting public safety, emergency preparedness, workforce development, education, and community resilience.

Under CAL FIRE's management, the River Lodge will serve as a regional gathering place that benefits the City of Fortuna, Humboldt and Del Norte Counties, and the broader Northern California region by supporting collaboration among governmental agencies, educational institutions, nonprofit organizations, tribal governments, emergency response organizations, and community partners.

Public Access

CAL FIRE is committed to maintaining and enhancing public access to the River Lodge. While CAL FIRE training programs will be the highest scheduling priority, the facility will continue to be available for governmental meetings, educational programs, nonprofit organizations, community workshops, and other mission-aligned public events.

Scheduling procedures will ensure equitable access while maximizing utilization of the facility throughout the year. The Department will work collaboratively with the City of Fortuna to ensure

the River Lodge remains responsive to community needs and continues to serve as an important public meeting space.

Community Partnerships

CAL FIRE has established long-standing partnerships throughout Humboldt and Del Norte Counties that create opportunities for the River Lodge to become a regional center for collaboration and public service.

Potential facility users include:

- Local, state, tribal, and federal government agencies
- Fire departments and fire protection districts
- Law enforcement agencies
- Emergency Medical Services (EMS) providers
- County Offices of Emergency Services
- Educational institutions, including College of the Redwoods
- Fire Safe Councils and nonprofit organizations
- Workforce development organizations
- Community preparedness organizations
- Other public-serving organizations

These partnerships will encourage regular use of the facility while strengthening collaboration among organizations that serve the residents of the North Coast.

Community Education and Preparedness

The River Lodge will provide opportunities to expand public education and preparedness efforts by hosting programs that promote wildfire resilience, emergency preparedness, defensible space, home hardening, disaster planning, and public safety awareness. By bringing together public agencies, community organizations, and residents, the facility will support CAL FIRE's mission of protecting lives, property, and natural resources while helping communities become better prepared for emergencies.

Economic and Social Benefits

CAL FIRE's management model emphasizes year-round utilization through recurring training programs, governmental meetings, conferences, and educational activities. Unlike seasonal event facilities, this approach provides consistent visitation throughout the year and generates ongoing economic activity for the City of Fortuna.

Visitors attending multi-day training programs and conferences will support local hotels, restaurants, retail businesses, fuel stations, and other local services. Increased visitation also creates opportunities to showcase Fortuna's businesses, parks, recreation opportunities, and hospitality to visitors from throughout California. Beyond its economic impact, the River Lodge will strengthen community relationships by serving as a welcoming venue where agencies, educators, nonprofit organizations, and community members can gather to collaborate, share information, and address issues affecting the region.

Long-Term Stewardship

CAL FIRE is committed to preserving the River Lodge as a high-quality public facility for future generations. Through proactive maintenance, responsible fiscal management, continuous facility improvements, and daily on-site oversight by the Humboldt–Del Norte Unit Training Bureau, the Department will protect the City's investment while ensuring the facility remains safe, functional, and accessible.

By integrating the River Lodge into CAL FIRE's existing operations, the Department provides a sustainable management model that emphasizes public service, community partnerships,

transparency, and long-term stewardship. This approach ensures the River Lodge remains a vibrant community resource that supports public safety, education, economic development, and community engagement while continuing to serve the residents of Fortuna and the greater Northern California region.

7. FINANCIAL SUSTAINABILITY (100 POINTS)

The CAL FIRE Humboldt–Del Norte Unit proposes to operate the River Lodge as a public service asset that supports emergency preparedness, workforce development, governmental collaboration, and community benefit. The facility will not operate as a commercial hospitality or entertainment venue, as CAL FIRE's objective is not to maximize profit, but rather to provide responsible stewardship of a public facility while ensuring its long-term operational and financial sustainability.

The Department's management model is based on stable, recurring utilization rather than seasonal or event-driven demand. Financial sustainability is achieved through year-round public safety training programs, governmental meetings, professional conferences, interagency exercises, educational partnerships, and workforce development activities. This approach provides predictable facility utilization while supporting the City of Fortuna's economic development objectives and preserving the River Lodge as a valuable public asset.

Fiscal Management

As a department of the State of California, CAL FIRE operates under established fiscal controls, procurement regulations, and accountability standards that ensure responsible management of public resources. The Department has extensive experience administering public facilities, managing multimillion-dollar budgets, and maintaining compliance with State financial and administrative requirements.

Financial management of the River Lodge will include:

- Annual operating budget development and monitoring
- Compliance with State procurement and contracting requirements
- Asset lifecycle management
- Preventive maintenance planning
- Financial reporting and internal controls
- Compliance with State fiscal accountability standards

The River Lodge will be incorporated into CAL FIRE's existing administrative and fiscal management systems, allowing the Department to leverage established financial controls, purchasing processes, and management oversight while minimizing administrative costs.

Capital Planning and Asset Stewardship

CAL FIRE recognizes that the River Lodge is a valuable public asset requiring ongoing investment and long-term planning. The Department will work collaboratively with the City of Fortuna to identify, prioritize, and plan for future capital improvements that preserve the facility and enhance its functionality.

Collaborative planning efforts may include:

- Routine facility maintenance
- Infrastructure improvements
- Building system upgrades
- Energy efficiency improvements
- Accessibility enhancements, where appropriate
- Technology modernization
- Long-term capital improvement planning

This collaborative approach will ensure the River Lodge remains safe, functional, and capable of meeting the evolving needs of the city and its users.

Financial Reporting and Performance Monitoring

CAL FIRE is committed to transparency and accountability in the management of the River Lodge. The Department will maintain open communication with the City of Fortuna and provide periodic operational and financial information to support collaborative management of the facility.

Performance reporting may include:

- Facility utilization metrics
- Program and event activity
- Maintenance and capital improvement status
- Operational performance measures
- Financial performance summaries
- Opportunities for operational improvements

Financial Documentation

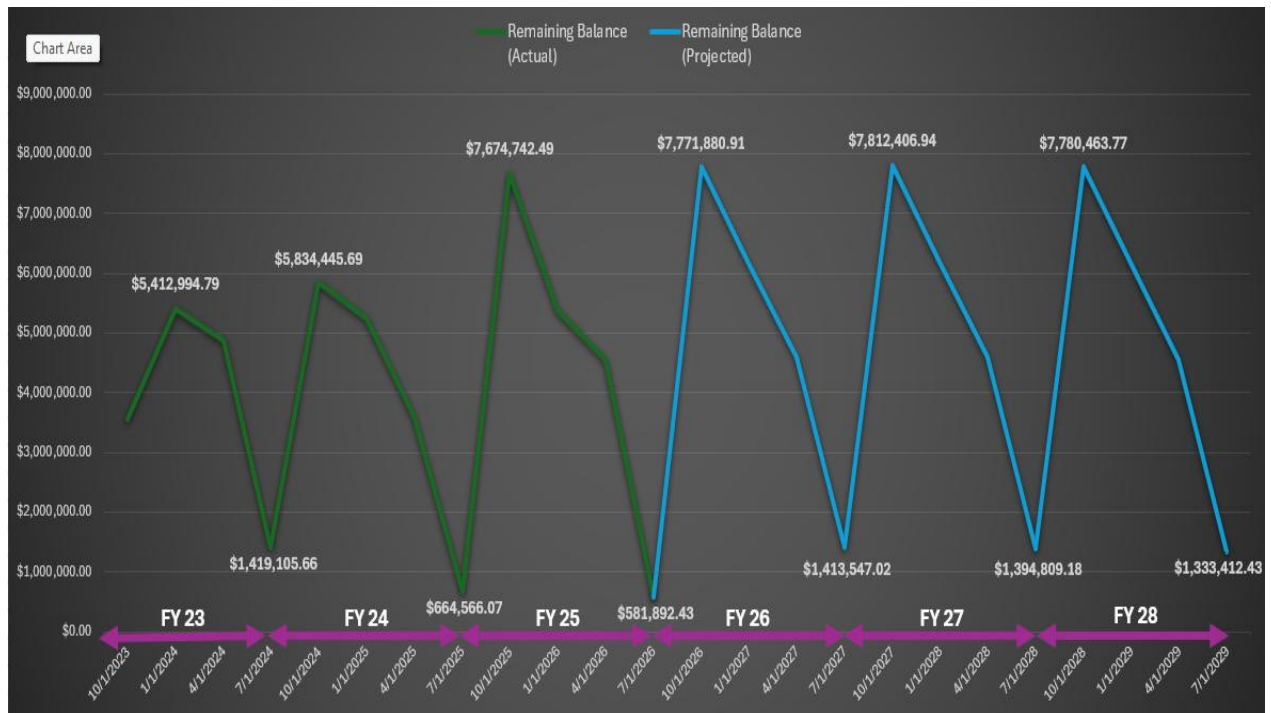
As a public agency, CAL FIRE is funded through legislative appropriations and operates under the fiscal oversight of the State of California. Accordingly, private-sector financial documents such as balance sheets, income statements, cash flow statements, operating reserves, and credit reports are not applicable in the same manner as they are for private entities.

Consistent with the Request for Proposals, CAL FIRE will provide equivalent public agency financial documentation, as appropriate, including applicable State budget information, budget documents, or other publicly available financial records demonstrating the Department's financial capacity to fulfill the obligations described in this proposal.

If awarded, the River Lodge operating budget will be incorporated into the Humboldt–Del Norte Unit's annual operating budget, which exceeds \$10 million. Integrating the facility into the Unit's existing budget and fiscal management structure provides stable funding, established financial oversight, and accountability through CAL FIRE's existing budgeting, procurement, and financial reporting processes. This approach ensures that operation of the River Lodge is supported by the Unit's existing administrative infrastructure and long-term financial management practices.

The River Lodge operating budget and cash flow projection are included as part of this proposal in accordance with the requirements of the Request for Proposals.

Date	Original Balance (Actual)	Original Balance (Projected)	Remaining Balance (Actual)	Remaining Balance (Projected)	% Remaining (Actual)	% Remaining (Projected)
10/1/2023	\$4,609,358.62		\$3,554,403.65		77%	
1/1/2024	\$8,480,670.36		\$5,412,994.79		64%	
4/1/2024	\$9,331,717.26		\$4,875,195.94		52%	
7/1/2024	\$9,005,755.58		\$1,419,105.66		16%	
10/1/2024	\$7,054,868.00		\$5,834,445.69		83%	
1/1/2025	\$7,820,539.00		\$5,230,172.36		67%	
4/1/2025	\$8,164,109.20		\$3,584,472.17		44%	
7/1/2025	\$8,899,946.20		\$664,566.07		7%	
10/1/2025	\$9,216,182.04		\$7,674,742.49		83%	
1/1/2026	\$9,285,182.04		\$5,377,810.29		58%	
4/1/2026	\$10,291,330.04		\$4,550,406.93		44%	
7/1/2026	\$10,336,684.04	\$10,336,684.04	\$581,892.43	\$581,892.43	6%	6%
10/1/2026		\$9,414,128.61		\$7,771,880.91		83%
1/1/2027		\$9,414,128.61		\$6,173,093.83		66%
4/1/2027		\$9,414,128.61		\$4,595,358.94		49%
7/1/2027		\$9,414,128.61		\$1,413,547.02		15%
10/1/2027		\$9,414,128.61		\$7,812,406.94		83%
1/1/2028		\$9,414,128.61		\$6,189,299.24		66%
4/1/2028		\$9,414,128.61		\$4,592,334.15		49%
7/1/2028		\$9,414,128.61		\$1,394,809.18		15%
10/1/2028		\$9,414,128.61		\$7,780,463.77		83%
1/1/2029		\$9,414,128.61		\$6,146,138.86		65%
4/1/2029		\$9,414,128.61		\$4,539,457.66		48%
7/1/2029		\$9,414,128.61		\$1,333,412.43		14%



8. RENTAL FEE (50 POINTS)

CAL FIRE Humboldt–Del Norte Unit will provide:

- \$4,166.00 monthly payment to the City of Fortuna

In-Kind Services

- Up to 12 annual CAL FIRE hand crew workdays that can be used in the City of Fortuna for:
 - Vegetation management
 - Fuels reduction
 - Defensible space improvement
 - Hazard tree mitigation
 - Grounds maintenance support
 - Park maintenance

Lease Term and Transition

Due to State of California's contracting requirements and the limited timeframe associated with this Request for Proposals, CAL FIRE's initial lease authority is limited to agreements with an annual value of less than \$50,000 and a term not to exceed three (3) years. This allows the lease to be executed administratively within CAL FIRE and facilitates timely occupancy and operation of the River Lodge.

If selected through this Request for Proposals, CAL FIRE will immediately initiate the process with the California Department of General Services (DGS) to obtain a long-term lease agreement. Upon completion of the DGS approval process, CAL FIRE intends to negotiate a lease that provides for an increased monthly rental amount and a longer-term agreement. Based on current State processes, completion of the DGS lease approval and execution may require up to 18 months.

This phased approach allows CAL FIRE to begin operating the River Lodge without delay while pursuing a long-term lease structure that provides increased financial benefit and long-term stability for the City of Fortuna.

9. INDEMNIFICATION AND INSURANCE

CAL FIRE operates as a State of California agency under the Government Claims Act and is self-insured through the State's risk management program. CAL FIRE cannot agree to indemnification terms beyond those permitted under California law. Liability is governed by the California Government Code (Sections 810 et seq.).

Insurance

The State provides coverage through self-insurance, including:

- General liability coverage for State operations
 - Workers' compensation coverage
 - Claims handling through the California Department of Justice
 - Oversight of risk management through the Department of General Services
-

10. REQUIRED DISCLOSURES

Conflict of Interest Disclosure

CAL FIRE has reviewed the requirements of this Request for Proposals and is not aware of any actual or potential conflicts of interest that would impair its ability to fairly and objectively perform the services described herein.

To the best of CAL FIRE's knowledge, no employee, officer, or representative involved in the preparation or submission of this proposal has a financial or personal interest that would create an actual or perceived conflict of interest with the City of Fortuna or the procurement process.

Relationships with City Officials

As a public agency, CAL FIRE maintains routine professional working relationships with the City of Fortuna, its elected officials, management, and staff in the normal course of providing fire protection, emergency response, emergency preparedness, public safety coordination, and other governmental services.

These professional relationships do not constitute a conflict of interest and have not influenced the preparation or submission of this proposal. CAL FIRE is not aware of any relationships with City officials, employees, consultants, or advisory committee members involved in this Request for Proposals that would create an actual or potential conflict of interest.

Should any actual or potential conflict become known during the procurement process or subsequent agreement, CAL FIRE will promptly disclose such information to the City of Fortuna.

Legal Compliance and Prevailing Wage

CAL FIRE acknowledges the requirements of the Request for Proposals regarding compliance with all applicable federal, state, and local laws, regulations, permits, licensing requirements, and labor standards. As a department of the State of California, CAL FIRE conducts its operations in accordance with all applicable legal and administrative requirements governing public agencies. Should construction, alteration, demolition, installation, repair, or maintenance work be performed in connection with the River Lodge, CAL FIRE will ensure that appropriate determinations are made regarding the applicability of California prevailing wage laws and other Labor Code requirements and will administer such work in accordance with applicable statutes, regulations, and State contracting requirements.

CAL FIRE will comply with all applicable permitting, licensing, procurement, and labor requirements associated with the operation and maintenance of the River Lodge and will work cooperatively with the City of Fortuna to ensure all activities are conducted in accordance with applicable legal and regulatory requirements. Any agreement resulting from this Request for Proposals shall be subject to the legal authorities governing the State of California and its agencies, including the California Government Claims Act and other applicable provisions of State law.

1. Long-Term Facility Need

CAL FIRE's proposal indicates an intent to relocate the Humboldt–Del Norte Unit Training Bureau to the River Lodge and utilize the facility for training, conferences, and public safety activities. If CAL FIRE's proposed future training campus or other planned facilities are developed, would CAL FIRE anticipate maintaining its use and occupancy of the River Lodge? If so, what role would the River Lodge serve in CAL FIRE's long-term operational strategy?

The Humboldt–Del Norte Unit is currently in the very preliminary planning stages for the construction of a new Unit Headquarters facility. The proposed headquarters campus is anticipated to include a dedicated training building with classroom space to support Unit training needs. Based on the current planning schedule, construction of the new headquarters is not anticipated to be completed until approximately 2032, although that timeline remains subject to funding, design, and construction milestones.

Accordingly, CAL FIRE anticipates maintaining occupancy of the River Lodge throughout the planning, design, and construction of the new headquarters. During this period, the River Lodge would serve as the Unit's primary location for classroom instruction, leadership development, Incident Command System training, cooperative agency meetings, emergency management training, conferences, and other public safety-related activities.

Upon completion of the new headquarters, CAL FIRE will evaluate its long-term facility needs in coordination with the City of Fortuna and the Department of General Services. While it is premature to determine the long-term role of the River Lodge beyond completion of the headquarters project, CAL FIRE recognizes the unique value of the facility as a regional meeting and conference venue. Depending on future operational needs and continued partnership with the City, the River Lodge could continue to serve as a location for larger regional training events, interagency meetings, conferences, and community engagement activities that extend beyond the capacity or intended use of the Unit Headquarters training facility.

2. Community Access and Scheduling Priorities

The proposal states that CAL FIRE training programs would receive the highest scheduling priority while also maintaining public access for governmental, nonprofit, educational, and community-serving activities. Can you provide additional detail regarding how community groups (e.g., Rotary, Chamber of Commerce, local nonprofits, community organizations, or private event users) would access and reserve the facility, particularly during evenings and weekends? Are there any categories of uses that would not be permitted?

While CAL FIRE training programs, meetings, and operational activities would receive scheduling priority, the River Lodge would continue to be available for mission-aligned community events and public agency use. CAL FIRE training is generally scheduled well in advance and occurs primarily during weekdays, allowing for continued community access during evenings and weekends, subject to availability.

Organizations and events that CAL FIRE anticipates supporting include:

- Federal, State, Tribal, and local government agencies.
- Public safety partners, including fire departments, law enforcement agencies, EMS providers, emergency management organizations, public works agencies, utilities, and other emergency response partners.
- Educational institutions, including College of the Redwoods and Cal Poly Humboldt, for forestry, fire, emergency management, and related educational activities.
- Nonprofit and civic organizations, such as Fire Safe and Firewise Councils, Chambers of Commerce, Kiwanis, Rotary, Community Emergency Response Teams (CERT), the American Red Cross, and other organizations providing a demonstrated public benefit.
- Emergency preparedness events, community outreach programs, and wildfire resilience workshops.
- Job fairs, career recruitment events, and workforce development activities.
- Community events that support the City of Fortuna, such as Apple Harvest and other civic celebrations where the River Lodge serves as an event venue or activity location.

CAL FIRE intends to maintain an online reservation and scheduling platform that displays facility availability and allows users to submit reservation requests. Staff would be available during normal business hours to assist with scheduling, facility access, and customer service. Depending on the event schedule, staff may also be available during evenings and weekends. When staff are not present, secure access could be provided through a keycode entry system or other approved access method.

Because the Humboldt–Del Norte Unit Training Bureau would be located at the River Lodge, CAL FIRE anticipates having Department personnel assigned to the facility during normal business hours each weekday. This daily presence provides a significant benefit over a traditional event venue by ensuring consistent oversight, immediate customer service, routine facility monitoring, and a readily available point of contact for community organizations and partner agencies utilizing the facility.

Examples of activities that would generally not be permitted include:

- Weddings and wedding receptions.
- Birthday parties and other private social gatherings.
- Political campaign events or fundraising activities.
- Commercial entertainment events.

- The sale, service, or consumption of alcoholic beverages. As a CAL FIRE-operated facility, the River Lodge would be maintained as an alcohol-free environment consistent with Department policies and its public safety mission.
- Events that are inconsistent with the City's objectives or CAL FIRE's mission.
- Activities that present unacceptable liability, safety, or security concerns.

3. Maintenance Resources and Responsibilities

The proposal references utilizing existing CAL FIRE maintenance resources, contractors, and facilities support personnel for preventive maintenance, repairs, and grounds maintenance. Please provide additional detail regarding the personnel, equipment, and budget resources that would be available to support maintenance of the River Lodge building, grounds, parking areas, and trail-adjacent improvements.

The Humboldt–Del Norte Unit has an established facilities maintenance program that is responsible for the ongoing operation, maintenance, repair, and improvement of a diverse portfolio of state-owned facilities. Existing personnel, equipment, and administrative resources would be utilized to maintain the River Lodge in a safe, functional, and professional condition. Although the River Lodge would be a leased facility, CAL FIRE would manage and maintain it to the same standards and level of care as its state-owned facilities, ensuring it remains a well-maintained community asset.

The Unit's maintenance program is supported by a combination of in-house staff, Region resources and if needed contracted service providers. Primary Unit resources include a Direct Construction Supervisor I, Water and Sewer Plant Operator, Stationary Engineer, Service Center support staff, and administrative personnel responsible for budgeting, procurement, contract administration, and project oversight. These resources are supplemented by competitively procured service contracts for specialized work which can include fire prevention and alarm systems, HVAC systems, electrical, plumbing, roofing, janitorial services, landscaping, and other building maintenance needs.

The Unit also maintains an inventory of equipment capable of supporting routine grounds maintenance and facility upkeep, including fleet vehicles, utility vehicles, bull dozers, excavators, forklifts, chainsaws, weed eaters, lawnmowers, hand tools, and other maintenance equipment. Additional resources, including fire apparatus, water tenders, heavy equipment, and hand crews, may also be available when operationally appropriate for projects such as vegetation management, or emergency response to facility-related incidents.

Preventive maintenance would be a key component of CAL FIRE's management approach. The River Lodge would be incorporated into the Unit's existing facility inspection and maintenance program to ensure routine servicing of building systems, timely identification of repair needs, and long-term preservation of the facility. In addition to routine maintenance, CAL FIRE conducts comprehensive facility safety inspections twice annually at its facilities to identify potential safety hazards, maintenance deficiencies, and regulatory compliance issues. The River Lodge would be incorporated into this inspection program. A copy of the facility safety inspection checklist currently utilized by the Humboldt–Del Norte Unit is included for reference. Building systems, parking areas, landscaping, exterior features, and other site improvements would be routinely inspected, with maintenance priorities established based on safety, operational needs, and lifecycle planning.

Administrative oversight would be provided through the Unit's annual operating budget and would include funding for routine maintenance, repairs, contracted services, and custodial support as needed. Maintenance activities and expenditures would be monitored to ensure efficient use of resources while preserving the long-term value of the facility. CAL FIRE would maintain open and regular communication with the City regarding the condition of the facility. Routine maintenance and minor repairs would be addressed by CAL FIRE in accordance with the terms of the lease, while any significant building deficiencies, major repairs, or capital improvement needs would be promptly documented and communicated to the City's designated representative. CAL FIRE would work collaboratively with the City to prioritize, coordinate, and schedule any owner-responsible repairs in a manner that minimizes disruption to facility operations and ensures the River Lodge remains safe, functional, and well-maintained for all users.

Collectively, these resources provide the Humboldt–Del Norte Unit with the capability to proactively maintain the River Lodge while responding quickly to routine maintenance needs and unexpected facility issues. CAL FIRE is committed to treating the River Lodge with the same level of professionalism, stewardship, and accountability applied to its state-owned facilities, ensuring the building remains a high-quality asset for both Department operations and continued community use.

4. Lease Approval and Long-Term Commitment

The proposal notes that CAL FIRE's initial lease authority is limited to a three-year term and that Department of General Services (DGS) approval may require up to 18 months for a longer-term lease arrangement. Can you elaborate on the anticipated DGS approval process, including the key steps, estimated timeline, and CAL FIRE's level of confidence that a longer-term lease would ultimately be approved?

If selected as the successful proposer CAL FIRE will initially pursue a delegated lease, provided the final rental amount, lease terms, and facility requirements remain within the Department's delegated leasing authority. Under the delegated lease process, the total

lease term may not exceed three years, annual rent may not exceed \$50,000, and the lease generally cannot include significant tenant improvements. Delegated leases use the Department of General Services' Delegated Short Form Lease and typically have a substantially quicker turnaround than leases requiring full DGS processing.

A longer-term agreement would require processing as a DGS lease. DGS leases may include any rental amount and lease term; however, CAL FIRE's Statewide Leasing Unit advises that the process generally requires approximately 18 to 36 months for most leases. For that reason, CAL FIRE would seek to execute an initial delegated lease, if eligible, while beginning the longer-term DGS approval process early enough to avoid a gap in occupancy.

The longer-term lease process would begin with CAL FIRE identifying the request as a new lease and submitting a lease questionnaire and supporting documents to the Department's Technical Services and Statewide Leasing Unit. Required documentation may include:

- A TS-10 form documenting internal preapproval.
- A Space Planning Data Form 4083 identifying staffing, parking, space, and special facility requirements.
- A California Department of Technology Approval Preparation Form addressing network, cybersecurity, and information technology needs.
- Fleet Storage and Electric Vehicle Supply Equipment forms if state vehicles would be domiciled at the facility.
- Any additional supporting information required for the proposed lease, operational use, or facility improvements.

Technical Services would review the submission for completeness and then forward the request to DGS. DGS would work with CAL FIRE, the City, and the Department's leasing staff to evaluate the space, confirm that the rental rate is at or below market, review the proposed terms, address any required improvements, negotiate the lease, and complete the necessary approvals and execution.

CAL FIRE would also begin planning for renewal well in advance of the initial lease expiration. The Department's leasing process provides for notification to the operating program approximately two years before the end of a DGS lease so the program can determine whether to renew or terminate the agreement. For the River Lodge, CAL FIRE would maintain regular communication with the City and initiate the renewal or replacement process sufficiently early to account for the longer DGS timeline.

The Humboldt–Del Norte Unit is currently in the preliminary planning stages for a new Unit Headquarters, which is estimated to be completed in approximately 2032. The proposed headquarters is expected to include classroom and training space; however, CAL FIRE anticipates a continued need for the River Lodge throughout the planning, design, and construction period. The River Lodge would serve as the Unit’s primary classroom, meeting, conference, and public safety training venue during that time.

Although final approval of a long-term lease rests with DGS and therefore cannot be guaranteed in advance, CAL FIRE has a clearly identified operational need, a defined anticipated occupancy period, and an established statewide process for pursuing the required approvals. Based on the expected headquarters development timeline and the operational benefits of the River Lodge, the Humboldt–Del Norte Unit would strongly support and actively pursue a longer-term lease extending through completion of the new headquarters facility.

5. Rental Rate and User Fee Structure

Please provide additional information regarding the proposed fee structure for use of the River Lodge. Does CAL FIRE anticipate utilizing a fee schedule similar to the City's current rental structure, implementing a new fee schedule, or providing different rates for governmental, nonprofit, community, and private users? How will fees be established and updated over time?

CAL FIRE anticipates making the River Lodge available without a facility rental fee for the governmental agencies, public safety partners, educational institutions, and nonprofit organizations identified in our proposal. These organizations provide services that align with CAL FIRE's mission of protecting life, property, and natural resources through emergency response, public education, wildfire preparedness, and community resilience. Providing the facility without a rental fee encourages collaboration, strengthens regional partnerships, and supports community-serving organizations whose activities directly benefit the residents of Humboldt County and the City of Fortuna.

Rather than establishing a traditional rental fee schedule, CAL FIRE would utilize a facility use agreement outlining the responsibilities of each user. The agreement would clearly identify the permitted use of the facility, reservation procedures, occupancy expectations, security requirements, and the condition in which the facility must be left following the event. Users would be expected to remove any materials brought into the facility, properly dispose of trash, clean any areas utilized during their event, and return the River Lodge to a clean and orderly condition so it is ready for the next scheduled user.

CAL FIRE believes this approach promotes responsible stewardship of the facility while eliminating financial barriers for organizations that provide significant public benefit. By focusing on governmental, educational, public safety, and nonprofit uses, the River Lodge would continue to serve as a valuable community resource while advancing CAL FIRE's commitment to public service, emergency preparedness, and interagency collaboration.

6. In-Kind Services and Annual Workdays

The proposal includes up to twelve annual CAL FIRE hand crew workdays for activities such as vegetation management, fuels reduction, grounds maintenance, and park maintenance. Please clarify:

- a. Approximately how many personnel would typically be assigned during each workday?*
- b. What equipment and resources would be provided by CAL FIRE?*
- c. Would these workdays be available for projects associated with the Great Redwood Trail, Riverwalk Trail, and other City-owned public facilities?*
- d. How would the City coordinate and prioritize requests for these workdays?*

CAL FIRE utilizes three different types of hand crews within the Humboldt–Del Norte Unit, each capable of performing emergency response, fuels reduction, vegetation management, conservation, and public improvement projects throughout the region. Eel River Conservation Camp staffs hand crews comprised of approximately 12 to 14 incarcerated persons (ICPs) under the supervision of one CAL FIRE Fire Captain. High Rock Fire Center staffs Firefighter hand crews consisting of one Fire Captain, one Fire Apparatus Engineer, and 13 to 16 Firefighters.

CAL FIRE also partners with the California Conservation Corps (CCC) at the Fortuna Center. CCC hand crews are supervised by one CAL FIRE Fire Captain, one Fire Apparatus Engineer, and one CCC Crew Supervisor, and typically include 13 to 16 CCC Corpsmembers. This partnership provides valuable workforce development opportunities while supporting projects that improve community safety, wildfire resilience, and stewardship of public lands. Projects completed in partnership with the CCC not only provide a direct benefit to the City of Fortuna through vegetation management, fuels reduction, and public improvement projects, but also provide meaningful training and service opportunities for Corpsmembers. Eligible projects may contribute toward AmeriCorps service requirements, allowing Corpsmembers to earn education awards that can be applied toward higher education expenses or qualified student loans while simultaneously developing workforce skills and serving their local community.

Depending on project needs, seasonal staffing, and operational priorities, one or more of these crew types could be assigned to complete the annual workdays identified in the proposal. Crew selection would be based on the scope of work, required skill set, crew availability, and maintaining emergency response capabilities within the Unit.

CAL FIRE hand crews are equipped with the tools and equipment necessary to perform a broad range of maintenance activities. Resources typically include chainsaws, pole saws, weed eaters, mowers, blowers, hand tools, and, when appropriate, chippers. Personnel are supported by crew transport vehicles, pickup trucks, utility vehicles, and all required personal protective equipment (PPE). The specific equipment assigned to each project would be based on the scope of work, site conditions, and operational needs. For projects requiring specialized materials or equipment beyond those routinely carried by CAL FIRE, such as paint, landscaping materials, or construction supplies, the City would provide those materials unless otherwise agreed upon in advance.

Subject to operational availability and emergency response priorities, the annual workdays could be utilized for projects throughout the City of Fortuna. Eligible projects may include vegetation management and fuels reduction along the Great Redwood Trail and Riverwalk Trail, maintenance of parks and open space areas, community wildfire preparedness and defensible space projects, and other maintenance activities on City-owned properties that provide a public benefit.

To coordinate these workdays, CAL FIRE proposes that a designated City representative submit an annual list of desired projects for consideration. CAL FIRE would designate a primary Point of Contact (POC) to serve as the City's direct liaison for planning, scheduling, and coordinating all workday requests. This individual would work closely with the City's designated representative to discuss project priorities, identify resource needs, coordinate scheduling, and provide updates on project status or any changes resulting from operational demands. CAL FIRE and City staff would meet annually, or more frequently as needed, to review and jointly prioritize projects based on community benefit, operational feasibility, seasonal timing, and available resources. While every effort would be made to complete the agreed-upon projects, emergency incidents, wildfire activity, or other operational priorities may require adjustments to the schedule or temporarily supersede planned maintenance work. This collaborative planning process would provide flexibility while ensuring the annual workdays are used where they provide the greatest value to the community.

In addition to the twelve annual workdays included in the proposal, the City of Fortuna would have the opportunity to request additional CAL FIRE hand crew assistance for mission-aligned fuels reduction, vegetation management, and other community wildfire resilience projects. Approval of additional workdays would be based on operational availability, project scope, and alignment with CAL FIRE's mission and statewide priorities.

7. Technology and Audiovisual Improvements

The proposal references potential technology modernization, audiovisual support, video conferencing capabilities, and ongoing IT maintenance. Given that the River Lodge audiovisual system was recently upgraded, please describe any additional technology improvements or system modifications CAL FIRE anticipates making to the facility.

CAL FIRE appreciates the City of Fortuna's recent investment in modernizing River Lodge's audiovisual systems and does not anticipate replacing the existing equipment. Instead, CAL FIRE's approach would be to build upon current technology by integrating it with Department systems and enhancing its capabilities to support training, conferences, and public meetings.

As part of this effort, CAL FIRE would establish a secure network with Virtual Private Network (VPN) access to allow staff to securely access internal Department applications, training platforms, and other state resources while maintaining compliance with State of California cybersecurity requirements. We also anticipate upgrading the facility's wireless network infrastructure to provide increased bandwidth, improved reliability, and seamless connectivity throughout the building. This would be especially important when the meeting rooms are divided into separate spaces, ensuring each room has sufficient wireless capacity to independently support presentations, video conferencing, and internet access.

To provide greater flexibility, CAL FIRE anticipates supplementing the existing projector system and audiovisual capabilities by utilizing multiple mobile monitor stands equipped with large flat-screen displays. This approach provides greater flexibility for classroom configurations, allows multiple presentations to occur simultaneously when the meeting rooms are divided, improves visibility for participants, and reduces dependence on a single projection system. The existing audiovisual equipment would continue to be utilized and integrated into this enhanced setup.

Additional enhancements could include video conferencing compatibility, wireless presentation technology, digital room scheduling, portable presentation equipment, and ongoing IT support. Together, these improvements are intended to maximize the functionality and flexibility of the River Lodge while preserving the City's existing audiovisual investment. By integrating secure CAL FIRE network capabilities with upgraded wireless connectivity and flexible presentation technology, the facility will be well-equipped to support simultaneous training sessions, hybrid meetings, interagency conferences, and community events. This approach ensures the River Lodge remains a

modern, reliable, and adaptable venue that meets the evolving needs of both CAL FIRE and the community while adhering to State information security standards.