



Headwaters Fund Board (HWFB) Meeting Agenda February 11, 2025 – 2:00pm 507 F Street, Eureka CA

The Headwaters Fund invests in projects through grants and loans with the goal of helping the citizens of Humboldt County achieve increased economic opportunity, prosperity, and quality of life.

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Agenda

1. Opening
 - a. Public comment on non-agenda items
 - b. Board member recusals, conflicts, report on meetings attended, engagements, or activities which relate to (or inform) Headwaters activity.

2. Approval of Minutes for December 10, 2024 (Attachment 1).
 - a. Discussion
 - b. Public Comment
 - c. Action

3. HWFB Ad Hoc report out on updates to the charter.
 - a. Discussion
 - b. Public Comment
 - c. Action

4. HWFB to receive presentations from North Edge providing Semi Annual Reports from 7/1 to 12/31 and discuss pipeline for new loans and issues with existing loans (Attachment 2).
 - a. Discussion
 - b. Public Comment
 - c. Action

5. HWFB to receive presentation from North Edge on Singing Trees Loan and to recommend that the BOS direct the Auditor Controller to write the loan off as uncollectable (Attachment 3).
 - a. Discussion
 - b. Public Comment
 - c. Action

6. HWFB to receive presentations from Redwood Region Economic Development Commission (RREDC) providing Semi Annual Reports from 7/1 to 12/31 and discuss pipeline for new loans and issues with existing loans (Attachment 4).
 - a. Discussion
 - b. Public Comment
 - c. Action

7. HWFB to receive presentation from Humboldt County Economic Development mini grant request to support a Foreign Direct Investment event the division is hosting (Attachment 5).
 - a. Discussion
 - b. Public Comment
 - c. Action

8. HWFB to determine framework for hearing presentations from grant applicants and determine special meeting date, time, location for presentations.
 - a. Discussion
 - b. Public Comment
 - c. Action

9. HWFB to perform initial review of competitive grant round applications and determine which applications to set up a presentation date and time for March special meeting (Attachment 6).
 - a. Discussion
 - b. Public Comment
 - c. Action

10. Discussion of future agenda items.
 - a. Discussion

b. Public Comment

Agenda Staff Report

AGENDA ITEM 3

DISCUSSION

During the December 2024 meeting an Ad Hoc Committee was formed to support the staff's efforts to update and amend the Headwaters Charter and guiding documents. This item has been placed on the agenda to provide updates from ad hoc members.

The Ad Hoc Committee has met twice to discuss the updates and amendments to the charter. At the first meeting the Ad Hoc Committee had a preliminary review of the charter and discussed the goals and missions of the Headwaters Fund and how it can continue to be an asset to the community moving forward.

At the second meeting the Ad Hoc Committee discussed ideas on maximizing revenue from loans to better administer Headwaters Fund. A framework for updating and amending the charter was outlined by creating a mission/value statement that would align with the Comprehensive Economic Development Strategy efforts by The County.

Action: Approve the report out from Ad Hoc Committee and offer direction as needed.

AGENDA ITEM 4

DISCUSSION

The HWFB will receive and discuss the fiscal year 2024-25 semiannual report from North Edge staff. This report summarizes Revolving Loan Fund activities facilitated by North Edge on behalf of the HWFB. The report provides historical returns and projections for the future.

Action: Approve North Edge semiannual report.

AGENDA ITEM 5

DISCUSSION

This item serves to facilitate the recommendation to write off uncollectable debt to the Board of Supervisors. Attached is the memo from North Edge related to the circumstances of the write off and the collection efforts. At this time the total amount to be written off is pending response from IBank related to the loan guarantee in place and final collection/liquidations by North Edge.

Staff are seeking authority to bring the forwards to the Board of Supervisors, conditional upon approval by the Interim-Treasure following the provision of final details.

Action: Autho

AGENDA ITEM 6

DISCUSSION

The HWFB will receive and discuss the fiscal year 2024-25 semiannual report from RREDC Executive Director. This report summarizes Revolving Loan Fund activities facilitated by RREDC on behalf of the HWFB.

Action: Approve RREDC semiannual report.

AGENDA ITEM 7

DISCUSSION

Receive a presentation from Humboldt County Economic Development Division regarding a Mini Grant request for a Humboldt County hosted spinoff event of Select USA Investment Summit. Select USA Investment Summit is a high-profile event that facilitates business investment by connecting thousands of investors, companies, economic development organizations, and industry experts. This spin off event brings in foreign investors into Humboldt County for a three-day event that showcases Humboldt County's unique landscape for renewable energy investment.

Action: Approve or Deny the request for funding from Humboldt County Economic Development Division.

AGENDA ITEM 8

DISCUSSION

The Headwaters Competitive Grant application period closed on February 1, 2025, with a total of seventeen applications submitted. After an initial staff review, all projects have been determined to meet the qualification criteria and are eligible for further consideration.

The HWFB now needs to establish a framework for applicant presentations. Historically, the board has held a special meeting to allow selected applicants to present additional information about their projects. These presentations have typically included a brief overview from the applicant, followed by a Q&A session where board members can ask clarifying questions to better understand the project scope, impact, and feasibility.

To move forward, the board should consider:

- Scheduling a special meeting for applicant presentations.
- Determining the format and time allocation for each presentation (e.g., 15-minute presentation with a 10-minute Q&A session).
- Establishing selection criteria, if necessary, to prioritize applicants for presentations based on available meeting time.

Action: HWFB to select date, time, location for grant presentations.

AGENDA ITEM 9

DISCUSSION

The Headwaters Competitive Grant application period closed on February 1, 2025, with a total of seventeen applications submitted. After an initial staff review, all applications have been determined to meet the qualification criteria and are eligible for further consideration.

While all applications meet the general qualifications, some proposals align more closely with the mission and priorities of the Headwaters Fund (HWF). The HWFB must now determine which applications best fit the fund's objectives and should be invited to present additional details about their projects.

Based on the framework established in the previous agenda item, the board should now:

- Review each application with a focus on alignment with HWF's mission, potential impact, and feasibility.
- Select the top applicants to invite for presentations, ensuring a fair and balanced review.
- Determine the format and time allocation for presentations to allow for thorough board discussion.

Action: HWF Board to select grant applications to move to next phase and schedule a presentation time based for date selected in previous item.

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Email Public Comment: To submit public comment to the Humboldt County Headwaters Fund Board please email gohumco@co.humboldt.ca.us, provide your name and the agenda item number(s) on which you wish to comment. All public comment submitted after the agenda has been published will be included with the administrative record after the fact.

The County of Humboldt is committed to providing equal access to all county programs, services and activities through the provision of accommodations for individuals with disabilities as required under the Americans with Disabilities Act (ADA). With 72 hours prior notice, a request for reasonable accommodation or modification can be made. Please contact the CAO's office of Economic Development at 707-445-7745 or by email gohumco@co.humboldt.ca.us or the ADA Coordinator at 844-365-0352 or by email at ada@co.humboldt.ca.us



Headwaters Fund Board (HWFB) Meeting Agenda December 10, 2024 – 2:00pm 507 F Street, Eureka CA

The Headwaters Fund invests in projects through grants and loans with the goal of helping the citizens of Humboldt County achieve increased economic opportunity, prosperity, and quality of life.

Members present: Walt Geist, Michael Fields, Elizabeth Cameron, Carl Hansen, Rusty Hicks, Walter Gray III

Staff: Ryan Heitz

1. Opening
 - a. Public comment on non-agenda items
 - No public comment on non-agenda items
 - b. Board member recusals, conflicts, report on meetings attended, engagements, or activities which relate to (or inform) Headwaters activity including a report out from the Humboldt County Workforce Board Liaison.

Consent Calendar:

Action: Walt Geist moved pull items 2 and 4 and approve 3; Seconded by Carl Hansen.
Motion carried unanimously.

2. Approval of Minutes for October 8, 2024
 - a. Discussion: Errors in the minutes were noted and corrected via action of the board.
 - b. Public Comment-None received
 - c. Action
 - Motion by Elizabeth Cameron with by second Carl Hansen to move 11a to 9a and strike 11 b and c. Motion carried 5-0, Walter Gray abstains.
3. Approval of Minutes for October 11, 2024
 - a. Discussion
 - b. Public Comment

- c. Action: Approved via consent.
4. HWFB to receive staff presentation on Financial Report out.
 - a. Discussion
 - b. Public Comment
 - c. Action
 - Motion by Elizabeth Cameron second by Walt Geist to direct Walt Geist and Ryan Heitz prepare a proposal to the HWFB on changes to Investment Fund strategies and practices. Motion carried unanimously.

Non-Consent Items:

5. HWFB to receive introduction of new Board Members Rusty Hicks, Walter Gray III, Serah Blackstone-Fredericks.
 - a. Discussion
 - b. Public Comment
 - Public comment period provided, none given.
 - b. Action
 - No action
6. HWFB to discuss proposed updates to the HWF Board Manual and recommend the updates to the Board of Supervisors (BOS).
 - a. Discussion
 - b. Public Comment
 - Public comment period provided, none given.
 - c. Action
 - Motion by Walt Geist second by Carl Hansen to modify board manual to include proposed language with edits to the language indicates duties “such as” and to be completed in coordination with staff. Motion carried unanimously.
7. HWFB to elect officers for 2025.
 - a. Discussion
 - b. Public Comment
 - Public comment period provided, none given.
 - c. Action
 - Motion by Walt Geist second by Rusty Hicks to elect Elizabeth Cameron as Chair, Walter Grey as Vice Chair, Walter Geist as Interim-Treasurer and Rusty Hicks as Interim-Secretary. Motion carried unanimously.
8. HWFB to approve Competitive Grant Round Application and Rubric and direct staff to open the grant application period.
 - a. Discussion
 - b. Public Comment

- Public comment period provided, none given.
- c. Action
- Motion by Elizabeth Cameron second by Rusty Hicks to make recorded edits to rubric, application, and press release. Also update grant timeline to open December 20, 2024, and initial review to be conducted during the February meeting, a special meeting in March to hear presentations, with an April meeting for resolutions and final recommendation of a grant slate to the Board of Supervisors. Motion carried unanimously.
9. HWFB to establish Ad Hoc Committee to work on recommendations to changes to the HWF Charter to the BOS
- a. Discussion
- b. Public Comment
- Public comment period provided, none given.
- c. Action
- Motion by Carl Hansen with second by Michael Fields to establish and ad hoc of Rusty Hicks, Walt Geist, Carl Hansen, and county economic development staff to explore the organizational structure, administration, and investment practices of the HWF Charter. Motion carries unanimously.
10. Staff update on lending activities and loan pipeline.
- a. Discussion
- b. Public Comment
- Public comment period provided, none given.
11. Discussion of Future Agenda Items
- a. Discussion
- Staff discussed the potential future agenda items to include Investment updates, Grants, ad hoc report out, RLF caps, and Mini Grant updates.
- b. Public Comment
- Public comment period provided, none given.

Headwaters Fund Quarterly Loan PROJECTIONS
AEDC Managed Loans

PROJECTIONS			<u>Projected Principal</u>	<u>Actual Principal</u>	<u>Projected Interest</u>	<u>Actual Interest</u>	<u>Projected Total</u>	<u>Actual Total</u>	<u>Projected Principal Balance</u>	<u>Maturity Date</u>	<u>Created</u>	<u>Jobs Retained</u>	<u>Total</u>
1st Qtr 2025													
1/1/2025 - 3/31/2025													
97-02-04	████████	7.50%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,017.14	9/1/2025	8	14	22
449-02-02	████████	-	\$ 225.00	\$ -	\$ -	\$ -	\$ 225.00	\$ -	\$ 8,925.00	3/1/2035	0	0	0
506-02-02	████████	12.00	\$ 202.22	\$ -	\$ 2,249.44	\$ -	\$ 2,451.66	\$ -	\$ 89,640.49	4/1/2025	3	1	4
553-02-02	██████	9.50	\$ 1,875.93	\$ -	\$ 71.76	\$ -	\$ 1,947.69	\$ -	\$ 1,902.83	7/1/2025	0	0	0
568-01-05	████	5.50	\$ 5,639.53	\$ -	\$ 3,638.63	\$ -	\$ 9,278.16	\$ -	\$ 273,069.34	8/1/2034	7	30	37
583-03-02	████████	8.00	\$ 1,347.93	\$ -	\$ 1,117.59	\$ -	\$ 2,465.52	\$ -	\$ 61,048.97	9/1/2032	3	1	4
583-04-02	████████	8.00	\$ 975.24	\$ -	\$ 493.95	\$ -	\$ 1,469.19	\$ -	\$ 26,677.39	11/1/2030	0	4	4
634-01-02	██████	7.50	\$ 1,586.34	\$ -	\$ 1,562.13	\$ -	\$ 3,148.47	\$ -	\$ 87,353.64	9/1/2024	1	2.5	3.5
637-01-02	████████	5.25	\$ 3,114.71	\$ -	\$ 5,874.01	\$ -	\$ 8,988.72	\$ -	\$ 440,425.19	1/1/2029	22	0	22
636-01-02	████████	5.50	\$ 684.64	\$ -	\$ 1,019.45	\$ -	\$ 1,704.09	\$ -	\$ 81,883.61	9/1/2026	0	10	10
638-01-02	████████	8.00	\$ 1,059.04	\$ -	\$ 415.10	\$ -	\$ 1,474.14	\$ -	\$ 22,258.03	5/1/2029	1	0	1
733-01-02	████████	7.00	\$ 583.95	\$ -	\$ 2,066.49	\$ -	\$ 2,650.44	\$ -	\$ 117,672.23	10/1/2045	3	0	3
814-01-03	██████	7.00	\$ 636.95	\$ -	\$ 1,609.66	\$ -	\$ 2,246.61	\$ -	\$ 101,721.07	3/1/2033	2	2	4
750-01-03	████████	7.50	\$ 1,454.40	\$ -	\$ 1,093.29	\$ -	\$ 2,547.69	\$ -	\$ 63,660.15	6/1/2033	3	0	3
802-01-03	██████	7.50	\$ 1,659.84	\$ -	\$ 5,215.02	\$ -	\$ 6,874.86	\$ -	\$ 310,678.00	6/1/2033	5	0	5
823-01-03	████████	7.00	\$ 1,051.10	\$ -	\$ 2,694.19	\$ -	\$ 3,745.29	\$ -	\$ 170,277.21	6/1/2033	2.5	1.5	4
751-02-02	████████	8.00	\$ 2,738.11	\$ -	\$ 2,721.89	\$ -	\$ 5,460.00	\$ -	\$ 134,213.58	8/1/2030	0	6.5	6.5
832-01-02	████████	7.50	\$ -	\$ -	\$ 1,527.88	\$ -	\$ 1,527.88	\$ -	\$ 75,000.00	7/1/2042	5	0	5
36-06-02	████████	8.00	\$ 5,530.00	\$ -	\$ 2,683.25	\$ -	\$ 8,213.25	\$ -	\$ 144,824.15	9/1/2030	3	41	44
884-01-02	████████	8.00	\$ -	\$ -	\$ 4,500.00	\$ -	\$ 4,500.00	\$ -	\$ 225,000.00	8/1/2025	15	6	21
886-01-01	████████	8.00	\$ 2,023.57	\$ -	\$ 1,798.43	\$ -	\$ 3,822.00	\$ -	\$ 98,349.14	5/1/2031	2	0	2
900-01-02	██████	7.50	\$ 793.30	\$ -	\$ 753.23	\$ -	\$ 1,546.53	\$ -	\$ 41,492.09	8/1/2034	6	0	6
908-01-03	████████	8.00	\$ 2,541.17	\$ -	\$ 2,398.30	\$ -	\$ 4,939.47	\$ -	\$ 131,293.15	10/1/2034	2	2	4
Projected Totals:			\$ 35,722.97	\$ -	\$ 45,503.69	\$ -	\$ 81,226.66	\$ -	\$ 2,770,382.40		93.5	121.5	215
Actual Totals:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
23 Total Loans													

Headwaters with Splits
07/01/2024 - 12/31/2024

Borrower	Corp	%	Starting Bal	COMBINED OTHER	Princ	COMBINED OTHER	Int	COMBINED OTHER	Ending Bal	COMBINED OTHER
[REDACTED]										
97-02-04	600	50	\$ 63,017.14		\$ -		\$ -		\$ 63,017.14	
97-02-03	500	50	\$ 63,017.15		\$ -		\$ -		\$ 63,017.15	
			\$ 126,034.29		\$ -		\$ -		\$ 126,034.29	
[REDACTED]										
449-02-02	600	50	\$ 9,675.00		\$ 525.00		\$ -		\$ 9,150.00	
449-02-03	303	50	\$ 9,675.00		\$ 525.00		\$ -		\$ 9,150.00	
			\$ 19,350.00		\$ 1,050.00		\$ -		\$ 18,300.00	
[REDACTED]										
506-02-02	600	50	\$ 91,263.22		\$ 1,420.51		\$ 2,665.59		\$ 89,842.71	
506-02-03	510	50	\$ 91,264.67		\$ 1,420.46		\$ 2,665.59		\$ 89,844.21	
			\$ 182,527.89		\$ 2,840.97		\$ 5,331.18		\$ 179,686.92	
[REDACTED]										
533-03-02	600	50	\$ 9,634.38		\$ 9,634.38		\$ 244.99		\$ -	
533-03-03	303	40	\$ 7,711.56	\$ 9,383.57	\$ 7,711.56	\$ 9,383.57	\$ 195.93	\$ 238.11	\$ -	\$ -
533-03-04	208	10	\$ 1,672.01		\$ 1,672.01		\$ 42.18		\$ -	\$ -
			\$ 19,017.95		\$ 19,017.95		\$ 483.10		\$ -	
[REDACTED]										
637-01-05	600	11.7	\$ 449,656.90		\$ 6,117.00		\$ 11,860.44		\$ 443,539.90	
637-01-02	435	33.4	\$ 1,259,039.25		\$ 17,127.57		\$ 33,209.25		\$ 1,241,911.68	
637-01-03	440	33.4	\$ 1,259,039.82		\$ 17,127.51		\$ 33,209.25		\$ 1,241,912.31	
637-01-04	425	16.7	\$ 629,518.04	\$ 3,327,457.45	\$ 8,563.88	\$ 45,266.20	\$ 16,604.50	\$ 87,766.76	\$ 620,954.16	\$ 3,282,191.25
637-01-06	445	2.4	\$ 89,930.17		\$ 1,223.62		\$ 2,371.88		\$ 88,706.55	
637-01-07	500	2.4	\$ 89,930.17		\$ 1,223.62		\$ 2,371.88		\$ 88,706.55	
			\$ 3,777,114.35		\$ 51,383.20		\$ 99,627.20		\$ 3,725,731.15	
[REDACTED]										
568-01-05	600	25	\$ 289,299.38		\$ 10,590.51		\$ 7,965.81		\$ 278,708.87	
568-01-02	425	25	\$ 289,298.68		\$ 10,590.51		\$ 7,965.81		\$ 278,708.17	
568-01-03	108	25	\$ 289,298.68	\$ 867,896.04	\$ 10,590.51	\$ 31,771.53	\$ 7,965.81	\$ 23,897.43	\$ 278,708.17	\$ 836,124.51
568-01-04	500	25	\$ 289,298.68		\$ 10,590.51		\$ 7,965.81		\$ 278,708.17	
			\$ 1,157,195.42		\$ 42,362.04		\$ 31,863.24		\$ 1,114,833.38	

Headwaters with Splits
07/01/2024 - 12/31/2024

Borrower	Corp	%	Starting Bal	COMBINED OTHER	Princ	COMBINED OTHER	Int	COMBINED OTHER	Ending Bal	COMBINED OTHER
[REDACTED]										
583-03-02	600	50	\$ 64,734.49		\$ 2,337.59		\$ 2,593.45		\$ 62,396.90	
583-03-03	307	50	\$ 64,734.49		\$ 2,337.59		\$ 2,593.45		\$ 62,396.90	
			\$ 129,468.98		\$ 4,675.18		\$ 5,186.90		\$ 124,793.80	
[REDACTED]										
583-04-02	600	50	\$ 29,424.35		\$ 1,771.72		\$ 1,166.66		\$ 27,652.63	
583-04-03	309	50	\$ 29,425.09		\$ 1,771.66		\$ 1,166.66		\$ 27,653.43	
			\$ 58,849.44		\$ 3,543.38		\$ 2,333.32		\$ 55,306.06	
[REDACTED]										
634-01-02	600	50	\$ 92,601.78		\$ 3,661.80		\$ 3,425.21		\$ 88,939.98	
634-01-03	310	20	\$ 37,040.94		\$ 1,465.00		\$ 1,369.78		\$ 35,575.94	
634-01-05	360	10	\$ 18,520.40	\$ 91,862.69	\$ 732.02	\$ 3,416.75	\$ 685.35	\$ 3,401.42	\$ 17,788.38	\$ 88,445.94
634-01-08	360	20	\$ 36,301.35		\$ 1,219.73		\$ 1,346.29		\$ 35,081.62	
			\$ 184,464.47		\$ 7,078.55		\$ 6,826.63		\$ 177,385.92	
[REDACTED]										
636-01-03	600	50	\$ 83,650.18		\$ 1,081.93		\$ 2,326.25		\$ 82,568.25	
636-01-02	350	50	\$ 83,650.18		\$ 1,081.93		\$ 2,326.25		\$ 82,568.25	
			\$ 167,300.36		\$ 2,163.86		\$ 4,652.50		\$ 165,136.50	
[REDACTED]										
638-01-02	600	50	\$ 25,270.41		\$ 1,953.34		\$ 994.94		\$ 23,317.07	
638-01-03	360	50	\$ 25,270.83		\$ 1,953.28		\$ 994.94		\$ 23,317.55	
			\$ 50,541.24		\$ 3,906.62		\$ 1,989.88		\$ 46,634.62	
[REDACTED]										
553-02-02	600	50	\$ 7,389.19		\$ 3,610.43		\$ 284.95		\$ 3,778.76	
553-02-07	370	50	\$ 6,935.35		\$ 3,648.85		\$ 261.77		\$ 3,286.50	
			\$ 14,324.54		\$ 7,259.28		\$ 546.72		\$ 7,065.26	
[REDACTED]										
733-01-02	600	50	\$ 119,327.00		\$ 1,070.82		\$ 4,230.06		\$ 118,256.18	
733-01-03	350	50	\$ 119,327.33		\$ 1,070.76		\$ 4,230.06		\$ 118,256.57	
			\$ 238,654.33		\$ 2,141.58		\$ 8,460.12		\$ 236,512.75	
[REDACTED]										
814-01-03	600	50	\$ 103,198.01		\$ 839.99		\$ 3,660.01		\$ 102,358.02	
814-01-02	525	50	\$ 103,198.01		\$ 839.99		\$ 3,660.01		\$ 102,358.02	
			\$ 206,396.02		\$ 1,679.98		\$ 7,320.02		\$ 204,716.04	

Headwaters with Splits
07/01/2024 - 12/31/2024

Borrower	Corp	%	Starting Bal	COMBINED OTHER	Princ	COMBINED OTHER	Int	COMBINED OTHER	Ending Bal	COMBINED OTHER
[REDACTED]										
750-01-03	600	50	\$ 67,669.85		\$ 2,555.30		\$ 2,540.08		\$ 65,114.55	
750-01-02	520	50	\$ 67,669.85		\$ 2,555.30		\$ 2,540.08		\$ 65,114.55	
			\$ 135,339.70		\$ 5,110.60		\$ 5,080.16		\$ 130,229.10	
[REDACTED]										
802-01-03	600	50	\$ 314,919.64		\$ 2,581.80		\$ 11,167.92		\$ 312,337.84	
802-01-02	525	50	\$ 314,919.73		\$ 2,581.74		\$ 11,167.92		\$ 312,337.99	
			\$ 629,839.37		\$ 5,163.54		\$ 22,335.84		\$ 624,675.83	
[REDACTED]										
823-01-03	600	50	\$ 172,694.17		\$ 1,365.86		\$ 6,124.72		\$ 171,328.31	
823-01-02	360	50	\$ 172,694.17		\$ 1,365.86		\$ 6,124.72		\$ 171,328.31	
			\$ 345,388.34		\$ 2,731.72		\$ 12,249.44		\$ 342,656.62	
[REDACTED]										
826-01-03	600	50	\$ 46,036.93		\$ 46,036.93		\$ -		\$ -	
826-01-02	360	50	\$ 46,036.93		\$ 46,036.93		\$ -		\$ -	
			\$ 92,073.86		\$ 92,073.86		\$ -		\$ -	
[REDACTED]										
36-06-02	600	50	\$ 160,425.49		\$ 10,071.34		\$ 6,355.16		\$ 150,354.15	
36-06-03	110	50	\$ 160,425.49		\$ 10,071.34		\$ 6,355.16		\$ 150,354.15	
			\$ 320,850.98		\$ 20,142.68		\$ 12,710.32		\$ 300,708.30	
[REDACTED]										
832-01-02	600	50	\$ 75,000.00		\$ -		\$ 1,702.11		\$ 75,000.00	
832-01-03	370	41.6	\$ 50,000.00	\$ 75,000.00	\$ -	\$ -	\$ 1,140.73	\$ 1,702.11	\$ 50,000.00	\$ 75,000.00
832-01-04	500	8.4	\$ 25,000.00		\$ -	\$ -	\$ 561.38		\$ 25,000.00	
			\$ 150,000.00		\$ -		\$ 3,404.22		\$ 150,000.00	
[REDACTED]										
751-02-02	600	50	\$ 142,177.55		\$ 5,225.86		\$ 5,694.14		\$ 136,951.69	
751-02-03	500	50	\$ 142,177.55		\$ 5,225.86		\$ 5,694.14		\$ 136,951.69	
			\$ 284,355.10		\$ 10,451.72		\$ 11,388.28		\$ 273,903.38	
[REDACTED]										
884-01-02	600	50	\$ 225,000.00		\$ -		\$ 9,164.75		\$ 225,000.00	
884-01-03	445	33.3	\$ 150,000.00	\$ 225,000.00	\$ -	\$ -	\$ 6,109.23		\$ 150,000.00	
884-01-04	520	16.6	\$ 75,000.00		\$ -	\$ -	\$ 3,055.52		\$ 75,000.00	
			\$ 450,000.00		\$ -		\$ 18,329.50		\$ 450,000.00	
[REDACTED]										
886-01-02	600	50	\$ 81,084.81		\$ 3,777.72		\$ 3,866.28		\$ 77,307.09	
886-01-03	350	26.2	\$ 42,488.45	\$ 81,084.86	\$ 1,980.23	\$ -	\$ 2,025.25	\$ 3,866.50	\$ 40,508.22	\$ 77,307.36
886-01-04	370	23.8	\$ 38,596.41		\$ 1,797.27	\$ 3,777.50	\$ 1,841.25		\$ 36,799.14	
			\$ 162,169.67		\$ 7,555.22		\$ 7,732.78		\$ 154,614.45	

Moyle, Nicholas

From: Michael Machado <michael@northedgefinancing.org>
Sent: Tuesday, December 31, 2024 10:37 AM
To: Heitz, Ryan
Cc: Kelli Sterling
Subject: Pure Solutions - Singing Trees Default Notification

Caution: This email was sent from an EXTERNAL source. Please take care when clicking links or opening attachments.

Good morning Ryan,

I wanted to give Headwaters an official notification of the default on the Singing Trees loan. They are currently 90+ days past due and the loan has been charged off by North Edge as of 12/16/2024. Below is the transcript of the Memo that was reviewed by the Loan Committee that approved the charge-off.

HISTORY: *The Singing Trees loan has an iBank guarantee of 80%. The current principal balance is \$92,073.86. An iBank request to honor the guaranty was sent on 9/23/2024. The guaranty is currently under review at the State level after completing the review process with Nor-Cal FDC. \$73,659.09 (80% of the current remaining principal balance) & \$1,288.80 (80% of the accrued interest for 90 days from June 10, 2024 to September 8, 2024, of \$1,611.00) has been requested to be honored for the guaranty, for a total amount of \$74,947.89.*

Singing Trees planned to reopen a 20-bed residential facility for alcohol and drug rehabilitation in Garberville, CA. The center had a long history, 31 years, before the prior closure. Amber Bedell, our borrower, successfully resumed operations in June 2023. However, in August 2023, an article in the Lost Coast Outpost reported on allegations of fund misappropriation, which led to the resignation of both the office manager and the lead substance abuse counselor. For the center to remain operational, it requires a licensed counselor or coordinator on staff. Amber was working towards obtaining this qualification by completing the necessary coursework and certification. Also, the center was seeking to hire a licensed counselor, with the earliest potential start date of February 2024.

In March 2024, Amber met with North Edge to explore their current options as they were not reopened by the stated February 2024 date. At this time, Amber was on probation for at least three years due to a DUI conviction from 2018 and had been arrested for another DUI in July 2023. North Edge was unable to financing additional funds as there was not proven management for the business, no secondary source of income and a shortfall of collateral to take on an additional loan. Had Amber proven to get licensed, credentialed, accredited and the business remain open, then North Edge could explore this option.

On May 14, 2024, Lost Coast Outpost published an article regarding Amber Bedell's prison sentencing of over two years. Upon reaching out to Amber's email, their mother, Dayann Dietrich, responded and informed they would be making payments on the loan and attempting to open Singing Trees. Dayann also advised that Amber is expected to serve 1/3 of the prison terms (sentenced to 2 years and 8 months) before transitioning to a halfway house.

Payments were made for May 2024 & June 2024. Singing Trees bank account was frozen due to fraud. Dayann attempted to open Singing Trees as an AirBnB, but that was unsuccessful. A call was placed to Dayann Dietrich for an update on 8/13/2024 regarding the situation and they advised they are unable to continue making the loan payment, they are no longer attempting to run the AirBnb, and are letting go of attempting to gain licensing to open Singing Trees.

Given the above details, immediate charge-off of this loan is recommended.

Thank you.

As of 12/31/2024, the guaranty request is at state level of iBank's review stages. Upon new information regarding the receipt of the guaranteed funds, North Edge will notify Headwaters immediately.

Let us know if you have any questions. Thank you Ryan.

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Redwood Region Economic Development Commission

325 2nd Street, Suite 203
Eureka CA 95501
707-445-9651
RREDC.com

Memo

TO: Ryan Heitz, County of Humboldt Headwaters Fund

FR: Gregg Foster, Executive Director

DATE: February 6, 2025

RE: DECEMBER 2024 HEADWATERS REPORT

Per your request, we are providing this summary report of RREDC’s Headwaters Fund loans as of December 31, 2024.

Below is a summary of Headwaters participation as of 12/31/2024:

Loan #	Disbursed	Rate	Balance	Percent
201712	255,000.00	0%	140,814.10	3.2%
20188	25,000.00	0%	11,781.82	0.3%
2701	214,000.00	7%	179,607.73	4.1%
20152	117,000.00	7%	100,623.47	2.3%
20157	120,000.00	5%	92,395.88	2.1%
20161	25,000.00	7%	4,348.89	0.1%
20162	400,000.00	7%	300,416.46	6.8%
20174	47,000.00	7%	32,846.34	0.7%
20179	240,000.00	7%	213,196.00	4.8%
20186	32,421.87	7%	11,556.02	0.3%
20234	721,500.00	7%	721,500.00	16.3%
20235	41,490.00	7%	39,529.01	0.9%
20239	360,000.00	7%	353,054.73	8.0%
202311	100,000.00	7%	98,470.19	2.2%
202415	120,000.00	7%	120,000.00	2.7%
202417 (RLF)	800,000.00	6%	800,000.00	18.1%
202417 (CIF)	1,200,000.00	6%	1,200,000.00	27.1%
	4,563,411.87		4,420,140.61	100.0%

We're pleased to have increased our lending from the Fund over the past two years. As you know, RREDC received over \$4 million in new capitalization in 2021. We were required to commit these funds over a 2-year period, which caused us to fund new loans during that period without significant participation from the Headwaters Fund. However, the grant was fully drawn in 2022, and continuing and increased loan activity means that our Headwaters Fund participation reached an all-time high in 2024.

Specific notes on the table above:

1. The two loans highlighted in yellow are in default. The larger of the two loans is secured by real estate and fixed assets. The borrower is in a dispute with a local tribe. RREDC met with the borrower in October 2024, but despite our efforts, we have not communicated with the borrower since then. We are currently in contact with a foreclosure specialist to assess our next steps. We do expect at least a partial recovery of Headwaters Fund.
The smaller of the two loans is a local manufacturer/retailer with few assets at this time. We expect a charge off of nearly the entire loan amount of this loan by the end of the fiscal year.
2. Loan #20186 was in default for non-payment on 12/31/24, however they have brought themselves current to February 1, 2025 with an additional principal reduction resulting in a loan balance of \$5,025.55.
3. Loan #202417 was fully paid on February 3, 2025.

A Look Forward

Looking ahead, we have one approved loan, to Life Plan Humboldt, that has not yet been funded. This loan will result in an additional \$500,000 in Headwaters Fund dollars being drawn. We are hopeful that this deal will close within the next month, though negotiations continue regarding the final price for real estate to be purchased with loan funds.

RREDC currently has several loan inquiries and applications. While it is not guaranteed that all will be funded or funded with Headwaters funds, we do expect to draw more than \$400,000 by the end of the first quarter in addition to the \$500,000 noted above.

Regarding interest income expected for the next fiscal year, these projections can be problematic as RREDC does not have a pre-payment penalty and early payoffs do occur. In addition, while we believe the current portfolio is secure, default can and do occur. That being said, we do expect the current portfolio to provide in excess of \$90,000 in income to Headwaters in the next fiscal year.

Thank you, to you and the board, for your continuing partnership with RREDC. Please do not hesitate to contact us if you have any questions.



POWER CA

**PARTNERING FOR OCEAN, WIND AND
ENERGY RENEWABLES IN CALIFORNIA**
COUNTY OF HUMBOLDT, CALIFORNIA

1/31/2025

Headwaters Fund Board

825 5th Street

Eureka, CA 95501

Attn: Ryan Heitz & Chair of Headwaters Fund Board

Dear Headwaters Fund Board & Staff,

I would like to formally request a Mini Grant from the Headwaters Fund to support the logistics for the upcoming Partnering for Ocean, Wind, and Energy Renewables in California (POWER CA) 2025 event. Specifically, we seek funding to secure the Bear River Tish Non-Community Center as the venue and cover the stage, screens, and sound equipment costs. The total cost for the venue rental is \$2,400 for the three-day event, which includes tables, chairs, restrooms, and a kitchen for our local caterers. The stage equipment, including two projectors, screens, cameras, microphones, and a staffed sound system for three days, has been quoted at just under \$5,000.

In past years, this event has been supported through WIOA funding; however, this year, we must secure alternative funding sources to host the event. We would like to formally request \$5,000 from your Mini-Grant fund to help offset the approximate \$7,000 needed to host this event site and sound. We seek additional support through sponsorships to help secure transportation and hotel accommodations for speakers. Registration fees will cover staff time and general event support. Any remaining funds after the event will be used as seed money for future economic development initiatives. The funds will be allocated accordingly if we host another SelectUSA Investment Summit spinoff event; we don't anticipate a need for seed funding for future events.

POWER CA is an official SelectUSA Spinoff Event from the US Department of Commerce, the SelectUSA Investment Summit that brings direct foreign investors to the USA to collaborate in various sectors. Each sector is a select community across the USA, and we are one hosting this spinoff for the renewable energy sector. We invite economic development leaders, policymakers, workforce entities, and industry partners to attend. The event will include representatives from federal, state, local, and tribal agencies, private businesses, and supply chain partners interested in investing in and collaborating with California's expanding renewable energy market.

The event showcases Humboldt County's potential as a hub for renewable energy innovation. It allows attendees to engage with local industries, tour strategic sites, and explore business investment opportunities within our region. By securing this funding, we can ensure that POWER CA continues to serve as a bridge between investors and local businesses, fostering economic growth and sustainability in Humboldt County.

Support for events like POWER CA is critical in attracting new industries, strengthening existing partnerships, and positioning our region as a leader in the renewable energy sector. The funding from the Headwaters Fund will help us facilitate meaningful discussions, highlight regional assets, and drive investment in our local economy.

We appreciate your consideration of our request and look forward to your support in making Partnering for Ocean Wind and Energy Renewables (POWER CA) 2025 a success.

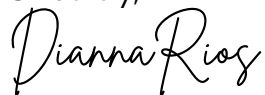
POWER CA 2025 requires an estimated 500 staff hours to organize and execute successfully. This includes coordination, logistics, speaker management, marketing, and on-site operations. Meals are included as part of the event registration, ensuring attendees have access to high-quality local catering throughout the event.

The funding from the Headwaters Fund will directly support securing the venue and essential event infrastructure, allowing us to continue facilitating meaningful discussions, showcasing regional assets, and attracting investment to Humboldt County.

Please feel free to reach out if you need any more information or documentation.

Thank you for your time and commitment to economic development in our community.

Sincerely,



Dianna Rios
Economic Development Coordinator
County of Humboldt, County Administrator Office
Economic Development Division
+01-707-476-4809



POWER CA
PARTNERING FOR OCEAN, WIND AND
ENERGY RENEWABLES IN CALIFORNIA
COUNTY OF HUMBOLDT, CALIFORNIA

Big Brothers Big Sisters



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Big Brothers Big Sisters

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Florence Parks

Contact Person Title

Executive Director

Contact Email

fparks@ncbbbs.org

Contact Phone

707-333-6158

Contact Address

428 C Street, Ste G

Organization Information

Organization Name

Big Brothers Big Sisters of the North Coast

Director / CEO

Florence Parks

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

For more than a century, Big Brothers Big Sisters has been helping change kids' perspectives and giving them the opportunity to reach their potential. Big Brothers Big Sisters currently operates in 14 counties across California, in all 50 states and 12 countries around the world.

Big Brothers Big Sisters of the North Coast (BBBSNC) was founded in 1969 by a juvenile probation officer with other community service leaders and has served over 4,000 children in Humboldt County. As a social service agency, BBBSNC is dedicated to enriching the lives of children through one to one mentoring relationships. BBBSNC programs are staffed by professional Program Specialists who provide enrollment, support, supervision, and referrals to other community resources. BBBSNC is a non-profit organization governed by a volunteer Board of Directors and is funded almost entirely by the Humboldt County community. Our vision is that all youth achieve their full potential. Our mission is to build and support one-to-one relationships to ignite the biggest possible futures for youth.

Our work directly impacts the youth of our community through building and strengthening caring social communities to maximize our youths sense of well being, and creating Positive Experiences in Community Engagement and Service (PACES), which are known to offset "Adverse Childhood Experiences" (ACES). The residents of Humboldt County are affected by a higher number of ACES than any other county across the state, according to a study that surveyed occurrences of abuse, neglect and household dysfunction statewide (Humboldt data was combined with Mendocino County). That means that PACES are necessary for the health and well being of our community and future commerce.

Big Brothers Big Sisters

Authorization and Acknowledgement

Authorized representative name *

Florence Parks

Authorized representative title

Executive Director

Signature



Budget Information

Total current year organizational budget

\$411,298.00

Number of full-time employees

4

Amount of HWF requested

\$75,000.00

Total project cost

\$411,298.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
07/01/2025

Grant timeline: end

06/30/2025

Project timeline: start

Please provide the timeline of your project
09/16/2024

Project timeline: end

06/30/2027

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title *

Big Futures

Type of project *

Planning Implementation Technical Assistance

Implementation: Total project cost

\$75,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
The Big Futures Project expands Big Brothers Big Sisters of the North Coast's (BBBSNC) 56-year legacy of mentorship to support young adults ages 16-25 in exploring career development and workforce training. By creating intentional, youth-initiated mentorships with local professionals, the project provides vital personal growth, career exploration, and skill development. This initiative directly addresses workforce gaps in Humboldt County, where no similar mentorship-based programs exist, offering a unique opportunity to invest in the next generation of professionals.

Aligned with the Humboldt County Comprehensive Economic Development Strategy (CEDS), Big Futures strengthens the local economy by preparing young adults with career-oriented skills and mentorship to enter the workforce. The program will collaborate with local partners, including Eureka City Schools, Fortuna High School District, College of the Redwoods, Cal Poly Humboldt and Redwood Coast Regional Center (RCRC), ensuring a strong support system for participants.

To launch, the project requires funding for an Enrollment & Match Support Specialist who will oversee coordination, outreach, and supervision of the program. This role is crucial to the successful implementation and sustainability of Big Futures.

250 words maximum

Which industry is your project working with? (check all that apply)

Big Brothers Big Sisters

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other
Community and Civic Engagement.

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Big Brothers Big Sisters of the North Coast (BBBSNC) has a 56-year legacy of empowering youth and developing mentorships that enhance lives for mentees and mentors or 'littles' and 'bigs'. Our upcoming project, Big Futures, works to broaden the scope of what BBBSNC and young adults can achieve through youth initiated mentoring that is focused on workforce training. Today BBBSNC serves 'littles' 6-18 years old and by expanding the age range of 'littles' to 16-25 years old, Big Futures focuses on the exploration of personal development and career possibilities through intentional youth initiated matches with mentors. These matches allow young adults to make a selection from a board of local professionals to work with who are willing to share their expertise, to form bonds, and create a support network to see young adults entering the workforce prosper. With the goal and focus of strengthening career based skills and matching them with mentors who are well versed in their career fields, Big Futures will help develop future generations, the up and coming workforce in Humboldt County.

Currently, there are no other one-on-one youth initiated mentorship based skill building programs nor mentorship-centered organizations in Humboldt County, making BBBSNC and Big Futures a one-of-a-kind organization and program. The implementation of Big Futures would strengthen and expand the breadth of what BBBSNC and its participants are able to achieve through career related support for young adults throughout the county. BBBSNC has a Memorandum of Understanding (MOU) with Eureka City Schools, Fortuna High School District, College of the Redwoods and will be working with Cal Poly Humbolts' College Corps program as well as Redwood Coast Regional Center (RCRC).

The Big Futures project will not be able to commence without Headwaters funding. This program necessitates the funding to provide the salary to the Enrollment & Match Support Specialist, the new role that will lead the Big Futures program. The Enrollment & Match Support Specialist will be responsible for leading the project through identifying and coordinating with community partners, conduct outreach for recruitment of both 'littles' and 'bigs', see that each step of Big Futures is accomplished in a timely manner, and supervise the overall project, data collection, and disbursement.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Big Futures will positively impact you, families, mentors, employers, and more. Big Futures will act as a life affirming program that boosts confidence, knowledge, and work based skills of young adults across the county, especially those who have been underserved through one on one youth initiated mentorships. This will not only benefit the young adults enrolled in the program but also benefit their future employers through having a greater pool of confident and prepared young workers. There is

Big Brothers Big Sisters

an established monitoring and evaluation framework that will be used to collect, track, and measure qualitative and quantitative data of the short and long-term impact

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Big Futures will commence once funding is secured and will continue indefinitely. Headwaters grant will act as the catalyst of the project as the Headwaters Fund would fund the employment of a full-time Enrollment & Match Support Specialist who will oversee the program. The Enrollment & Match Support Specialist will commence the project through identification and coordination of community partners that we will be able to collaborate with. Throughout the course of each 'littles' time in Big Futures, each little will participate in 9 sessions of life planning to build intrinsic value within themselves, reinforce self worth, and map out a plan for their future. The 9 sessions will cover topics of community service, character development, ethics, academic support and study skills, drug and alcohol safety, nutrition, health promotion, and career goals. These sessions will be led by different local experts.

Over the course of 2025, there will be 3 Big Future Advisory Committee meetings occurring in February, June, and October, with a final implementation forum being held in November of 2025. During this time as well from April through June 2025, the implementation guide of Big Futures will be crafted.

4) Describe how this project (or the outcome) will be sustained into the future.

The Big Futures Project expands Big Brothers Big Sisters of the North Coast's (BBBSNC) 56-year legacy of mentorship to support young adults ages 6-18 years, adding the exploration of career development and workforce training increases our impact to serve youth 16-25. By creating intentional, youth-initiated mentorships with local professionals, the project provides vital personal growth, career exploration, and skill development. This initiative directly addresses workforce gaps in Humboldt County, where no similar mentorship-based programs exist, offering a unique opportunity to invest in the next generation of professionals.

Aligned with the Humboldt County Comprehensive Economic Development Strategy (CEDS), Big Futures strengthens the local economy by preparing young adults with career-oriented skills and mentorship to enter the workforce. The program will collaborate with local partners, including Eureka City Schools, Fortuna High School District, College of the Redwoods, Cal Poly Humboldt's College Corps, and Redwood Coast Regional Center (RCRC), ensuring a strong support system for participants.

To launch, the project requires funding for an Enrollment & Match Support Specialist who will oversee coordination, outreach, and supervision of the program. This role is crucial to the successful implementation and sustainability of Big Futures, ensuring that young adults have the mentorship, skills, and connections needed to thrive in the workforce.

Big Futures will also sustain itself through grant funding until sufficient data—both quantitative and qualitative—can be gathered to demonstrate its impact. Once the program proves effective, ongoing annual funding will be secured through Big Brothers Big Sisters of America, ensuring long-term viability and continued support for Humboldt County's future workforce

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

In large part, the Program Specialist who will oversee Big Futures will be our number one resource for the program. Besides the new role at BBBSNC, the only additional resources that would be required to accomplish this program would be a new tablet to be utilized for enrolling young adults as well as a new phone. More than 80% of the budgeted amount will be spent and invested locally to increase the local commerce.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

This project will instantly create one full-time job within the BBBSNC organization through the hiring of an Program Specialist. From this point, the Big Futures program will provide BBBSNC with an increased capacity of 15 matches in the first year and 25 matches in the second year of operation dedicated to career development based mentorships. Each of these matches will be a one-on-one mentorship, initiated by the 'little' to better prepare themselves for the workforce with improved interpersonal and professional skills. Not only will these mentorships equip young adults with greater initiative and drive, they will also be building relationships that can link them with their future employers. These mentorships will also benefit the mentors, who will be able to shape a better environment and future in their eyes for the next generation through the sharing of their skills and insights.

7) Describe who supports this project and in what ways?

We have many partnerships and connections that will be supporting this project. BBBSNC currently has MOUs with several school districts across the county in Fortuna, Eureka, and College of the Redwoods, all of whom we will be working with as a part of this project. We will also be working closely with Redwood Coast Regional Center, Peggy Murphy with Humboldt County Economic Development, as well as Cal Poly Humboldt and its College Corps program.

The MOUs that we share with these schools are vital in identifying and getting connected to underserved and promising students who are preparing to transition to the workforce or further education. RCRC supports us as well through mutual aid collaboration as they have awarded us with 47,000 dollars in return for our commitment to assist them with career pathways navigation, providing a track record of effective community collaboration. Peggy Murphy will be supporting Big Futures through seeing that relationships with local professionals and other leaders of Humboldt County job market can be built. College Corps at Cal Poly Humboldt will also support us through making connections with its members and others within their network.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

The total cost of the Big Futures Project is \$411,298, which will cover the full scope of the program's implementation, including staffing, materials, supplies, and operational costs. This investment will ensure the creation of a robust mentorship program that expands opportunities for young adults in Humboldt County to gain career-related skills and access professional mentorship.

We have a breakdown of Total Costs in three categories, Staffing, Materials and Supplies and Program Operations.

To support the comprehensive financial needs of the Big Futures Project, Big Brothers Big Sisters of the North Coast (BBBSNC) is leveraging several additional funding sources. A request for \$75,000 has been made to the Headwaters Fund, which will be specifically allocated to cover part of the staffing costs and materials needed for the new Program Specialist position, as well as for the initial program materials. This funding is essential for ensuring that the program has the resources it needs to succeed from the outset.

Big Brothers Big Sisters

In addition to the Headwaters Fund, BBBSNC has secured several matching funds through partnerships with local organizations. These collaborations include Eureka City Schools, Fortuna High School District, College of the Redwoods, and Cal Poly Humboldt's College Corps Program. These partners will provide valuable in-kind resources, outreach support, and assistance with participant recruitment, helping to offset program costs and ensuring a wide pool of applicants for mentorship placements. Furthermore, the Redwood Coast Regional Center (RCRC) has committed to supporting the project by assisting with outreach and integrating youth with developmental disabilities, which will help expand the program's inclusivity and reach.

The \$75,000 from Headwaters will be used in two key areas. A portion of the funds will go toward the salary of the Program Specialist, who will be responsible for managing the Big Futures Project, coordinating with community partners, and overseeing the recruitment and placement of mentors. The remainder of the funds will be allocated to purchasing necessary program materials, including career development tools, marketing materials for recruitment, and resources to help mentors and mentees succeed. Additionally, this funding will cover any technology needed to facilitate remote connections and virtual mentorship opportunities.

The strategic use of Headwaters funding will ensure that the Big Futures Project is not only fully operational but also sustainable in the long term. This funding will provide young adults with the essential skills and mentorship they need to succeed in the workforce, ultimately benefiting the community by strengthening the local economy and workforce development in Humboldt County.

9) Complete the budget template to demonstrate the financial structure.

We have a breakdown of Total Costs in three categories, Staffing, Materials and Supplies and Program Operations.

Staffing cost: \$288,419

The salary for the Program Specialist will be the primary staffing cost. This individual will lead the project, coordinate with community partners, oversee recruitment, and supervise day-to-day operations. Their role will be pivotal to the success of Big Futures.

Materials and Supplies: \$50,000

This includes the costs for program materials, such as mentorship resources, workshops, career development tools, and technology necessary to facilitate the program's activities.

Program Operations: \$161,298

These funds will support outreach efforts, program marketing, training, and networking events for both mentors and mentees, as well as data collection and monitoring of participant progress.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Once awarded the Headwaters Fund, BBBSNC will make it well known through a large announcement of the award. In the long term we would include acknowledgement of Headwaters Fund in all of our public facets. During events such as our annual bowling fundraiser or our Big Brothers Big Sister month Eureka Market takeover, we will take time to thank Headwaters Fund and will include the Headwater Fund on any flyers or banners. During these events and in our other advertising efforts, we will acknowledge our relationship and gratitude to the Headwater Fund. Headwaters Fund will be mentioned on our website and on each of our social media accounts. Once we hire our Program Specialist, we will make a celebratory post welcoming them on to our team and will make it well known that Headwaters Fund is the only reason that this great new program is able to happen. Acknowledgement of Headwaters Fund will also be made at our annual reports to county supervisors.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

BBBSNC Budget.pdf

77.59KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Big Brothers Big Sisters

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				

Governance

List of your board of directors or council members.

BBBS Org List.pdf

30.98KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

Letter of Support_SharroneBlanck.pdf

85KB

ECS&BBBS FINAL MOU 2024.docx (1).pdf

389.38KB

Signed MOU Fortuna District (2).pdf

516.7KB

Arcata MOU 22-25 (1).docx

80.2KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

501c3 letter 2011.pdf

408.64KB

(PDF preferred) max file size 10 MB

Annual operating budget

BBBS - Budget, 2024-2025.pdf

68.37KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

Big Brothers Big Sisters

sample below

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

F.Parks-Resume 2024 .pdf

204.77KB

(PDF preferred) max file size 10 MB

Market Analysis

Gap Analysis_12.28.20.xlsx

50.97KB

(PDF preferred) max file size 10 MB

Business Plan

2030 Plan.docx

2.18MB

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Big Brothers Big Sisters



BIG Futures

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
<i>Example: Travel</i>	5,000	2,000	3,000	United Way Grant
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Staff 1: Enrollment Match Support Specialist (64hrs/PP X \$22.50/hr X 26 PP=37,440)	4,680	4,680	0	DHHS= 24,960 BFKS Event=7,800 Headwater Funds=4,680
Staff 2: Program Specialist (64hrs/PP X \$22.50/hr X 26 PP)	37,440	37,440	0	McLean Foundation=11,666 BFKS Event=7,054
Staff 3: Program Manager (6.4hrs/PP X \$25.50/hr X 26 PP)	4,243	0	4,243	BFKS Event=32,432 Big Futures ECMC Seed Grant
Staff 4: Match Support Specialist (32hrs/PP X \$22.50/hr X 26 PP)	18,720	0	18,720	DHHS= 24,960 BFKS Event=17,160
Staff 5: Career Pathways Navigator (32hrs/PP X \$22.50/hr X 26 PP)	18,720	0		Redwood Coast Regional Center (RCRC)=18,720
Staff 6: Career Pathways Navigator (32hrs/PP X \$22.50/hr X 26 PP)	18,720	0		RCRC=18,720
Staff 7: Career Pathways Navigator (32hrs/PP X \$22.50/hr X 26 PP)	18,720	0		RCRC=18,720
Staff 8: Executive Director (Salary with 3% increase in '25)	9,568	0	9,568	RCRC=23,920 HAF=15,000 BFKS=19,136.40 POS/Events+=37,625.60
Sub-total: all Direct Salareis & Wages	\$130,811.00	\$42,120.00	\$32,531.00	

Big Brothers Big Sisters

Benefits & Payroll Taxes (17%)	\$22,237.87	\$11,044.80	0.00	BFKS Event=1,645.87
Consultant, contractor or professional fees (Bookkeeper preparation of invoice: \$36/hr)	1,600	0	0	BFKS=\$1,600
Travel (Program Specialist will travel from home office in Eureka to Eureka City Schools, Fortuna and Arcata Elementary, 65.5 cents per mile 30miles per week)	5,109	5,109	2,054.50	RCRC=2,054.50
Equipment (tablet and hotspot and phone for volunteer recruitment)	3,000	2,500	1,250	Nylex Inkind Tech Support: 1,250
Materials and supplies (Paper, Pens, Folders, Envelops, Printing, events and activities for matches at 350/match)	35,000	\$14,226.20	5,250	RCRC=5,250
Other (Indirect costs, printer lease, office space, 11%)	\$25,820.38	0	0	BFKS=18,820.38 HAF=7,000
Total Project Cost	\$223,578.25	\$75,000.00	\$41,085.50	
% of Total Project Cost		32.00%		

Big Brothers Big Sisters

Organizational Chart

BIG BROTHERS BIG SISTERS OF THE NORTH COAST #26

BOARD OF DIRECTORS and STAFF

PO Box 5510 Eureka CA 95502 428 C Street, Ste. G Eureka CA 95501

Office: 445-4871 FAX: 445-1405 E-Mail: info@ncbbbs.org Web Site: www.ncbbbs.org

	NAME	Start Date
BOARD		
PRESIDENT	Stephanie McMullen	9/8/2022
SECRETARY	Michelle Rowland	5/9/2019
TREASURER	Nicholas Higgins	10/13/2022
Director	Jesse Smith	3/11/2021
Director	Genie Le Dickinson	6/8/2023
Director	Dr Mitch Mitchel	11/9/2023
STAFF		
EXECUTIVE DIRECTOR	Florence Parks	1/7/2019
Bookkeeper	Katie Cranfill	2002
Office & Events Coordinator	Mo Haper-Desir	1/11/2023
Program Specialist	Heather Markson	2/8/2023
Enrollment Match Support Specialist	Allie Brown	7/12/2021
Match Support Specialist Lead	Kiara Mixon	5/17/2021
Match Support Specialist	Jennifer Maksim	11/12/2019
Big Sibling CA4All - CollegeCorps Fellow	Ivory Browning	6/7/2023
Big Sibling CA4All - CollegeCorps Fellow	Emily Martin	6/12/2023
Big Sibling CA4All - CollegeCorps Fellow	Kai Jones	8/2/2023
Big Sibling CA4All - CollegeCorps Fellow	Markel Williams	10/13/2023
Big Sibling CA4All - CollegeCorps Fellow	Angel Segyube	8/24/2023
Big Sibling CA4All - CollegeCorps Fellow	Hala Quinlan	9/22/2023



Big Brothers Big Sisters



July 31, 2024

Re: Letter of support for North Coast Big Brothers Big Sisters grant application
"Big Futures"

To Whom it May Concern:

As the first Vice President of the Eureka Branch National Association for the Advancement of Color People (NAACP), I am in full support of Big Brothers Big Sisters of the North Coast (BBBSNC) application for the Community Health Grant.

NAACP has work in partnership with BBBSNC over the past two years. Their leadership has supported us at the Dr. Martin Luther King Celebration, during the Black Americans Documentary Series and at our 50th Soul Food Dinner fundraiser. We continue to support this program because we see mentoring as a valuable resource for our county and the students and families served by NAACP.

It is my understanding that objectives under this grant are: 1) To implement Mentoring 2.0 which will allow for distance learners and mentors (mainly HSU alum and e-learners) to continue mentoring our youth, 2) Sustain and increase school based virtual matches, 3) Through advertising efforts increased awareness about BBBSNC mentoring services to recruit and train volunteer mentors to support black indigenous youth of color.

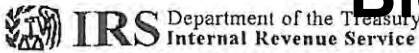
We would continue to support BBBSNC by sharing our platform, providing access and opportunities to engage BIPOC as they aid us in our mission to secure the political, educational, social, and economic equality of rights in order to eliminate race-based discrimination and ensure the health and well-being of all persons.

Please do not hesitate to contact me if you have any questions regarding this letter of recommendation.

Sincerely,

Sharrone Blanck

Sharrone Blanck
President, Eureka Branch NAACP



Big Brothers Big Sisters

Department of the Treasury
Internal Revenue Service
P.O. Box 2508, Room 4010
Cincinnati OH 45201

In reply refer to: 4077550279
Nov. 29, 2011 LTR 4168C 0
94-2279513 000000 00
00031094
BODC: TE

BIG BROTHERS BIG SISTERS OF THE
NORTH COAST INC
PO BOX 5510
EUREKA CA 95502



019450

Employer Identification Number: 94-2279513
Person to Contact: Sophia Brown
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Oct. 28, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in October 1976.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

Big Brothers Big Sisters

4077550279
Nov. 29, 2011 LTR 4168C 0
94-2279513 000000 00
00031095

BIG BROTHERS BIG SISTERS OF THE
NORTH COAST INC
PO BOX 5510
EUREKA CA 95502

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Cindy Thomas
Manager, EO Determinations

Big Brothers Big Sisters



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OF THE NORTH COAST

BBBSNC BUDGET - July 1, 2024 - June 30, 2025

	INCOME	TOTAL
4110	General contributions (includes OTHER SVC CLUBS \$1000)	12,500
4120	Make A Difference	5,000
4130	Memorial	-
4140	Board Contributions	2,000
4145	Monthly Giving	84,000
4155	BBBSA National Fundraisers/Campaigns	-
4160	Staff Contributions	200
4165	Corporate/Employee Contributions (CSCECC, etc)	400
4230	Fortuna Kiwanis Pumpkin Patch	1,000
4255	Portion of Sales	3,000
4260	Miscellaneous & Third Party Fundraisers	3,000
4298	Fireworks Booth	10,000
4310	BFKS Underwriting	35,000
4320	BFKS Pledges	70,000
4321	BFKS T-Shirt Sales	100
4323	BFKS 50/50 Raffle	1,000
4325	BFKS Team Photos	600
4360	PayPal/EBAY/AMAZON	-
4440	Government Funding (City, County, State)	60,834
4510	Foundation/Corporate Grants & Partnerships	131,420
	Brewfest	5,000
	GRAND TOTAL INCOME	425,054
	EXPENSES	TOTAL
5000	Salaries & Wages	250,643
	Subtotal Salary and Wages	250,643
5300	Health & Dental Benefits	15,218
5100 & 02	Payroll Taxes (9%)	22,558
	Subtotal Benefits	37,776
	GRAND TOTAL Personnel Expense	288,419
	Consultants/Contractors	
6700	Annual Audit & Tax Return	5,000
6750	Professional Svcs & Consultants	5,000
6725	Contracted services	500
	Subtotal Consultants	10,500

Big Brothers Big Sisters

	Non-Personnel Expenses	
6110	Liability & Property Insurance	5,854
6130	Directors & Officers Insurance	1,167
6140	Accident Insurance	113
6200	Rent (\$1250/mo)	15,000
6250	Office Maintenance	75
6350	Office Supplies	1,000
6400	IT, Network & Telephone Maintenance (Computer Expense)	2,000
6460	Internet	2,300
6450	Telephone - Local & Long Distance & cellular reimbursement	3,300
6500	Postage (admin & program)	500
6550	Equipment Purchase	400
6560	Copier Lease & Maintenance Agreement	6,000
6600	Subscriptions/Memberships	2,000
6650	Annual Affiliation & Match Force Fees	12,000
6800	Bank Charges & Fees	700
6820	Interest Expense	200
6900	Misc Expense	1,600
6950	BoD Expenses	500
6960	Staff Incentives	1,000
6730	HAF Support Fees	1,020
7100	Conference & Conventions	8,000
7200	Activities & Special Prog	3,000
7300	Program Recruitment & Promotions	2,000
7400	Vol Training & Screening	2,000
7500	Mileage and Transportation	2,500
8120	MAD Expenses (not including Postage)	100
8125	MAD Postage	150
8220	Portion of Sales	200
8260	Miscellaneous Events	1,000
8297	Big Chili Cook-Off Expense	-
8298	Fireworks booth expenses	8,000
8325	BFKS Photos & related	100
8330	BFKS 50/50	50
8340	BFKS Services (venue, graphic design, Firstgiving, data entry)	8,000
8350	BFKS Event T-shirts	4,000
8360	BFKS Prizes/Awards	3,000
8380	BFKS Materials & Supplies	1,000
8385	BFKS Postage	50
	Brewfest	2,500
	Big Futures Program Services	10,000
	TOTAL	112,379
	TOTAL EXPENSES	411,298
	TOTAL INCOME	425,054
	SURPLUS/(DEFICIT)	13,756



Big Brothers Big Sisters



INTERAGENCY MEMORANDUM OF UNDERSTANDING

This agreement is between **Big Brothers Big Sisters of the North Coast (BBBSNC)**, and **Arcata Elementary School District**. The purpose is to establish and maintain an effective partnership to collaborate on the provision of free mentoring services to students attending schools within the district. The goal is to increase students' self-esteem and social skills, as well as improve students' school attendance and performance.

TERMS

The term of this Memorandum of Understanding shall be **September 2022 through July 2025**.

DESCRIPTION OF SERVICES

Big Brothers Big Sisters of the North Coast agrees to:

- A. Work collaboratively with school/FRC/After School Program staff** in the recruitment of student participants.
- B. Conduct appropriate screening of recruited mentors and initiate mentor-youth matches with parental permission.**
- C. Provide insurance coverage for all youth and volunteer participants.**
- D. Engage parents with support services** and resources as needed.
- E. Provide mentors with ongoing training and support**, specifically in alignment with safety procedures per school site.
- F. Provide match incentives and activities** to support developmental relationships.
- G. Contact both the child and the volunteer on a regular basis and provide support to each match.** Plan and coordinate summer communication between volunteers and youth, or transition to Community Based Program.
- H. Collect school and other relevant data** in order to evaluate the project's effectiveness in meeting goals and objectives.
- I. Collaborate monthly and at the end of the school year**, in-person or by telephone with Afterschool Program staff, to evaluate effectiveness of partnership.

Arcata Elementary School District agrees to:

- A. Provide a site liaison** who champions the program and assists matches with their interactions.
- B. Provide on-site space for a BBBSNC Match Support Specialist** appropriate for conducting private meetings, and access to a copy machine.
- C. Identify and recruit children to participate**, including aiding **BBBSNC staff with obtaining parent/guardian permission forms.**

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Big Brothers Big Sisters

- D. **Provide meeting space for matches on the school campus**, especially when the weather is inclement. Provide snacks to participants as resources allow.
- E. **Allow access to student records** (i.e. grades, attendance, disciplinary actions, etc.) of participating students whose parents have given written consent. To be utilized by BBBSNC staff only to determine student outcome data and support needs.
- F. **Disseminate program information** in school newsletters and bulletins.
- G. **Collaborate monthly and at the end of the school year**, in-person or by telephone with program staff, to evaluate effectiveness of partnership.

X _____

Arcata Elementary School District

Printed name:

Title:

Date:

X _____

Big Brothers Big Sisters of the North Coast

Printed name:

Title:

Date:

Big Brothers Big Sisters



**Big Brothers
Big Sisters**®
OF THE NORTH COAST



INTERAGENCY MEMORANDUM OF UNDERSTANDING

This agreement is between **Big Brothers Big Sisters of the North Coast (BBBSNC)** and **Eureka City Schools**. The purpose is to establish and maintain an effective partnership to collaborate on the provision of free mentoring services to students attending **schools throughout the district**. The goal is to increase students' self-esteem and social skills, as well as improve students' school attendance and performance.

TERMS

The term of this Memorandum of Understanding shall be **August 2024 through July 2027**.

DESCRIPTION OF SERVICES

Big Brothers Big Sisters of the North Coast agrees to:

- A. **Work collaboratively with Eureka City Schools Community Schools staff** in the recruitment of student participants.
- B. **Conduct appropriate screening of recruited mentors, including ECS Volunteer approval process, and initiate mentor-youth matches with parental permission.**
- C. **Provide insurance coverage for all youth and volunteer participants.**
- D. **Engage parents with support services** as needed.
- E. **Provide mentors with ongoing training and support services.**
- F. **Provide** match incentives and activities to support developmental relationships.
- G. **Contact both the child and the volunteer on a regular basis and provide support to each match.** Plan and coordinate summer communication between volunteers and youth or transition to Community Based Program.
- H. **Collect school and other relevant data** in order to evaluate the project's effectiveness in meeting grant goals and objectives.
- I. **Collaborate monthly and at the end of the school year**, in-person or by telephone with Community Schools program staff, to evaluate effectiveness of partnership.
- J. **Allow school personnel to know which students are being seen.** Provide names of students to be receiving services ahead of time to school administration.

Eureka City Schools agrees to:

- A. **Provide a site liaison** who champions the program and assists matches with their interactions.
- B. **Provide on-site space for a BBBSNC Match Support Specialist** appropriate for conducting private meetings and will provide access to a copy machine.
- C. **Identify and recruit children to participate**, including aiding **BBBSNC staff with obtaining parent/guardian permission forms.**
- D. **Provide meeting space for matches on the school campus**, especially when the weather is inclement. Provide snacks to participants as resources allow.
- E. **Site based mentoring** can occur at lunch or in the extended learning program.

Big Brothers Big Sisters

- E. Allow access for District staff to student records (i.e. grades, attendance, disciplinary actions, etc.) of participating students whose parents have given written consent. To be utilized by BBBSNC staff only to determine student outcome data and support needs.
- F. Disseminate program information in school newsletters and bulletins.
- G. Collaborate monthly and at the end of the school year, in-person or by telephone with program staff, to evaluate the effectiveness of the partnership.

X

Eureka City School District
Printed name: Jennifer Johnson
Title: Assistant Superintendent
Date: _____

X

Big Brothers Big Sisters of the North Coast
Printed name: Florence Parks
Title: Executive Director
Date: _____

Big Brothers Big Sisters



5 year Strategic Plan 2025-2030



Big Brothers Big Sisters

Who we are:

BBBS has been bringing a positive influence into the lives of children by matching them with adult volunteers in fun and rewarding relationships since 1904. And since 1969, Big Brothers Big Sisters of the North Coast has served over 4,000 children here in Humboldt County!

BBBSNC exists to improve the lives of youth in Humboldt County through one-on-one mentoring relationships. One-on-one mentoring provides a positive role model for youth, helps build self-esteem and confidence, and can improve academic performance and social skills. A lot of youth in our programs will come from disadvantaged backgrounds or face challenges, such as poverty, family instability, exposure to violence, which can impact their development and future opportunities. Investing in youth mentoring can have a positive impact on the community because it helps break the cycle of poverty, crime, and other negative outcomes. Mentoring can help build a stronger, more resilient community by fostering positive relationships and inspiring future leaders. Mentors are positive role models who can inspire youth to pursue their goals & dreams & provide guidance and support for youth in our community during challenging times.

We partner with parents/guardians, volunteers and others in the community and hold ourselves accountable for each child in our program achieving:

- Higher aspirations, greater confidence, and better relationships
- Avoidance of risky behaviors
- Educational success

Where we are:

<p>Current Programs</p>	<p>Community-Based Mentoring is great for volunteers who: are 18 years of age or older, are patient, open-minded, and active, would enjoy spending 8-12 hours a month with a youth facing adversity, have a car they can use to get around, have skills and hobbies they would like to share with a child, and can commit to their match for a minimum of one year.</p>	<p>Site Based Mentoring is great for volunteers who: are 16 years of age or older, would like to meet at a consistent designated site, at a designated time, are available to meet for 1 hour a week during the after-school program hours, enjoy playing board games, sports, crafts, helping with homework, and can commit to their match for a minimum of one school year.</p>	<p>Lunch Buddies Big Futures</p>
<p>Capacity</p>	<p>We currently support up to 70-80 matches within our current staff size & budget.</p>		

Big Brothers Big Sisters

		<p>We currently have ____ matches.</p> <p>We have ____ potential new Bigs.</p> <p>We have ____ waiting Littles.</p> <p>We have ____ staff members. ____ part-time & ____ full-time.</p> <p>Our current annual budget is ____.</p>	
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SWOT Analysis:

<h3>Strengths</h3> <ul style="list-style-type: none"> • Established brand recognition and reputation as a leading youth mentoring organization. • Strong network of volunteers and community partners. • Well-established mentoring program with proven success in improving the lives of youth. • Experienced and dedicated staff members. • Strong financial support from donors and grants for the current budget. 	<h3>Weaknesses</h3> <ul style="list-style-type: none"> • Limited resources and capacity to serve all the youth in need within current # of staff & budget. • Reliance on volunteers who may have limited availability or commitment. • Possible difficulty in reaching and engaging with certain segments of the community, such as those in remote or low-income areas. • Potential challenges in maintaining long-term relationships between mentors and mentees.
<h3>Opportunities</h3> <ul style="list-style-type: none"> • Expansion of programs to serve more youth, particularly those in underserved areas. • Development of new partnerships with community organizations and businesses in Humboldt County. • Use of technology to enhance mentoring relationships and provide additional resources for mentors and mentees. • Development of new fundraising strategies to increase financial support to help aid the org in achieving its mission. 	<h3>Threats</h3> <ul style="list-style-type: none"> • Competition from other youth mentoring organizations or programs (grant competition, volunteers may go elsewhere). • Economic downturns or changes in donor priorities that may decrease funding. • Legal or regulatory changes that may impact the organization's operations. • Negative publicity or scandals that may damage the organization's reputation. • Employee turnover. • Upcoming change in leadership. <ul style="list-style-type: none"> ○ Preparing the org so there is a smooth leadership transition.

Big Brothers Big Sisters

Where we want to be:

Our Vision is that all youth achieve their full potential.

Our Mission is to build and support one-to-one relationships to ignite the biggest possible futures for youth.

4 Key Pillars

- **REACH:** Reach more young people with mentoring experiences that put them on the path to graduate with a plan for their future and a positive mentor whose impact lasts a lifetime.
- **RELEVANCE:** Engage 1 million alumni and champions to join our mission and elevate our brand as the most trusted and relevant “go to” source for mentoring solutions across the country.
- **REVENUE:** Generate transformational investment in the Big Brothers Big Sisters mission.
- **RESOURCES:** Become a best in class, customer-centric national office supporting a thriving and connected network of self-sustaining agencies.

Our path forward:

The biggest threat BBBSNC faces is our limited resources and capacity to serve all the youth in need in Humboldt County within our current 3.5 FTE's & budget. In charting our path forward, we landed on 6 significant priorities:

1. **Reach more youth** in Humboldt county. Currently, we are not able to reach all youth in Humboldt county who need our services, especially youth in more rural parts of Humboldt County, as well as Spanish speaking families (and other families where the parents don't speak much or any English).
2. **Grow our fanbase & funding opportunities.** While we have amazing individuals and organizations who have been "raving fans" for many years, we believe there are more out there who share our passion and hopes for mentoring youth in Humboldt County. We need to identify others who are interested in supporting our cause through grants, campaigns, & individual giving.
3. **Leadership change.** The current Executive Director for BBBSNC will be leaving her role in 2025, so it's critical to have a succession plan in place as well as a way to find, attract, & retain a quality candidate to lead our organization.
4. **Attract & retain quality employees, as we grow our team.** There is high staff turnover due to low wages & high burnout making it more difficult to find and retain

Big Brothers Big Sisters

quality employees. Current staff have to wear too many hats in their roles, as we are a small organization. We need to tap into new sources of funding so we can hire more staff to support our mission & the youth we are serving & so we can expand our services to support more youth throughout Humboldt County.

5. **Youth Centered.** Our organization strives to be more youth-centered & would like to start by involving youth in the decision making process, giving them a voice, & equal say in what our organization does by having a young person join our board.
6. **Build strong relationships & presence within the community** to help us recruit & find the right potential Bigs for Littles on our waitlist, to create new partnerships, to create & find new mentoring opportunities within our community, to expand our services, & to find new ways to support Littles in our program (including those on our waitlist).

Objectives:

Focus Area #1 - Reach more youth

1.1. Start a Big Futures Program.

The Big Futures would expand the age range of youth we support, as this program would be focused on youth ages 16-25 year old. Mentoring services in the Big Futures program will focus on career/job related support & opportunities. BBBSNC can currently sustain 75-80 matches with our current budget but we plan to start expanding our services, & we will work up to supporting at least 25 new matches for our Big Futures Program. We would be adding an Enrollment & Match Support Specialist to our team to lead the new program.

- We currently have a small planning grant for \$11,000 to help us navigate making this role/program a reality. We will focus on securing funding to get this program up and running within the 1st year of our strategic plan.
- We will work to form partnerships with 1-2 Humboldt high schools & College of the Redwoods in the 1st year of our strategic plan (ideally with Eureka High & Arcata High for Big Futures program).
- Target goal: get 10-15 students in our Big Futures program in the first year. 20-25 students the 2nd year.
- We would also do a gap analysis at the schools we would like to form partnerships with to find out what their needs are and how we can support youth best through the Big Futures program.
- We will research the industry opportunities in/coming to our area (for Littles in the program to learn about different potential local career opportunities that are or will be available when they are ready to start a career).
- We will work to form partnerships with organizations in various career opportunities that youth might want to learn about who can come talk to our youth, or give tours, & potentially even find volunteers that are working in those fields who might want to be a Big in our Big Futures program.

1.2. Focus on supporting underserved communities in Humboldt County.

Big Brothers Big Sisters

- Expand our services to rural areas in Humboldt County
 - We will start by researching and forming collaborations with rural area programs to gauge interest and opportunities for youth and volunteers in these areas during the 1st year of our strategic plan.
 - If there is a demand/need for it, we will work on securing funding to support hiring a part time rural area Enrollment Match Support Specialist to our team in year 2nd-3rd year of strategic plan.
- We will create more resources & reach out to Spanish speaking communities & families, Hmong communities & families, etc. to ensure they can access our program & receive our services should they want them.
- When hiring new staff, we will work to find & hire qualified Bilingual candidates, so we can better support all youth & their families, regardless of what language they speak.
- Look into AI technology that can translate languages to support our work.

Focus Area #2 - Grow our fanbase & funding opportunities.

2.1. Expand budget & funding sources

We know there is an opportunity to build our "fanbase." We have a compelling mission, a well-established and respected brand, and a network of volunteers. We are confident that these factors, combined with the right talent and sufficient resources, will enable us to increase support through creating an individual giving program, so others can join us in achieving our vision.

- For the first year of our strategic plan:
 - We will research & identify new opportunities that will allow us to grow and diversify our funding sources & start building those relationships.
 - We will research fundraising platforms & tool to track individual giving.
 - We will do more targeted campaigns to start finding individual donors who are dedicated to mentoring.
 - Build a monthly giving program.
 - Goal: get one new monthly donor each month for 1st year.

2.2. Plans for when we secure the expanded budget

Goal for within 1st year of strategic plan:

- Increase staff pay & benefits (including 401k) for employee retention & ensuring employees make a living/competitive wage.
- Hire a full time Enrollment & Match Support Specialist for the Big Futures program by the end of the 1st year.
- Fundraise to cover costs of ALL staff attending the annual BBBS conference.

Goal for within 2nd -3rd year of strategic plan:

- In the 2nd year we will work to raise the funds to hire a full time fundraiser. This will free up the ED & other staff members time to focus on other crucial areas of their work. It will also provide us with a knowledgeable & dedicated team member who can focus on starting to really build an

Big Brothers Big Sisters

individual giving program, for our organization. As well as build and maintain donor/grant relations, find & apply for grants, support our fundraising events, eventually start a major donor program, & lead our capital campaign for a new office. This role will be critical to increase our organizations funding which will allow us to continue expanding our services so we can work towards achieving our vision.

- In the 3rd year of our strategic plan, we will work to hire a full time Recruitment & Marketing Specialist to our team. This will allow our Enrollment & Match Support Specialists to focus on the enrollment process, and not have to wear so many hats. We can have this team member ramp up our recruitment efforts for our various programs & reach more potential Bigs & Littles throughout Humboldt County. They would also run our social media pages & help get the word out through other marketing methods. This is another critical role to have filled so we can continue expanding our services to support more youth.
- **Start** a capital campaign in 2026 for a new office that can also be a gathering place for youth/matches.

Focus Area #3 - Leadership change

3.1. Create a succession plan for new ED.

The Board of Directors should update the ED job description, and ensure the position attracts & retains qualified candidates by offering competitive pay & benefits for the ED role. Along with this strategic plan, a more detailed annual plan based on a strategic plan needs to be created, to help the new ED succeed in their role. This will help the new ED understand the most important things to focus on in their first year in the role. The board of directors will also put together a timeline for when to start the search for a new ED, if they they will work with the current ED for a while to help ease the transition and have a plan in place for if the current ED leaves before a new ED is found.

Focus Area #4 - Attract & retain quality employees, as we grow our team.

4.1. Ensure pay provides a livable wage that is competitive & provide desirable benefits to retract & retain quality employees.

We want to attract and retrain staff by providing them with a competitive & livable wage with good benefits. We have struggled to do that with our current budget & it effects our programing (and leads to staff burnout) as there is less time & capacity to recruit, enroll, & support matches, when we are constantly having to hire & train new staff.

4.2. Hire at least 3 new full time staff members.

Even when we are fully staffed (within our current budget) staff have to wear many hats, and it makes it harder for staff to balance all the responsibilities they currently have with the amount of time there is in the work week. Finding new funding sources could alleviate some of this by allowing us to hire a few additional staff members so staff wear less hats & more intentional focus can go into reaching & expanding our services to support more youth & recruit more volunteers. The most crucial positions to hire new staff members for during our strategic plan is:

Big Brothers Big Sisters

- Big Futures Enrollment & Match Support Specialist
- Fundraising Director
- Recruitment & Marketing Specialist

Focus Area #5 - Youth Centered

5.1 Ensure youth's voices are centered in our work.

The work we do centers on youth in Humboldt County, so it's crucial that their voices are heard & involved in the decision making process, as they know best what they need from us.

- We will recruit a youth who is currently in our program or has recently been in our program to join our board of directors by 2025.
- Our staff will start researching more ways incorporate a youth centered approach to our work.
- A staff member will attend a professional development opportunity to learn more about youth centered work, share what they learned with the team, & lead the implementation of additional youth centered approaches to incorporate into our work.

Focus Area #6 - Build strong relationships & presence within the community

6.1. Engage the local business community & local schools.

With the new Big Futures program, we will be working to make connections with local businesses in a variety of fields, so that youth in our programs can have connection opportunities to learn about fields they are interested in. This will also be an opportunity to see if local organizations might be willing to incentivize their staff to volunteer in the community by providing them with a free "paid" volunteer hour each week, potentially as a Big for our Big Futures program.

We will be working to build & strengthen relationships with local schools for our site-based program & for the Big Futures program so we can connect with students who would like to be in our mentoring programs.

6.2. Build relationships with underserved populations.

It's important to find ways to reach the populations we are not already reaching, such as more rural parts of Humboldt County, as well as Spanish & Hmong speaking families in the area.

6.3. Find new ways to get involved in our community & recruit more potential Bigs & Littles who are interested in joining our program.

We will be working to find new ways to reach potential Bigs in our community, as well as potential Littles, for example try recruiting Bigs through sports teams or at music festivals. We will also get creative on where to look for potential Bigs when doing recruitment for a specific child, who might have been on our waitlist longer than is ideal, that we want to find the right match for.

Big Brothers Big Sisters

Big Brothers Big Sisters



INTERAGENCY MEMORANDUM OF UNDERSTANDING

This agreement is between **Big Brothers Big Sisters of the North Coast (BBBSNC)**, **Fortuna Elementary School District** and **Fortuna Union High School District**. The purpose is to establish and maintain an effective partnership to collaborate on the provision of free mentoring services to students attending schools within the district. The goal is to increase students' self-esteem and social skills, as well as improve students' school attendance and performance.

TERMS

The term of this Memorandum of Understanding shall be **September 2022 through July 2025**.

DESCRIPTION OF SERVICES

Big Brothers Big Sisters of the North Coast agrees to:

- A. Work collaboratively with school/FRC/After School Program staff** in the recruitment of student participants.
- B. Conduct appropriate screening of recruited mentors and initiate mentor-youth matches with parental permission.**
- C. Provide insurance coverage for all youth and volunteer participants.**
- D. Engage parents with support services** and resources as needed.
- E. Provide mentors with ongoing training and support**, specifically in alignment with safety procedures per school site.
- F. Provide match incentives and activities** to support developmental relationships.
- G. Contact both the child and the volunteer on a regular basis and provide support to each match.** Plan and coordinate summer communication between volunteers and youth, or transition to Community Based Program.
- H. Collect school and other relevant data** in order to evaluate the project's effectiveness in meeting goals and objectives.
- I. Collaborate monthly and at the end of the school year**, in-person or by telephone with Afterschool Program staff, to evaluate effectiveness of partnership.

Walker Elementary agrees to:

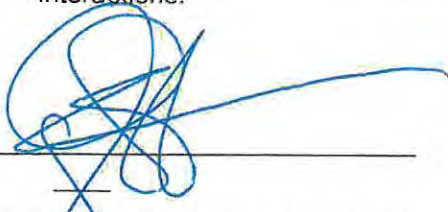
- A. Provide a site liaison** who champions the program and assists matches with their interactions.
- B. Provide on-site space for a BBBSNC Match Support Specialist** appropriate for conducting private meetings, and access to a copy machine.

Big Brothers Big Sisters

- C. Identify and recruit children to participate, including aiding BBBSNC staff with obtaining parent/guardian permission forms.
- D. Provide meeting space for matches on the school campus, especially when the weather is inclement. Provide snacks to participants as resources allow.
- E. Allow access to student records (i.e. grades, attendance, disciplinary actions, etc.) of participating students whose parents have given written consent. To be utilized by BBBSNC staff only to determine student outcome data and support needs.
- F. Disseminate program information in school newsletters and bulletins.
- G. Collaborate monthly and at the end of the school year, in-person or by telephone with program staff, to evaluate effectiveness of partnership.

Fortuna/East Fortuna High Schools agrees to:

- A. Allow BBBSNC staff to recruit HS Bigs on campus.
- B. Provide on-site space for BBBSNC staff to hold orientations and trainings for HS Bigs
- C. Collaborate monthly and at the end of the school year, in-person or by telephone with program staff, to evaluate effectiveness of partnership.
- D. Provide a site liaison who champions the program and assists matches with their interactions.

X 

X _____

Fortuna Union High School District

Big Brothers Big Sisters of the North Coast _____

Printed name: *Glen Senestraro*

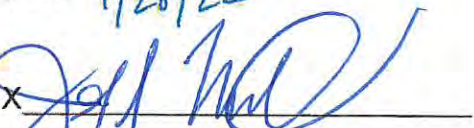
Printed name:

Title: *Superintendent*

Title:

Date: *9/28/22*

Date:

X 

Fortuna Elementary School District

Printed name: *Jeff Northern*

Title: *Superintendent*

Date: *9/29/22*

Big Brothers Big Sisters

Florence Elizabeth JoAnn Parks

•Inspiring Systemic Change •Improving Outcomes •Equipping Youth to Thrive

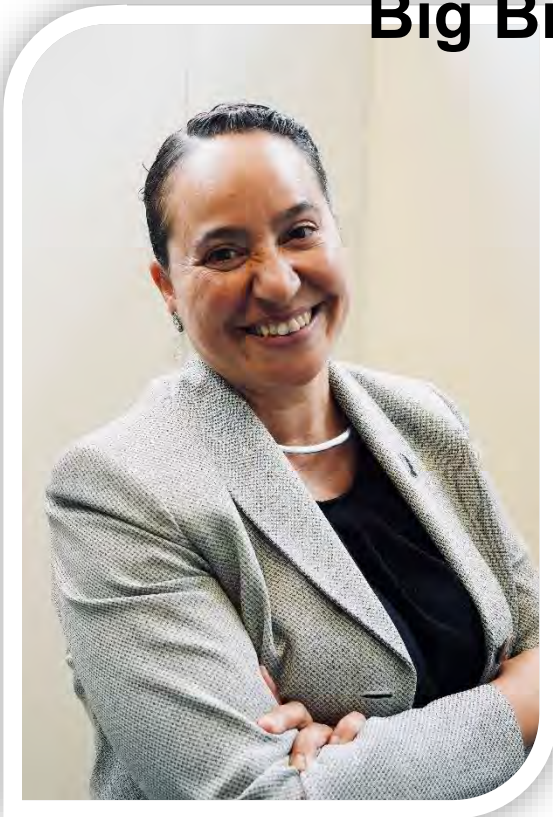
TRANSFORMATIVE LEADER & MENTORING EXECUTIVE

MANAGEMENT SKILLS

- Administration of mentoring program services,
- Implementation of program enhancements,
- Development and management of the program budget,
- Development of short- and long-term goals, annual program plans, and evaluations,
- Agency representative in community meetings and collaborative activities.

PROGRAMATIC ACHIEVEMENTS

- Supervised program staff, volunteer mentors, and program match support specialists,
- Created a cohesive work atmosphere through team building, open communication, and mutual respect,
- Certified hundreds of adult community volunteer mentors under the State of California Mentoring Initiative criteria,
- Recruited, interviewed, trained, coached, and supported volunteer adults,
- Increased outcomes and matched mentors with children in foster care, and with Shoulder to Shoulder (STS) a faith based mentoring program,
- Furthered staff and volunteer's growth and development in mentoring,
- Coordinated and facilitated agency presence at community events thinking, creativity, and integrity.



CONTACT

905 B Street, Eureka

CA 95501

(707) 333-6158

Fparks.fbp@gmail.com

FUNDRAISING AND PROGRAM DEVELOPMENT

- Developed, maintained, and supervised young adult Leaders In Training Program for Wonder a mentoring program of Sierra Forever Families,
- Researched and secured funding for the LifePlan Curriculum for teens in mentoring programs,
- Responsible for increasing the number of long-term matches of mentor and mentee, annual renewals for up to eight years,
- Exceeded standards set by the Council on Accreditation, writing Policies and Procedures and Practices,
- Instrumental in agency receiving competitive Office of Juvenile Justice Department grant for Mentoring Children of Prisoners,
- Provided Technical Assistance to the development and growth of 10-20 programs per year,
- Direct Support of Board of Directors, including facilitating strategic and fund development planning.

HIGHLIGHTED PROFESSIONAL EXPERIENCE

25 years of experience in mentoring field and positive youth development

- Big Brothers Big Sisters of the North Coast
- Commissioner for Eureka City Open Space, Parks and Recreation
- BBBS State Association Chair
- MENTOR (National mentoring community)
- California Mentoring Partnership (Statewide mentoring community)
- Shoulder to Shoulder (Faith based mentoring program)
- Sierra Forever Families Wonder Mentoring Program (Wonder)

Big Brothers Big Sisters

HIGHLIGHTED PROFESSIONAL EXPERIENCE CONTINUED

- Solano Mentor Collaborative
- The Mentoring Center (Transformative Mentoring)
- The Parent Movement (Fostering Resiliency)
- Bay Area Mentoring Coalition
- Summer Institute in Youth Mentoring

EXPERIENCE TIMELINE

2019-Present	Executive Director Big Brothers Big Sisters of the North Coast Board Chair Stephanie McMullen, 707.208.7959
2017-2023	Technical Assistant Consultant Center for Applied Research Solutions Associate Executive Director and Project Director Erika Green, 707.568.3800
2015 – 2017	Vice President of Mentoring Operations Shoulder to Shoulder Sacramento, CA Founder and CEO Emeritus, William Coibion, 916.412.5554
2012 – 2015	Program Director for Wonder Sierra Forever Families Sacramento, CA Director: Glynis Butler-Stone, 916.368.5114
2004 – 2012	Youth Programs Manager Fighting Back Partnership Vallejo, CA Executive Director: Tony Pearsall, 707.646.5230
2008-2014	Director of Camp Programs Camp Fire Golden Empire Council Vallejo, CA Executive Director: Jan O'Callahan, 707.648.1425

EDUCATION

San Francisco State University:	Bachelor of Arts Radio and Television Broadcast Electronic Communications
Solano Community College:	Associates of Arts Communications Associates of Arts Film & Television Associates of Arts Liberal Arts
Portland State University:	School of Social Work 30 Continuing Education Units

JOB RELATED SKILLS:

Google Suite, Microsoft Office, Publisher, Excel, Access, Data Entry, Grant Writing, Grant Management, Volunteer Management Systems, Zoom & Teams tele-multimedia conferencing.

PERSONAL ATTRIBUTES:

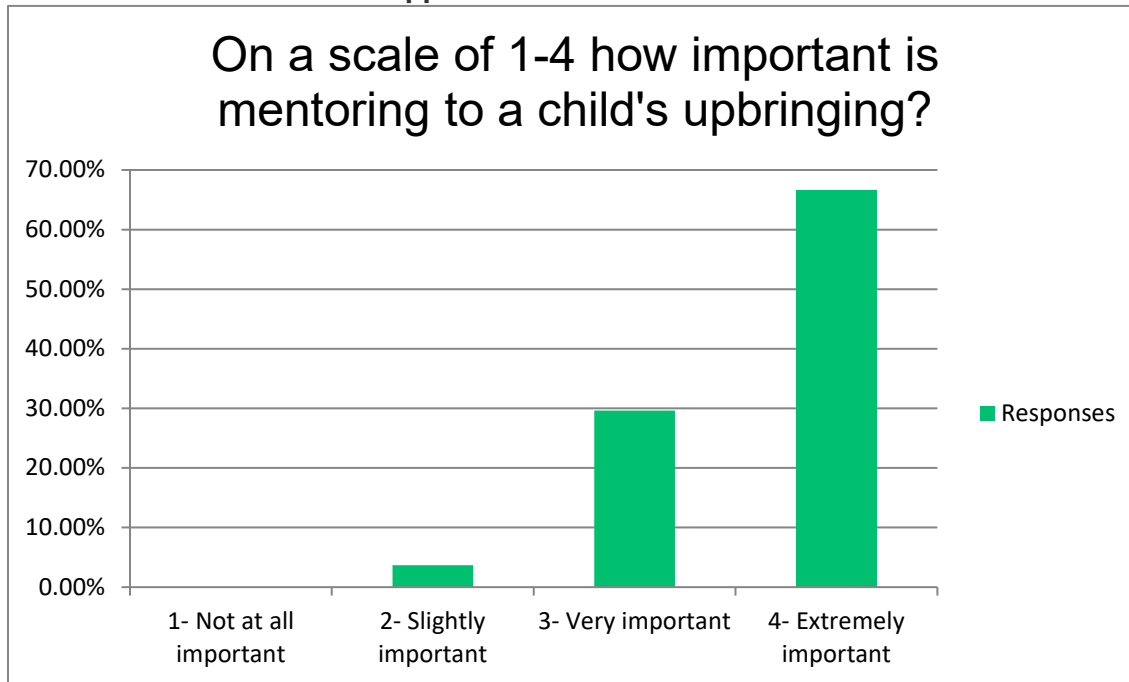
Organized
Passionate
Devoted
Transformational Servant Leadership

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

On a scale of 1-4 how important is mentoring to a child's upbringing?

Answer Choices	Responses	
1- Not at all important	0.00%	0
2- Slightly important	3.70%	3
3- Very important	29.63%	24
4- Extremely important	66.67%	54
Answered		81
Skipped		0



Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

Besides Big Brothers Big Sisters, what other mentoring groups for our youth have

Answered 73

Skipped 8

Big Brothers Big Sisters

Big Brothers Big Sisters

1
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Big Brothers Big Sisters

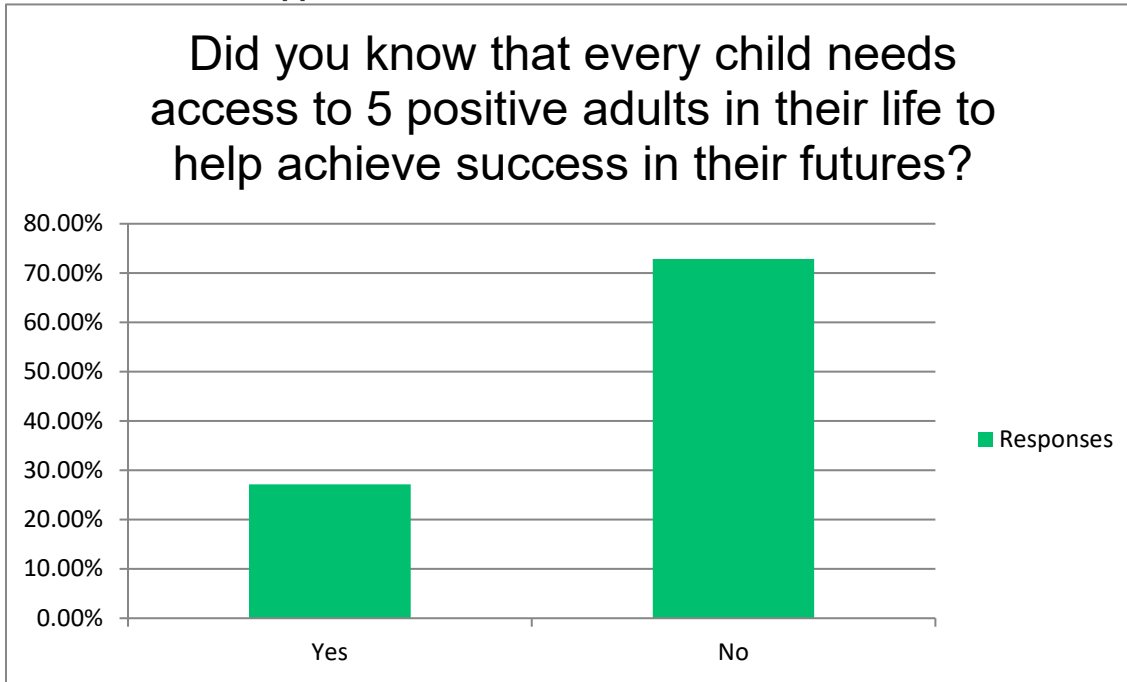
4H
Americorps
Arcata Chamber
Boys and Girls Club
California Mentor
CASA
Church Groups
Decade of Difference
Early Outreach Programs
Eureka Boys and Girls Club
Family Resource Center
FFA
HCOE Transition Partnership Program
HCOE WorkABILITY Program
HCTAYC
Hoopa YCCC
Humboldt State YES House
I'm a CASA
Ink People's MARZ Project
JUMP StArts
MARZ Project
MMS
NCIDC- Da'luk Youth Program and Indigenous Education Advocate
North Star Quest Camp for Girls
Pathfinders
Puentes
Rotary
Scouting groups
Service Learning Interns
Teen Advisory Group at UIHS - not exactly the same but similar
Teen Court has mentoring with lawyers for those that want a career in the legal field.
The Raven Project
Trio
Two Feather Native American Family Services
Various Ink People Projects
Wild Souls
YES
Youth Mentoring Program (YMP) at the YES House on the HSU campus.

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

Did you know that every child needs access to 5 positive adults in their life to help

Answer Choices	Responses	
Yes	27.16%	22
No	72.84%	59
	Answered	81
	Skipped	0



Big Brothers Big Sisters

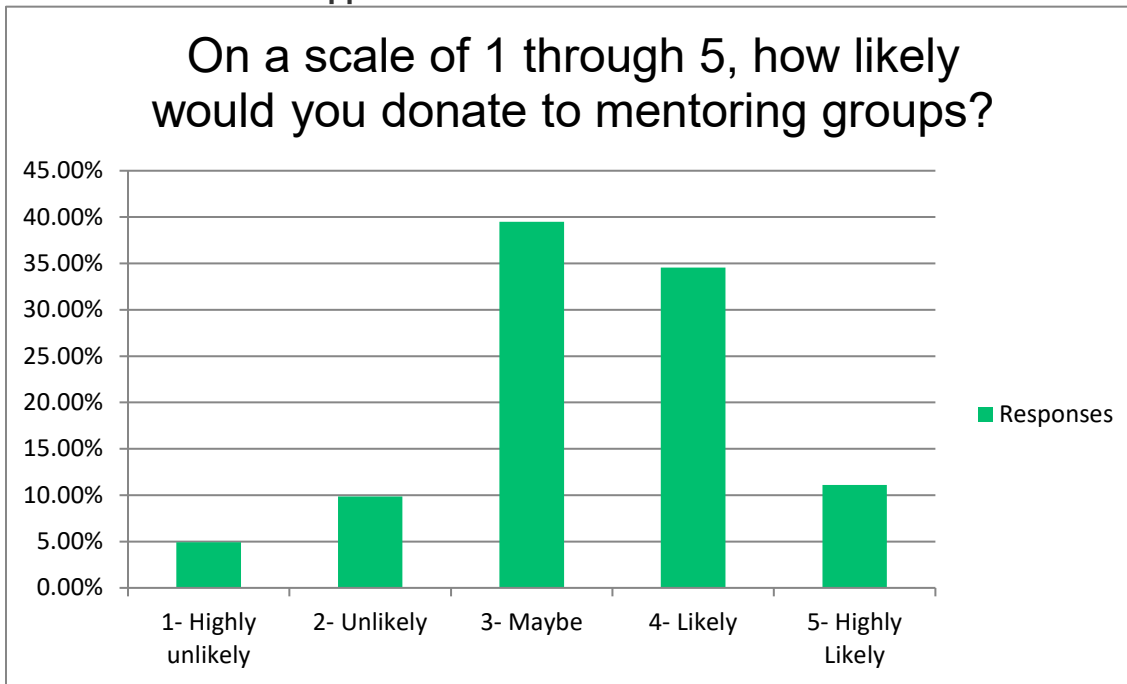
› achieve success in their futures?

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

On a scale of 1 through 5, how likely would you donate to mentoring groups?

Answer Choices	Responses	
1- Highly unlikely	4.94%	4
2- Unlikely	9.88%	8
3- Maybe	39.51%	32
4- Likely	34.57%	28
5- Highly Likely	11.11%	9
Answered		81
Skipped		0

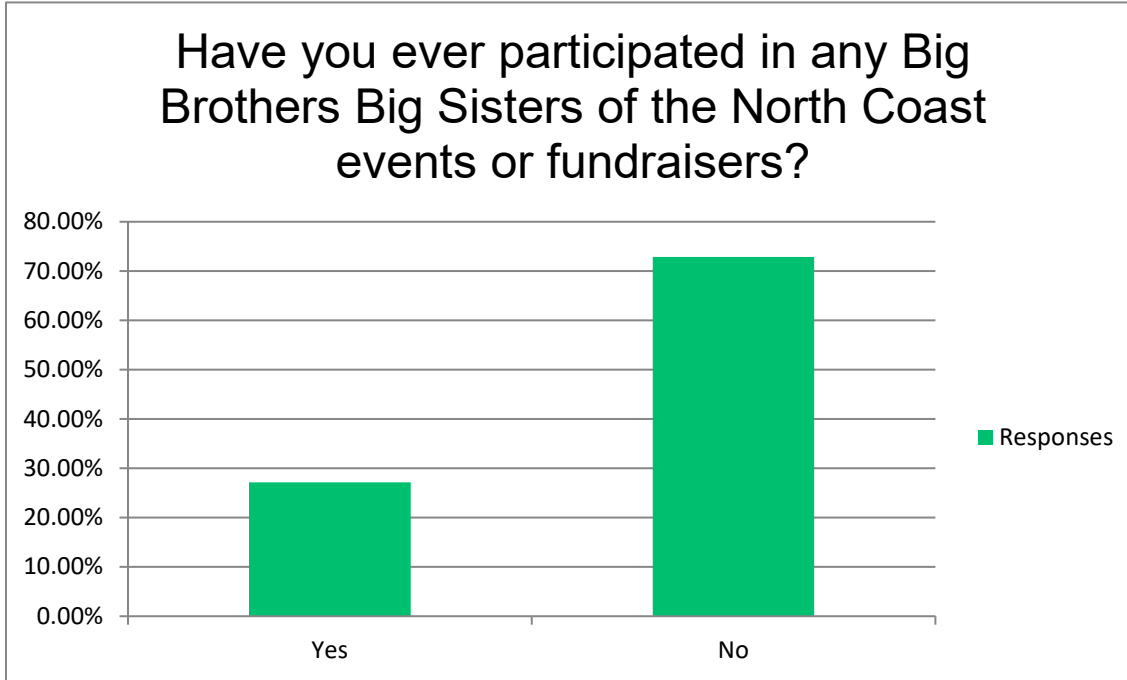


Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

Have you ever participated in any Big Brothers Big Sisters of the North Coast eve

Answer Choices	Responses	
Yes	27.16%	22
No	72.84%	59
Answered		81
Skipped		0



Big Brothers Big Sisters

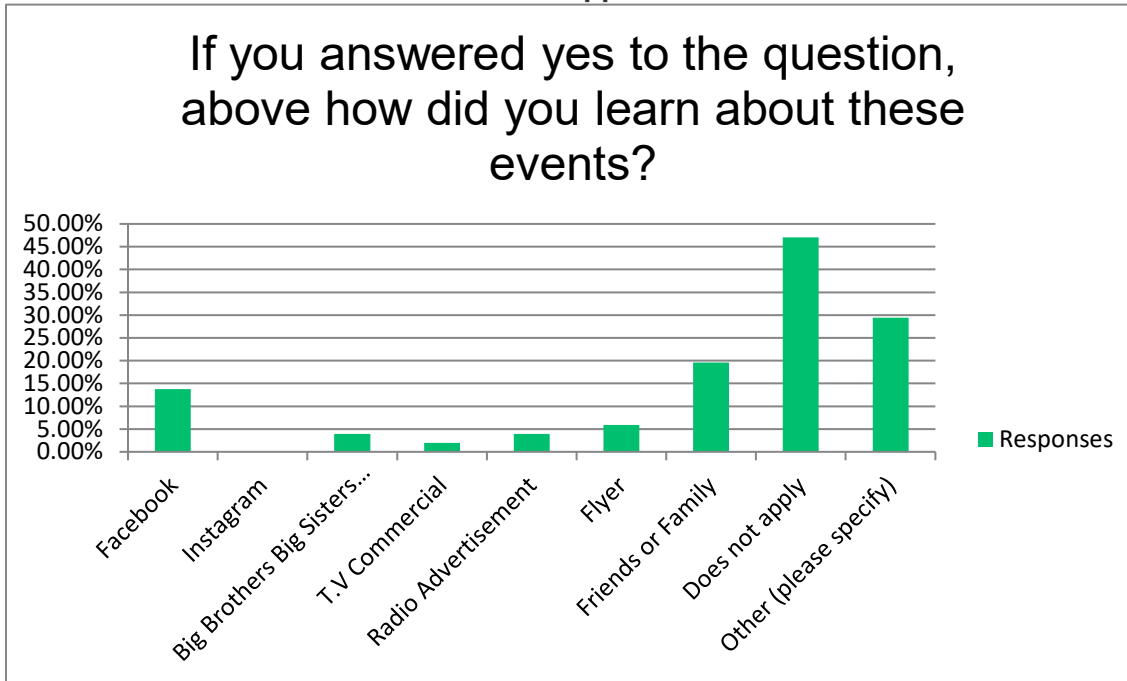
nts or fundraisers?

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

If you answered yes to the question, above how did you learn about these events?

Answer Choices	Responses	
Facebook	13.73%	7
Instagram	0.00%	0
Big Brothers Big Sisters Newsletter	3.92%	2
T.V Commercial	1.96%	1
Radio Advertisement	3.92%	2
Flyer	5.88%	3
Friends or Family	19.61%	10
Does not apply	47.06%	24
Other (please specify)	29.41%	15
	Answered	51
	Skipped	30



Big Brothers Big Sisters

Other

Bowl for kids sake

Chamber of Commerce

Class

Co-workers

EMAIL

email list serve

Email via HSU

NorCan

through my work

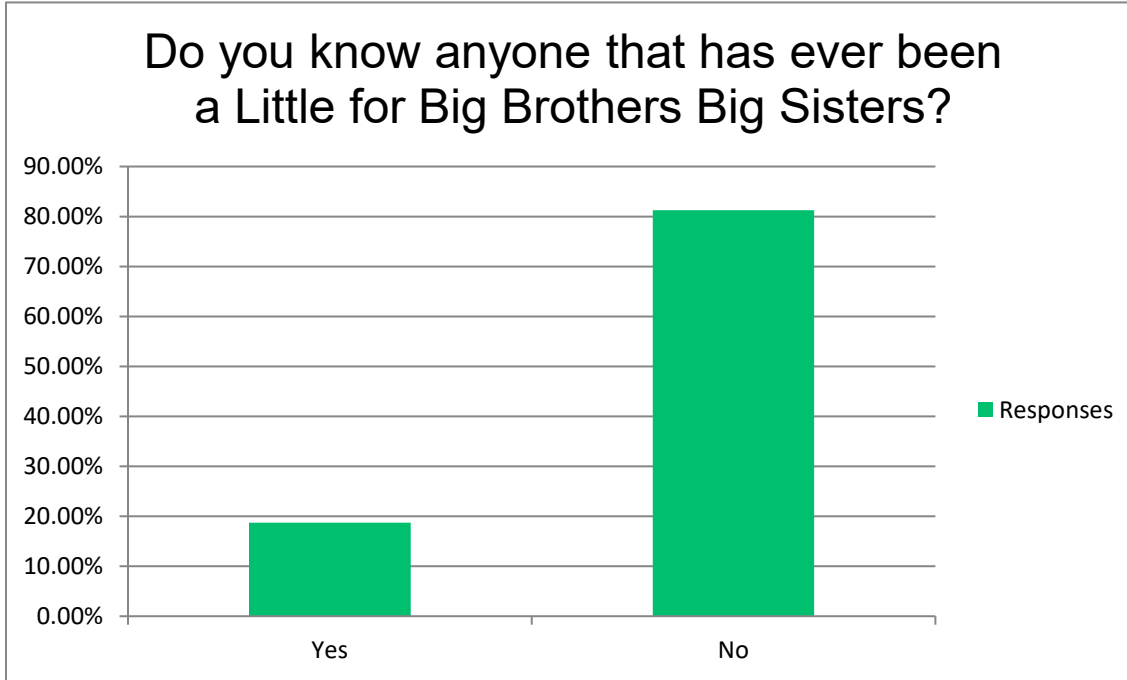
was a partner program

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

Do you know anyone that has ever been a Little for Big Brothers Big Sisters?

Answer Choices	Responses	
Yes	18.75%	15
No	81.25%	65
Answered		80
Skipped		1

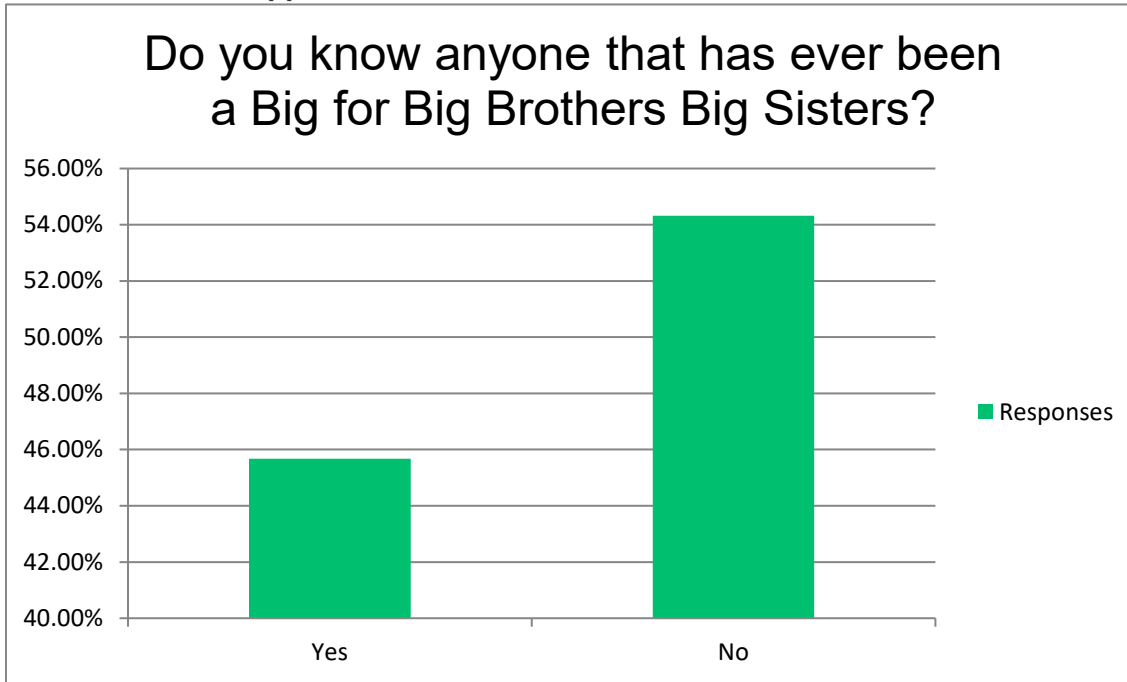


Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

Do you know anyone that has ever been a Big for Big Brothers Big Sisters?

Answer Choices	Responses	
Yes	45.68%	37
No	54.32%	44
	Answered	81
	Skipped	0

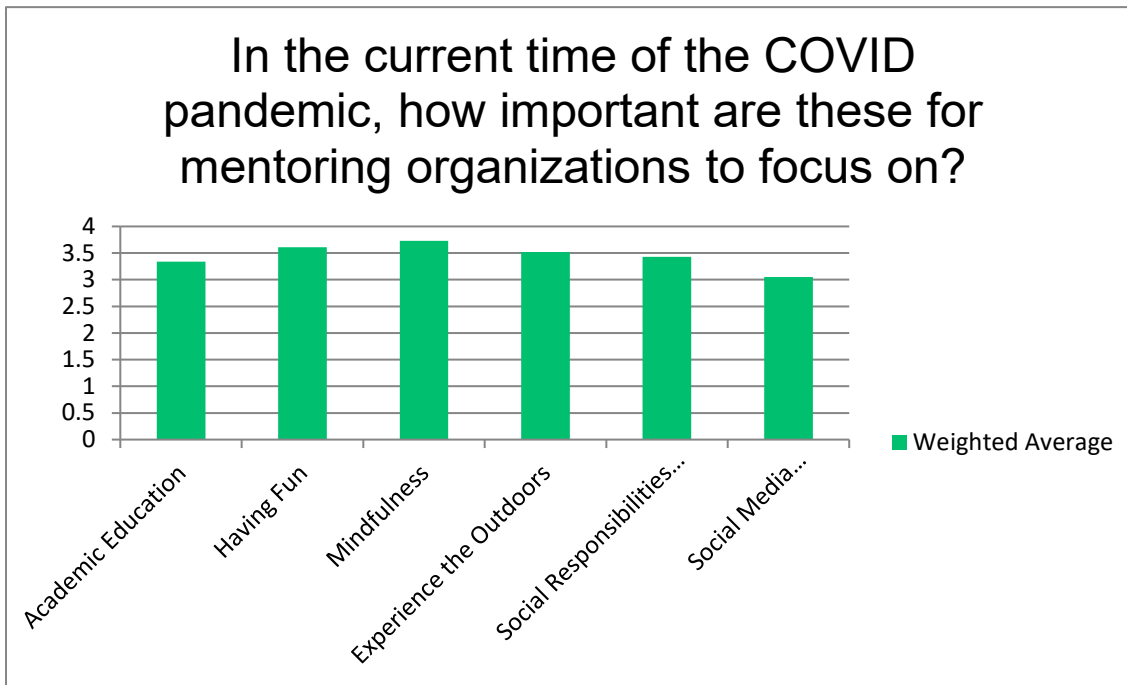


Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

In the current time of the COVID pandemic, how important are these for mentoring

	Not at all Important		Slightly Important		Impo
Academic Education	0.00%	0	15.19%	12	35.44%
Having Fun	1.27%	1	3.80%	3	27.85%
Mindfulness	0.00%	0	2.53%	2	21.52%
Experience the Outdoors	1.27%	1	6.33%	5	31.65%
Social Responsibilities (phy	2.53%	2	10.13%	8	29.11%
Social Media Responsibilitie	10.13%	8	17.72%	14	29.11%
Other (please specify)					



Big Brothers Big Sisters

organizations to focus on?

Important	Very Important	Total	Weighted Average	
28	49.37%	39	79	3.34
22	67.09%	53	79	3.61
17	75.95%	60	79	3.73
25	60.76%	48	79	3.52
23	58.23%	46	79	3.43
23	43.04%	34	79	3.05
			8	
		Answered		79
		Skipped		0

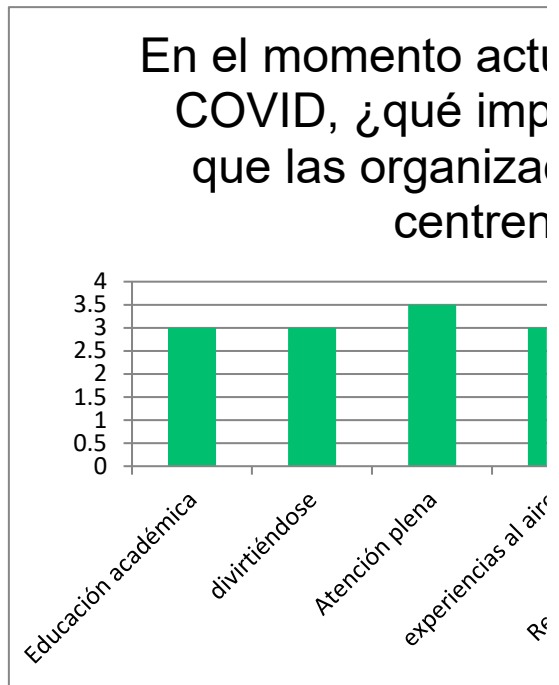
Big Brothers Big Sisters

Big Brothers Big Sisters de la C En el momento actual de la pande

	No tan importante	igeramente	
Educación	0.00%	0	0.00%
divirtiéndose	0.00%	0	0.00%
Atención p	0.00%	0	0.00%
experienc	0.00%	0	0.00%
Responsa	0.00%	0	0.00%
Responsa	0.00%	0	50.00%
Otra (por favor especifique)			

Other

- Financial education
- Self-care and Mental Health
- Emotional Support
- Work
- having a hobby
- Processing negative emotions and experiences
- What to do about bullying nn
- Creativity, Mental Health



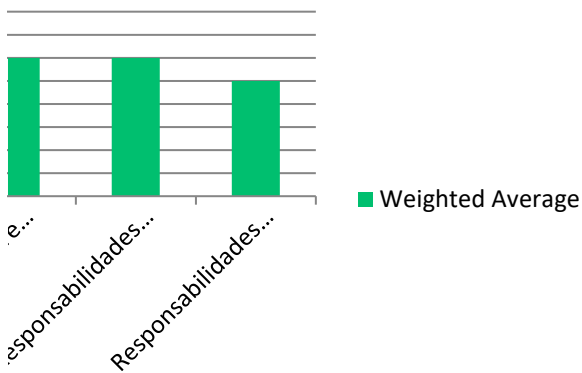
Big Brothers Big Sisters

osta Norte

nia de COVID, ¿qué importancia tienen para que las organizaciones mentoras se centren

¿e importan?	Importante	Muy importante	Total	ghted Average		
0	100.00%	2	0.00%	0	2	3
0	100.00%	2	0.00%	0	2	3
0	50.00%	1	50.00%	1	2	3.5
0	100.00%	2	0.00%	0	2	3
0	100.00%	2	0.00%	0	2	3
1	50.00%	1	0.00%	0	2	2.5
				0		
				Answered	2	
				Skipped	0	

ual de la pandemia de
ortancia tienen para
ciones mentoras se
en ellas?



Big Brothers Big Sisters

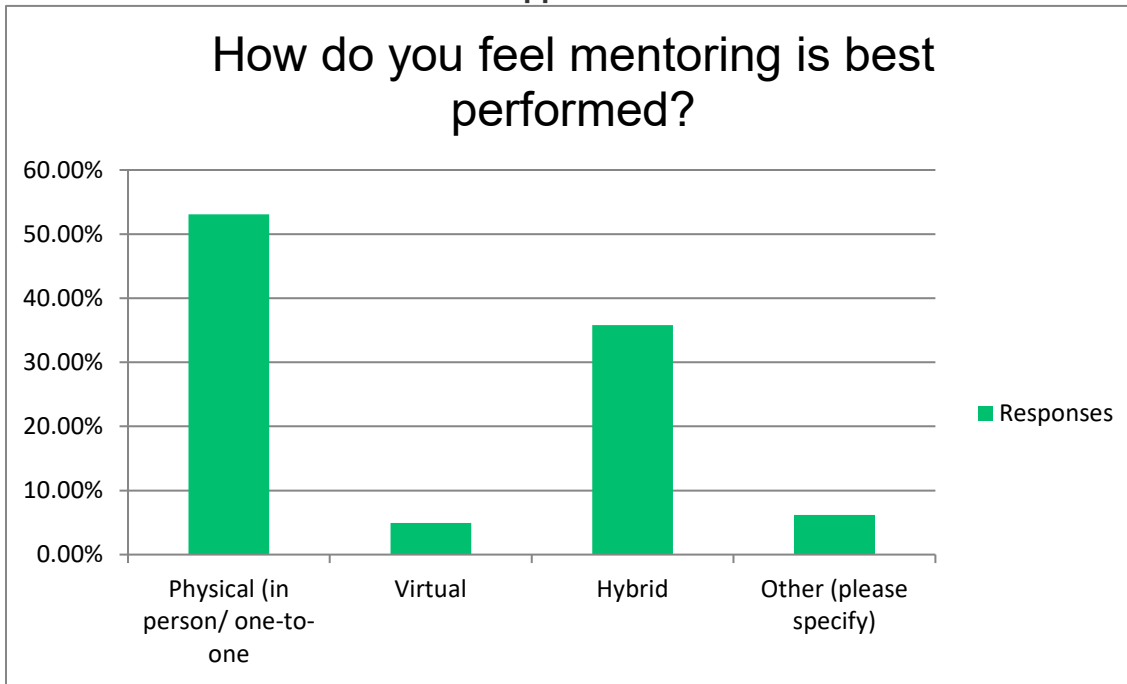
1 en ellas?

Big Brothers Big Sisters

Big Brothers Big Sisters of the North Coast

How do you feel mentoring is best performed?

Answer Choices	Responses	
Physical (in person/ one-to-one	53.09%	43
Virtual	4.94%	4
Hybrid	35.80%	29
Other (please specify)	6.17%	5
	Answered	81
	Skipped	0



Big Brothers Big Sisters

Big Brothers Big Sisters

Other

While I think that in-person is the best for both Bigs and Littles, a hybrid aspect provides a new mentoring oppor
Hybrid whether we are socially distanced or not. A lot of times it the mentor isn't in direct connection with the c
in a covid situation, any way that you can. In the after times: hybrid - in person and virtual.

All of the above, it just needs to happen frequently!

in person non-covid. virtual now.

Big Brothers Big Sisters

tunity. This being that kids can learn common technology etiquette, skills, and familiarity during mentoring activ

Big Brothers Big Sisters

ities.

Building Lives by Building Structures



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Building Lives by Building Structures

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Franklin Richards

Contact Person Title

Executive Chairman/Training Curriculum/Instructor

Contact Email

frichards294@gmail.com

Contact Phone

(707) 273-2704

Contact Address

36 Campbell Field Ln, Hoopa, CA 95546

Organization Information

Organization Name

Building Lives By Building Structure Hoopa 501(c)3 Non-Profit Organization (BLBS)

Director / CEO

Franklin Richards

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

Building Lives by Building Structure's (BLBS) mission is to provide affordable homes for the Klamath Trinity region by training local youth in the construction trades.

Authorization and Acknowledgement

Authorized representative name*

Franklin Richards

Authorized representative title

Executive Chairman/Training Curriculum/Instructor

Signature

Building Lives by Building Structures

Budget Information

Total current year organizational budget

\$25,000.00

Number of full-time employees

1

Amount of HWF requested

\$75,000.00

Total project cost

\$625,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
08/01/2025

Grant timeline: end

06/30/2026

Project timeline: start

Please provide the timeline of your project
08/01/2025

Project timeline: end

06/30/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Affordable Modular Home Construction Training

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$625,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

This application will fund a workforce development training program resulting in completion of the two affordable homes that have been partially completed by BLBS students in the Hoopa Modular Plant owned by the Hoopa Valley Tribe. Attached to the application are photos of the homes under construction. One is 60% completed by the students and the other is framed and partially sheathed (15% complete).

BLBS has trained approximately 35 young men and women in home maintenance and construction of small affordable homes within the Klamath-Trinity region since 2020. Students learn and apply carpentry and other construction skills within this program that advances their skill level and careers.

This project implements CEDS Strategy 4a: BUILDING WORKFORCE – TRAINING/EDUCATION

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture

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Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

What is the need for your project and what will be achieved (what is the current situation and what is the desired outcome?)

Response: The proposed project will fund a workforce development training program resulting in completion of two small affordable homes that were partially completed by the Building Lives By Building Structure (BLBS) students. These partially completed homes are being constructed in the Hoopa Modular Plant owned by the Hoopa Valley Tribe. Attached to this application are photos of the two homes under construction. One is 60% complete and the other is framed and partially sheathed (15% complete).

The BLBS workforce development program trains men and women in the Carpenter trade. This project will train eighteen (18) men and women who are unemployed/underemployed living within the Klamath-Trinity region. Students learn and apply Carpentry and other construction skills within this program which advances their skill level and careers.

Partnership with the Hoopa Valley Tribe is key to this project. The tribe's Hoopa Modular Plant provides a secure state-of-the-art facility for home construction.

The project's short-term success within the grant timeframe will be measured by:

1) Eighteen (18) men and women who are unemployed/underemployed living within the Klamath-Trinity region will receive workforce training in home construction trades; and

2) The two unfinished homes will be completed. Once completed these two homes will be sold at a competitive market value to fund workforce development training offered by BLBS and material costs for future housing projects.

Long-term success will sustain the BLBS workforce development training program, which will be largely funded by the sale of future housing projects. Long-term success also includes a skilled workforce to sustain home construction, increase in job and career opportunities and competitive wages.

How critical is the need?

Response: A sufficient qualified workforce is key to business development and economic growth. Humboldt County has a shortage of qualified home builders which elevates the cost of housing locally. This problem is particularly acute in the remote rural parts of the County, including the Hoopa Valley Reservation. The most recent Humboldt County Comprehensive Economic Development Strategy documents a recent employer survey, which indicates that many organizations experience hiring difficulties due to:

- Insufficient Number of Applicants (66%)
- Candidates Lack Relevant Work Experience (70%)
- Candidates Lack Hard/ Soft Skills (49%)

What are possible alternatives?

Response: If adequate funding becomes an issue, BLBS will sell the nearly finished home - "Home #1" "as is" to obtain adequate funding to complete the largely unfinished home - "Home #2".

Who is leading the project and who is participating in the project?

Response: BLBS will lead the project. The Hoopa Valley Tribe will be participating in this project by providing building space to BLBS in the Modular Plant as an in-kind match for the grant funding.

Will the project be able to proceed without Headwaters funding?

Response: Yes, as mentioned above, BLBS' backup plan is to finish the project through donations and fundraising.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact?

Response: Eighteen or more unemployed/under-employed Native Americans living on the Hoopa Valley Reservation, who complete the workforce training through this

Building Lives by Building Structures

project will benefit from learning and obtaining hands-on experience within the construction trades. BLBS is strategically targeting 16-24 year-olds due to the lack of employment opportunities. The Hoopa Valley Reservation has a 28% unemployment rate, more than double the national rate. This project will provide a pathway for career success. Once the program meets its goal as self-sustainability, additional jobs and training will be created. Indirectly, Humboldt County businesses, which sell materials for the BLBS project will benefit as well.

How will you measure the impact?

Response: The project will be measured by:

- 1) Eighteen (18) men and women who are unemployed/underemployed living within the Klamath-Trinity region will not only receive workforce development training in the home construction trades; but the participants will complete the necessary hours to be eligible as an apprentice.
- 2) Construction of two homes will be completed. Upon completion, the two homes will be sold at a competitive market value.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Response: Listed below is the description of the project timeline:

Phase 1: Complete construction and sale of Home #1

- 1) Select cohort of eligible participants to perform the construction (7/2025 - 8/2025).
- 2) Secure all construction, painting, and finishing materials (8/2025).
- 3) Complete construction, painting and finishing of Home #1 (9/2025 - 12/2025).

Phase 2: Sell Home #1 involves the following steps:

- 1) Selection of real estate agent (10/2025).
- 2) Develop listing/advertising materials (10/2025).
- 3) Marketing and promotion (11/2025)
- 4) Selection of purchaser (12/2025)
- 5) Finalize sale and move the home to the new site (1/2026)

Complete construction and sale of Home #2

Phase 3: Complete construction and sale of Home #2

- 1) Select cohort of eligible participants to perform the work (11/2025 - 12/2025).
- 2) Secure all construction, painting, and finishing materials to complete Home #2 (1/2026).
- 3) Complete construction, painting and finishing of Home #2 (2/2026 - 7/2026).

Selling Home #2 involves the following steps:

- 1) Selection of real estate broker (9/2026).
- 2) Develop listing/advertising materials (9/2026).
- 3) Marketing and promotion (10/2026)
- 4) Selection of purchaser (11/2026)
- 5) Finalize sale and move the home to the new site (12/2026)

4) Describe how this project (or the outcome) will be sustained into the future.

Describe how this project (or the outcome) will be sustained into the future.

Response: BLBS has committed Board Members who fully support the mission and vision of the program by volunteering their time to assist the BLBS trainer and operations. Additionally, the Hoopa Valley Tribe also is committed by providing free rent for the use of the Hoopa Modular Plant and by providing financial resources for its tribal members who are part of the program. As mentioned previously, the sale of the two homes and future construction projects will allow the continuation, acceleration and expansion of the workforce development program, resulting in a skilled workforce allowing an increase in jobs and competitive wages in the region.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Describe the resources that are needed and/or will be used for this project.

Response: BLBS will be using building materials to complete the homes. BLBS board members, staff and volunteers are needed to sustain operations of the workforce development program. This includes cohort recruitment, fundraising, tools and instruction. This is key for future jobs and career opportunities with competitive wages. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Response: The Hoopa Valley Tribe is partially funded by the United States Federal Government. Some of the resources to maintain the modular plant are from Federal Government funding.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

Response: As mentioned earlier, eighteen or more unemployed/under-employed Native Americans living on the Hoopa Valley reservation, who complete the workforce training through this project will benefit from learning and obtaining hands-on experience within the construction trades. BLBS is strategically targeting 16-24 year-olds due to the lack of employment opportunities for this population. This project will provide a pathway for career success. The students that complete the program will have the ability to achieve direct entry into the Carpenters Union as Union Carpenters Apprenticeship with local #751.

7) Describe who supports this project and in what ways?

Describe who supports this project and in what ways?

Response: Over the past four years, BLBS has garnered support from the local community and surrounding tribes within the region. BLBS has provided free and low-cost labor to veterans and homeowners who lack the financial capacity for a general contractor. The Hoopa Valley Tribe also supports the program by providing free rent for the use of the Hoopa Modular Plant and by providing financial resources for its tribal members who are part of the program. Additionally, the BLBS board members continue to support the project and activities by volunteering their time to provide support to the BLBS volunteers and staff which also includes fundraising.

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8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Describe the financial structure for this project.

Response: The Hoopa Valley Tribe is donating the workspace for classes and hands-on training. The materials, tools and supplies used to construct the homes to date have been funded through donations and fundraising by BLBS Board members. When BLBS lacks the funding for teaching classes, BLBS volunteers and staff teach classes at no cost.

What is the total cost?

Response: The total project cost is approximately \$625,000 which includes \$440,000 for the use of the Hoopa Modular Plant where the classes are taught and the homes are constructed.

What are the sources of funding/matching funds?

Response: The workspace provided by the Hoopa Valley Tribe is a match valued at \$10,000 per month. The tribe has provided the match for the past two years, and they have agreed to continue to provide that match through the timeline of the proposed project grant. Franklin Richards, BLBS Executive Director, is the instructor of the workforce development training program. Franklin has donated his time to provide instruction to several cohorts over the past two years which is a match valued at \$5,000 per year. Presently, Home #1 is 60% completed, which is a match valued at \$45,000. Home #2 is 15% completed, which is a match valued at \$11,250. Costs for construction of these homes have been supported by donations and fundraising activities by BLBS Board members and staff. Proceeds from the sale of Home #1 will be used as a match for the remaining materials and supplies costs for completing Home #2.

How specifically will Headwaters funds be used?

Response: Headwaters' funds will be used to purchase the materials needed to finish Home #1 and Home #2, so they are ready for sale. Headwaters funds will also be used to purchase a car hauling trailer to enable BLBS to move the modular homes offsite when they are sold.

9) Complete the budget template to demonstrate the financial structure.

See attached.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Describe how you will acknowledge the Headwaters Fund in your work.

Response: Once the proposed project is awarded, BLBS will provide a press release which will be distributed via website, the Hoopa Valley Tribe and other tribes in the surrounding region and in the local Two Rivers Tribune newspaper. All advertisements for the sale of the constructed homes will acknowledge the Headwaters Fund. Teaching materials for the cohorts will also acknowledge the Headwaters Fund.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

BLBS Budget for HWF application.pdf

41.63KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

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SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				

Governance

List of your board of directors or council members.

BLBS Board Member List.pdf

29.83KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

BLBS Letter of Support_Backman.pdf

78.03KB

BLBS Letter of Support HomeContained - 1-28-25.pdf

53.23KB

BLBS letter of support from Lisa Sundberg.pdf

83.6KB

BLBS letter of support from KTJSD.pdf

1.08MB

BLBS Letter of Support - Elements of Earth and Energy - 1-26-2025.pdf

299.54KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

BLBS IRS Tax Status Certification letter.pdf

713.68KB

(PDF preferred) max file size 10 MB

Annual operating budget

BLBS Annual Operating Budeget 2024.pdf

425.58KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Building Lives by Building Structures

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

BLBS Board Member bios.pdf

38.48KB

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

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Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Franklin Richards, Instructor - part time	20000	10000	10000	See Note #1
Staff 2:... etc.				
Sub-total: all Direct Salareis & Wages	20000	10000	10000	
Benefits & Payroll Taxes (35%)	7000	3500	3500	
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify) 8.5' * 24" Car trailer to haul modular home sections	8000	8000		
Materials and supplies: Building materials and supplied to complete Home #1 and Home #2 (see Project Budget Detail for more specific materials and supplies costs.)	150000	53500	96500	See Note #2
Other (describe) use of the Hoopa Modular Plant (\$10,000/month for past two years and continuing to 8/1/2026)	440000		440000	See Note #3
Total Project Cost	625000	75000	550000	
% of Total Project Cost		12%	88%	

Note #1: Frank donated all of his time in to instruct classes in 2023 and 2024. He donated at least 300 hours over the two-year period doing public outreach to applicants, selecting the cohorts and instructing the Basic Carpentry classes. He normally bills out at \$35/ hr. for his work, so this amounts to a contribution of \$10,000 during the 2023 - 2024 time period constructing Home #1 and Home #2. He is anticipating working another 300 hours over the coming 20 months instructing classes in the completion of Home #1 and Home #2. The students within the BLBS program are trainees and receive no pay.

Note #2: Home #1 will cost approximately \$22,500 to complete and Home #2 will cost approximately \$69,750 to complete which is a total of \$92,250. BLBS is requesting \$53,500 of the remaining materials and supplies costs be paid for by the Headwaters grant. This will fund completion of Home #1 and approximately 45% of Home #2's remaining materials and supplies costs. The remaining materials and supplies costs for construction of Home #2 (\$38,750) will come from donations and the proceeds from the sale of Home #1 which is expected to occur in January, 2026.

Note #3: Note #3: The Hoopa Valley Tribe has generously donated the use of the Hoopa Modular Plant to provide a dry, safe, and secure location to construct Home #1 and Home #2 and the Tribe has committed to donate the use of that space for the duration of the grant timeline. The workspace provided by the Hoopa Valley Tribe is a match valued at \$10,000 per month. This amounts to a match of \$440,000 provided by the Hoopa Valley Tribe for construction of the homes (44 months * \$10,000/month = \$440,000).

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Detail of BLBS Project Budget

Cost of construction

Category	Item	Total Cost		Remaining Cost	
		Home #1	Home #2	Home #1	Home #2
Framing		\$ 6,750	\$ 6,750	\$ -	\$ 1,500
	Floor joists				
	Floor plywood				
	Wall studs				
	Roof studs				
	Wall plywood				
	Roof plywood				
	Glue				
	Nails				
Siding		\$ 6,000	\$ 6,000	\$ -	\$ 6,000
	Siding				
	Trim				
	Nails				
	Glue				
	House wrap				
	staples				
Roofing		\$ 7,500	\$ 7,500	\$ -	\$ 7,500
	Comp shingles				
	Nails				
	Trim				
	Flashing				
	vent pipe covers				
Windows		\$ 3,750	\$ 3,750	\$ -	\$ 3,750
	4 windows double pane vinyl				
	nails				
	trim				
Doors		\$ 2,250	\$ 2,250	\$ -	\$ 2,250
	2 interior pre-hung hollow core wood doors				
	1 exterior prehung solid core wood door				
	trim				
	nails				

Building Lives by Building Structures

Detail of BLBS Project Budget

Cost of construction

Category	Item	Total Cost		Remaining Cost	
		Home #1	Home #2	Home #1	Home #2
Rough electrical		\$ 8,500	\$ 8,500	\$ -	\$ 8,500
	Electrical wire				
	drill bit				
	electrical box				
	staples				
	outlet and light boxes				
	temperature controls				
Rough plumbing		\$ 11,750	\$ 11,750	\$ -	\$ 11,750
	pex				
	pex fittings				
	copper fittings				
	bathtub/shower				
	hot water heater				
	staples				
	ABS vent pipe & fittings				
	ABS waste pipe & fittings				
	ABS glue				
	solder				
Insulation		\$ 6,000	\$ 6,000	\$ -	\$ 6,000
	Insulation				
	staples				
	spray foam				
Sheetrock		\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750
	Sheetrock panels				
	sheetrock tape				
	joint compound				
	finishing compound				
Finished plumbing		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	copper fittings				
	kitchen sink				
	bathroom sink				
	faucets				
	drains				

Building Lives by Building Structures

Detail of BLBS Project Budget

Cost of construction

Category	Item	Total Cost		Remaining Cost	
		Home #1	Home #2	Home #1	Home #2
Finished electrical		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	outlet cover plates				
	outlets				
	interior light fixtures				
	exterior light fixtures				
Painting		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
	paint				
	masking tape				
	paint brushes				
Flooring		\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
	flooring material				
	glue				
	trim				
	nails				
		Home #1	Home #2	Home #1	Home #2
Total Remaining Cost				\$ 22,500	\$ 69,750
Total Spent (as of 12/31/24)				\$ 52,500	\$ 5,250
Total Projected Cost for Completion		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000

Building Lives by Building Structures

BLBS Board of Directors

Franklin Richards, Founding Director, BLBS; Carpentry Teacher

Dr. Juliet McKinnon-Maestas, Founding Board Member

Connie McKinnon, Founding Board Member

Harold Jones, Board Member

Coty Mott, Board Member

Building Lives by Building Structures



January 28, 2025

Headwaters Fund Grant January 2025

Headwaters Fund Grant Review Staff

Subject: Letter of Support for the Building Lives by Building Structure (BLBS) request for a Headwaters Fund grant

To whom it may concern,

Home Contained LLC is a modular home building company that has a pre-approved ADU in Humboldt County. Our company can make many products for housing needs and we work with developers to design, manufacture, approve and deliver the units.

Home Contained had the pleasure of working alongside BLBS to build the approved ADU unit in Arcata several years ago and even applied for the Headwaters Grant during that time to help pay BLBS students and support the program. Home Contained has continued to work with Franklin Richards and BLBS to find opportunities to address the housing shortage in Hoopa. Many Tribal members are living in sub-standard housing consisting of trailers and mobile homes that require replacement. This is a serious problem and we hope to be part of the rebuild.

Frank Richards, the Executive Chairman of BLBS seeks funding for finalizing construction of the two partially built homes in the Hoopa Modular Plant. I have seen these homes being built and the funding will help finish them and get them installed.

BLBS program is building a workforce of skilled tradesmen and women that could implement the program described in the application. Home Contained has seen the great work Franklin is doing with his students and his graduates as well. Franklins has a special expertise in training a skilled workforce and also goals to providing safe, high-quality housing for the residents of the Hoopa Valley Reservation. Franklin has followed through on all his projects and the Headwaters Grant project will also be another great success if he's awarded funds.

Sincerely,

Debbie Glassberg

Founder

Home Contained LLC

www.homecontained.com

debbie@homecontained.com

310.2917941

Building Lives by Building Structures

January 30, 2025

Headwaters Fund Grant January 2025

Headwaters Fund Grant Review Staff

Subject: Letter of Support for the Building Lives by Building Structure (BLBS) request for a Headwaters Fund grant

To whom it may concern,

My company, Backman Building Services, LLC. has had the opportunity to work with Franklin Richards and the BLBS program over the last year. We have been collaborating with BLBS College of the Redwoods and Indigenous Habitat Institute (IHI) on building a home that is made of prefabricated hemp-lime panels. The goal is to develop a proof of concept that would allow homes to easily and affordably be built at a factory and transported and erected at a job site.

The collaboration is to both develop the methodology of prefabricated panels and to develop a workforce that is trained on the factory construction of the panels as well as train how to transport and install the panels in the field. The BLBS program has been instrumental in providing a wealth of construction knowledge by Franklin and by providing the physical space at the BLBS portion of the Hoopa Modular Plant.

The Hoopa Modular plant is a state-of-the-art facility and has great potential to produce affordable homes. In addition to our collaboration, BLBS has other projects that are very impressive. There are 2 unfinished homes currently stored at the facility that are very close to being finished. I know that if BLBS received the Headwaters grant they could finish those homes and through their sale generate income that could make the program self-sustaining.

I have seen firsthand the initiative and output of the BLBS program and would like to offer my support in them receiving the Headwaters Grant for 2025.

Sincerely,



Chrissy Backman, P.E.
Backman Building Services, LLC-owner
CA #B118196
Cell: 707-499-1809

"We have seen the future and it is us!"

Building Lives by Building Structures Elements of Earth and Energy

General Building, Electrical and Solar Contractor 

TO: Frank Richards, Chairman of Building Lives by Building Structure (BLBS)
FROM: Jeff Trirogoff, President of Elements of Earth and Energy
RE: Letter of Support
DATE: January 26, 2025

Dear Mr. Richards,

On behalf of Elements of Earth and Energy, I am submitting this letter of support for the Headwaters Grant funding.

The work that BLBS is doing with its workforce and economic development, and Intro Carpentry Training class program for Natives on the Hoopa Valley Indian Reservation is timely more now than ever, considering the Palisades, Easton and Los Angeles fires that are still burning. Having access to a skilled workforce and workforce development through their partnerships with College of the Redwoods, CalPoly Humboldt, and other leaders in Humboldt County will help our region fast track and model the critical pieces of building and re-building structures, especially with its current and future projects in the Modular Building in Hoopa Valley. Communities like Los Angeles and other fire zones will benefit greatly from their work.

We support this application and hope that they are approved so they can have the resources needed to start doing critical work for our community.

Sincerely,

Jeff Trirogoff

Jeff Trirogoff
Elements of Earth and Energy
President
Jeff@CALLee.com



Jeffery Trirogoff

General Building, Electrical and Solar Contractor

NABCEP PV System Inspector & PV Installation Professional

1928 Central Ave., #147, McKinleyville, CA 95519

Jeff@CALLee.com

California State License Board, Lic.# 969938

Cost. #073020-007479 #110112-152

Tel: 805.231.0822

Building Lives by Building Structures



January 29, 2025

Klamath-Trinity Joint Unified School District

P. O. BOX 1308 + HOOPA, HUMBOLDT COUNTY, CALIFORNIA 95546

Jennifer Lane
Superintendent

Telephone (530) 625-5600

FAX (530) 625-5611

Web address: <http://www.ktjUSD.k12.ca.us>

County of Humboldt
Economic Development Division
Headwaters Competitive Award
Headwaters@co.humboldt.ca.us

To Whom It May Concern:

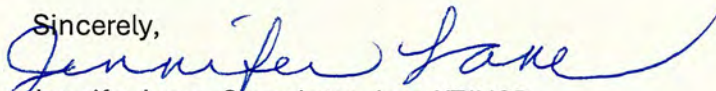
The Klamath Trinity Joint Unified School District is a public school district located on the Hoopa Indian Reservation. We are home to 960 students, 90% of whom are members of one of three local tribes: Hoopa, Yurok and Karuk. We have a 100% free and reduced meal count for our students and over 85% of our students live below the poverty line. Many students live in subpar housing, dilapidated mobile homes, RV Trailers, older HUD homes, and shacks that have not been upgraded. Just yesterday, one of my principals did a home visit to ask why four children have not been in school and his foot went through the floor of the porch.

Frank Richards, the Executive Chairman of BLBS, is also a standing school board member of our district. He knows firsthand the struggles that families in our community face with the housing crisis. He has worked with our district previously in our Career Technical Education Department in the Building Trades and Construction field. He also holds a CTC Credential. He teaches Building Trades at our local College of the Redwoods Branch and has provided opportunities for our high school students to enroll in his class to become certified journeymen. The group is currently working on building temporary homeless shelters for members of our community, as well as finalizing construction on two tiny home models at the Hoopa Tribal Modular Plant.

The KTJUSD supports BLBS in their quest to secure additional funding for these and other tiny home projects. Through BLBS, many elders in the community get the needed repairs to their homes that they desperately need: new roofs, handicap ramps, new porches, and new flooring for their homes. I am confident that if awarded a Headwaters Grant, Mr. Richards would continue to provide these much needed services to our community.

The KTJUSD is a proud partner with BLBS and supports their work 100%. Feel free to contact me if you need any additional information about the work that BLBS does.

Sincerely,



Jennifer Lane, Superintendent KTJUSD

Building Lives by Building Structures



January 29, 2025

Headwaters Fund Grant January 2025

Headwaters Fund Grant Review Staff

Subject: Letter of Support for the Building Lives by Building Structure (BLBS) request for a Headwaters Fund grant

To Whom It May Concern,

The Indigenous Habitat Institute (IHI) is a California non-profit engaged with transferring the professional hempcrete building industry knowledge from France to North America. We are prefabricating hempcrete walls and providing workforce training to the community to build with this fire retardant, mold resistant and energy efficient material. IHI and BLBS are working together to build the first permitted prefabricated hempcrete wall system in the state of California to be placed in the City of Eureka.

The work that BLBS is critical to the community in workforce training for the building needs of housing in our local community. It's is our hope to develop an economy for our area.


We affirm our intent to collaborate and partner with BLBS in our mutual work if it gets funded.

Sincerely,

Lisa Sundberg
CEO
Indigenous Habitat Institute
951-833-8888 c

Building Lives by Building Structures

Building Lives by Building Structures

 **IRS** Department of the Treasury
Internal Revenue Service

CINCINNATI OH 45999-0038

040258.275270.452678.15866 1 AB 0.419 530



BUILDING LIVES BY BUILDING
STRUCTURE
% FRANK E RICHARDS
PO BOX 1293
HOOPA CA 95546

40258

CUT OUT AND RETURN THE VOUCHER IMMEDIATELY BELOW IF YOU ONLY HAVE AN INQUIRY.
DO NOT USE IF YOU ARE MAKING A PAYMENT.

CUT OUT AND RETURN THE VOUCHER AT THE BOTTOM OF THIS PAGE IF YOU ARE MAKING A PAYMENT,
EVEN IF YOU ALSO HAVE AN INQUIRY.

The IRS address must appear in the window.

Use for inquiries only

BODCD-TE

0248144558

Letter Number: LTR4168C
Letter Date : 2020-10-05
Tax Period : 000000

INTERNAL REVENUE SERVICE

CINCINNATI OH 45999-0038



851498224

BUILDING LIVES BY BUILDING
STRUCTURE
% FRANK E RICHARDS
PO BOX 1293
HOOPA CA 95546

851498224 IN BUIL 00 2 000000 670 000000000000

The IRS address must appear in the window.

Use for payments

BODCD-TE

0248144558

Letter Number: LTR4168C
Letter Date : 2020-10-05
Tax Period : 000000

INTERNAL REVENUE SERVICE

OGDEN UT 84201-0102



851498224

BUILDING LIVES BY BUILDING
STRUCTURE
% FRANK E RICHARDS
PO BOX 1293
HOOPA CA 95546

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Building Lives by Building Structures

CINCINNATI OH 45999-0038

In reply refer to: 0248144558
Oct. 05, 2020 LTR 4168C 0
85-1498224 000000 00

00015449
BODC: TE

BUILDING LIVES BY BUILDING
STRUCTURE
% FRANK E RICHARDS
PO BOX 1293
HOOPA CA 95546

Employer ID number: 85-1498224
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Sep. 24, 2020, about your tax-exempt status.

We issued you a determination letter in August 2020, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific

Building Lives by Building Structures

BLBS Operating Budget 2024

January 1 – December 31, 2024

Revenues from donations and fundraising - \$26,250

Costs of BLBS Workforce Development Program - \$26,250

Detail of Costs of BLBS Workforce Development Program January 1, 2024 – December 31, 2024 for construction of Home #1 and Home #2

Description of Materials/Supplies	Cost
Rough electrical Electrical wire drill bit electrical box staples outlet and light boxes temperature controls hot water heater	\$9,000
Rough plumbing pex pex fittings copper fittings bathtub/shower staples ABS vent pipe & fittings ABS waste pipe & fittings ABS glue solder	\$11,250
Insulation Insulation staples spray foam	\$6,000
Total: \$26,250	

Building Lives by Building Structures

Documentation of BLBS Workforce Development Program Costs in 2024

Photo of Home #1 Under Construction in the Hoopa Modular Plant:



Building Lives by Building Structures

Photo of Home #2 Under Construction in the Hoopa Modular Plant:



Photo of Workforce Development Training Class In Session in the Hoopa Modular Plant:



Building Lives by Building Structures

BLBS Workforce Development Training Program Project Timeline:

Phase 1: Complete construction and sale of Home #1

- 1) Select cohort of eligible participants to perform the construction (7/2025 - 8/2025).
- 2) Secure all construction, painting, and finishing materials (8/2025).
- 3) Complete construction, painting and finishing of Home #1 (9/2025 - 12/2025).

Phase 2: Sell Home #1 involves the following steps:

- 1) Selection of real estate agent (10/2025).
- 2) Develop listing/advertising materials (10/2025).
- 3) Marketing and promotion (11/2025)
- 4) Selection of purchaser (12/2025)
- 5) Finalize sale and move the home to the new site (1/2026)

Complete construction and sale of Home #2

Phase 3: Complete construction and sale of Home #2

- 1) Select cohort of eligible participants to perform the work (11/2025 - 12/2025).
- 2) Secure all construction, painting, and finishing materials to complete Home #2 (1/2026).
- 3) Complete construction, painting and finishing of Home #2 (2/2026 - 7/2026).

Selling Home #2 involves the following steps:

- 1) Selection of real estate broker (9/2026).
- 2) Develop listing/advertising materials (9/2026).
- 3) Marketing and promotion (10/2026)
- 4) Selection of purchaser (11/2026)
- 5) Finalize sale and move the home to the new site (12/2026)

Building Lives by Building Structures

BLBS Board of Directors

Franklin Richards, Founding Director, BLBS; Carpentry Teacher

Frank is a 2019 graduate of College of the Redwoods with an AA degree in Social Work. Prior to then he had extensive training in the building trades and holds a California State Career and Technical Education Teaching Credential. His career includes positions with DANCO, the Hoopa Xonta Modular Plant, departments of the Hoopa Valley Tribe and operating his own construction business. He is a member of Union Journeyman Carpenter Local #751 Eureka CA and member of the Hoopa Valley Tribe.

Juliet Maestas, Founding Board Member

Dr. Juliet McKinnon-Maestas is a member of the Hoopa Valley Tribe and is one of the co-founders of Building Lives by Building Structure and currently serves as a Board Member. Dr. Maestas holds a Doctorate in Education from California State University Sacramento. She provides consultation to tribes, universities, organizations and individuals in the areas of tribal and workforce development and college and career readiness. She enjoys spending time with her family and friends.

Connie McKinnon, Founding Board Member

Connie McKinnon is a member of the Hoopa Valley Tribe and is one of the co-founders of Building Lives by Building Structure. She currently serves as a Board Member and holds a Bachelor of Arts degree in Sociology from Cal Poly Humboldt. She has over 22 years of experience at the Hoopa Valley Elementary School. She enjoys spending time with family and friends.

Harold Jones, Board Member

Harold Jones retired from a career in the construction trades and employment in the maintenance department of the Klamath Trinity Joint Unified School District. He is involved with the Hoopa Volunteer Fire Department and serves as a Pastor of a local church. Harold is a Yurok tribal member.

Coty Mott, Board Memher

Coty Mott has worked for the Hoopa Valley Tribe in various positions for the past t5 years. She has been the Administrative Assistant at KIDE-FM Tribal Radio Station since 2019. She is a graduate of the second cohort of BLBS Beginning Carpentry students and is looking forward to applying her new skills to repairing her own home as well as helping others in the community with building and home repairs. Coty is a member of the Hoopa Valley Tribe.

Building Lives by Building Structures

City of Blue Lake



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

City of Blue Lake

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

12/20/2024

Contact Information

Contact Person Name

Mandy Mager

Contact Person Title

City Manager-City of Blue Lake

Contact Email

citymanager@bluelake.ca.gov

Contact Phone

707-668-5655

Contact Address

111 Greenwood Road Blue Lake, CA 95525-PO Box 458

Organization Information

Organization Name

City of Blue Lake

Director / CEO

Mandy Mager

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The City of Blue Lake is committed to the creation of sustainable, diverse and accessible recreation spaces, in partnership with our goal of making Blue Lake the recreation destination of the North Coast.

Authorization and Acknowledgement

Authorized representative name*

Mandy Mager

Authorized representative title

City Manager

Signature

City of Blue Lake

Budget Information

Total current year organizational budget

\$950,000.00

Number of full-time employees

9

Amount of HWF requested

\$50,000.00

Total project cost

\$100,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
06/01/2025

Grant timeline: end

12/31/2025

Project timeline: start

Please provide the timeline of your project
06/01/2025

Project timeline: end

10/31/2025

Has the organization previously applied for and received Headwaters funding?

Yes No

If yes, please explain when, how much funding was awarded, and for what purpose

The City of Blue Lake received funding in FY 2020, in the amount of \$10,000.00 to develop the town square. The funding played a critical role in the City's ability to further the development of the site into a vibrant community space that has spurred economic investment into our downtown.

Project Information

Project title*

Blue Lake Bike and Skate Park

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$100,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
This City is requesting funding to support the development of the Blue Lake Bike and Skate Park. This park is a community driven investment that will play a significant role in our regional and local economic future. The City has dedicated the land for the park and the park is almost 65% complete; work on the park has been completed through volunteer labor and monetary donations and the City is seeking additional funding to complete the project. As the City embraces recreation as our economic catalyst, the development of a first class bike and skate park becomes more than just a recreation feature. The park will attract enthusiasts from not only our local communities, but will attract riders from across the western states. The City has world class mountain biking trails at the neighboring end of our boundary and we see thousands of riders each year coming out to Blue Lake to experience the trails. The City regularly partners with Redwood Coast Mountain Biking Association to facilitate multiple bike races and the amount of money that circulates in our community and the regional economy presents a major revenue increase.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products

City of Blue Lake

- Arts and Culture
- Alternative Agriculture
- Other
Recreation

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other
diversifying economic opportunities for existing businesses

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The City of Blue Lake is requesting funding in the amount of \$50,000.00 to assist in the construction of the Blue Lake Bike and Skate Park ("Park"). The Blue Lake Bike and Skate Park will be a local and regional recreation destination feature, and construction is well underway. To date, the City and our dedicated volunteer workforce have constructed the main features of the park, including multiple jump lines, drainage improvements and the installation of an asphalt overlay to approximately 65% of the park features. The park will ultimately feature four main jump lines, a pump track and a half-pipe; future installations include the installation of a bathroom, fencing and lighting.

The construction of the park has been completed using volunteer labor and has been funded through donations and fundraising activities. The City donated the land for the development of the park, but has not had the cash necessary to fully develop the project. Through fundraising and grant writing efforts, the City is seeking additional funds to allow us to continue with construction activities; the City proposes to utilize the requested grant funding to purchase materials and supplies to support further paving of the jump lines, as well as construction of the pump track feature. The City would appreciate any level of funding support for this project and we will continue to conduct fundraisers and donor outreach to move the project towards completion.

The City has been extremely fortunate to have so much community support and dedicated volunteers. The Park has been a dream of many in the community and we have been especially lucky to have the support of the Redwood Coast Mountain Biking Association and the Humboldt Skate Collective to guide the development, construction and fundraising for the park. Both entities have pledged thousands of dollars in support and tens of thousands of dollars in in-kind volunteer labor and fundraising hours. Both entities have large membership bases and are advocates for biking and skateboarding activities on a local and regional level.

Other invested entities include B & B Portable Toilets, Humboldt Sanitation, Mercer Fraser Co., Hemmingsen Construction, Wildland Operators, GLJ Enterprises, Nicholls Trucking, SHN Engineering, Haven Electric, Visual Concepts, North Fork Lumber, Green Diamond Resource Co., Rousseau Plumbing, Schweigert Electric, the Blue Lake Chamber of Commerce, the Blue Lake Old Crows, the Blue Lake Volunteer Fire Department, and so many more. Without these amazing sponsors and donors, the park would not be where it is today.

With or without Headwaters funding, the City will continue to raise funds and to seek additional volunteer support. Funding from Headwaters will allow the City to start back into construction in the Spring, while not receiving funding will delay for a time the amount of work that we can accomplish. Because this park is the dream of so many and so much work has already been done, we know that we will accomplish our goals in the end...funding just brings that finish line more into focus.

Over the last ten years, the City has seen a marked increase in recreation driven tourism and with the addition of the Hatchery Ridge Mountain Bike Trail system, we are experiencing an overwhelming and enthusiastic increase in visitors coming out to Blue Lake to ride and recreate. With this increase in visitors, the City is seeing a marked increase in sales at our various businesses, including the local brewery, distillery, coffee shop, bar, hot dog stand and more.

As the City works to increase amenities to accommodate the biking community, this is allowing the City to transition unused properties for redevelopment, while also advocating investment in outdated facilities that can be remodeled to serve the greater public. The Blue Lake Bike and Skate Park is another feature that will attract recreation enthusiasts to our community. Bike and skate parks are becoming destination features, with many riders traveling to locales that cater to their interests.

The City fully expects that the park will attract riders from our local and regional areas and we are already receiving calls from event promoters to talk about special

City of Blue Lake

events, competitions, etc... As the park gains popularity and notoriety, it will become a recreation destination feature for our larger region. The City is working diligently to develop cross marketing promotions and branding strategies that highlight our many regional recreation features, thus allowing us to participate on a broader economic platform.

With the investment in the park, the City is pursuing the development of an RV park and campground. This facility would be located across from the bike and skate park and would become an anchor amenity for recreation enthusiasts that want to visit not only Blue Lake, but our greater North Coast region. With these investments, we see Blue Lake becoming a basecamp and/or launchpad for recreation enthusiasts from all over. Blue Lake is becoming a recreation attraction and we're excited to see our community participate in the larger regional recreation/tourism industry.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

The impact of the bike and skate park will have benefits on multiple levels, not the least of which is fulfilling the dreams of every 10-12 year old in town. Other benefits include increased local and regional recreation tourism opportunities for both Blue Lake and Humboldt County. The investment in healthy and accessible recreation spaces and the continued stabilization of the City of Blue Lake's economy through recreation driven tourism is creating benefits and opportunities for the community, our businesses and the local region.

The park is an anchor economic development project, and its development is spurring investment in the community on various levels. We have seen firsthand how investment in recreation can bring direct economic benefits to the community. This happened when the City completed construction of the first phase of the Great Redwood Trail. This short segment of the trail was such an instant success, that the City was able to repurpose an old concession stand into a commercial kitchen and attract a concessionaire to sell breakfast, lunch and dinner. This business has been extremely successful and owes much of its success to the trail and the people that routinely come to Blue Lake to "ride, roll or stroll" the Great Redwood Trail. The added benefits to the community include access to food, and increased revenue for the City through sales tax revenue and lease payments. The construction of the bike park will have the same effect and will continue to create economic opportunities.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

The construction of the bike park is underway, and the City and our partners are working to raise funds to finalize the build. To date, the project team has completed the majority of the build, along with the installation of approximately 65% of the asphalt overlay. The project consists of multiple jump lines, a pump track and eventually the installation of a ½ pipe for skateboarders and BMX riders. The project team and our volunteer workforce worked up until the rains came to install as much of the asphalt as possible. The project site has been winterized for the rainy season and the goal is to resume construction in the Spring. The project team is working tirelessly to raise money through fundraising events and solicitations. We recently received a donation of a brand-new dirt jumper mountain bike, and we will be leveraging this bike through a raffle event to raise additional funds.

The project team proposes to restart construction after the rainy season, which will most likely occur in May. If funded under this solicitation, the City will devote resources to the development of the pump track and additional paving. Paving the park allows it to be used by all wheeled apparatus, including bikes, scooters, skateboard, roller skates, rollerblades and mobility equipment. The paving also preserves the jump lines and greatly reduces regular maintenance.

4) Describe how this project (or the outcome) will be sustained into the future.

The City has committed to the development and operation of the bike and skate park. We have been working closely with our risk management team to ensure that the park can be folded into our recreation program, including coverage under our insurance policies. The City currently operates several large scale recreation spaces, and we are well versed in maintaining and promoting their uses. The bike and skate park will be managed by our Parks and Recreation Director and its ongoing maintenance and use will be funded by the recreation budget.

Our partners at RCMBA and Humboldt Skate Collective have also pledged to support the on-going development and operation of the park, including on-going fundraising and event promotions to ensure the park's success. As the City is experienced at managing recreation spaces, we are confident and committed to the success of the park and we will commit the necessary funds each budget cycle to ensure that the space is maintained and operational.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The City is in need of additional funding to complete the build-out of the park; although the City has committed resources to the project, including the land that it's being built upon, the City is not able to finance the build without additional monetary resources. To date, the City has received over \$50,000 in donations to support the construction of the park. These donations include material and equipment donations, labor donations and cash donations. The park has become a focus feature for many in our community and we continue to receive calls from people wanting to help when construction re-starts in the Spring. Funding from Headwaters will allow the City to pay for materials and equipment to continue forward progress.

We are currently seeking professional and corporate sponsorships to support the park, both from industry leaders and industry advocates. As the park has taken shape, we have begun to utilize social media to show the progress of the build; this has served to attract interest from all over the region, including riders from Washington, Oregon, British Columbia and Utah. From what we've been told from people in the know, this park will be the best park in Northern California, if not the State altogether.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

Although the park will not directly create employment opportunities, we are certain that the park will create business opportunities as support amenities become necessary. We are already in discussions with multiple developers and investors regarding opportunities to develop new businesses in the community. Interests include the development of a bike and gear shop, an ice cream shop and deli, and additional food focused developments. The City is currently working with DANCO Communities on the development of an affordable housing and mixed use development project that will be located next to the park. The development includes residential units, as well as over 10,000 square feet of commercial space. The development has been designed to feature the park, as it will be an anchor amenity for the commercial/retail space.

The City has invested heavily in the development of recreation features in our community; as we have transitioned from an industry town to a trail town, we are seeing these investments stabilize our economy, while at the same time building continued investment opportunities and job creation.

City of Blue Lake

7) Describe who supports this project and in what ways?

The bike and skate park has received a tremendous amount of support from our community, local businesses, recreation enthusiasts, and more. Our main supporters have been the Redwood Coast Mountain Biking Association and the Humboldt Skate Collective. These two entities have been the driving force behind the construction and advocacy of the park and have helped to raise funds and attract additional partnerships.

Through our fundraising efforts, the project has attracted investment and support from many of our local resource-based businesses, this has included donations of materials to build the park, along with the use of heavy equipment and operator time. We were very fortunate to receive an amazing donation from Mercer Fraser that allowed us to complete a large portion of the asphalt overlay of the park. The owners of B & B Portable Toilets have heavily invested in the parks development; without their initial investment and their recognition of the value of a world-class bike and skate park, the project would not be anywhere near the size and shape of what has been constructed.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

If the City were to pay outright for the construction of the park, we would be looking at a cost of over \$250,000.00. This cost does not include the cost of the land, which can be valued at over \$100,000.00. Future costs associated with the park include the installation of a bathroom, lighting and fencing. The City has committed the land to the project and has dedicated resources to the operation and maintenance of the park. We have completed the majority of the park through fundraising and volunteer efforts and our current plan is to continue on this path to through the initial build of the project. The City will phase future installations at the park through the annual budgeting process and we will continue to seek resources through grant writing efforts, sponsorships, and event promotions.

9) Complete the budget template to demonstrate the financial structure.

See attachment

10) Describe how you will acknowledge the Headwaters Fund in your work.

The City will happily acknowledge any investment that the Headwaters Fund provides to the park. We are in the process of printing sponsorship banners that will be placed around the park, and we have a plan for a dedication sign that will be installed to feature the efforts and investments of the community. We are prepared to highlight the investment of the Headwaters Fund through our various social media channels, as well as through signage installations. We are also considering dedicating specific features of the park to larger investors/donors; this could include dedication of the half-pipe, jump features or the pump track, and we would be willing to include the Headwaters Fund in this dedication.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Budget.pdf

287.17KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

City of Blue Lake

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				

Governance

List of your board of directors or council members.

Council Roster.pdf

256.33KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

Skate Collective Letter of recommendation Blue Lake.pdf

266.45KB

chamberLOS.pdf

1.05MB

Letter of Support RCMB City of Blue Lake.pdf

70.43KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

(PDF preferred) max file size 10 MB

Annual operating budget

operating budget.pdf

4.42MB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Timeline.pdf

270.56KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



City of Blue Lake

Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel
(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

Picture Page.pdf 1.84MB
(PDF preferred) max file size 10 MB

City of Blue Lake

Project Budget

Project Expense Item	Total Cost	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds
Material Purchase- Asphalt and Dirt/Clay Mix	\$100,000.00	\$50,000.00	\$50,000.00	City of Blue Lake Park Budget and Fundraising/Donations
Total Project Cost	\$100,000.00			
% of Total Project Cost		50%	50%	



City of Blue Lake

City Council Roster

- Mayor-John Sawatzky
- Mayor Pro-Tem-Elise Scafani
- Councilmember-Christopher Firor
- Councilmember-Michelle Lewis-Lusso
- Councilmember-Kat Napier



City of Blue Lake



Dear Headwaters Fund Panelists,

As a proud Board Member of the Blue Lake Chamber of Commerce, I am writing to express my enthusiastic support for the Blue Lake Bike/Skate Park and to highlight the significant positive impact it will have on our small-but-mighty community.

Blue Lake, with its rich history, is on the brink of an exciting new chapter with the completion of our Blue Lake Bike Park. This new public space is poised to become a regional destination for outdoor enthusiasts, cyclists/skaters, and our local community. The park will become a central hub for cycling/skating events, community recreation, and will be the largest bike park in Northern California. "Larger Than Blue Lake" - with its focus on community engagement, environmental sustainability, and grassroots development - has aligned the park with our community's vision to maximize our donations and invest within this space.

Blue Lake Parks and Recreation has a commendable track record of creating original, community-driven recreation opportunities and programming that resonate deeply with those of all ages within our community. The Department's past projects have successfully brought together diverse groups through drop in sports and classes, skill development courses, and fostering a third space within Blue Lake that inspire our guests to embody a shared sense of pride. By involving local residents in the Department's creative process, from initial town hall meetings to final performances, Blue Lake Parks & Recreation strives to ensure that the voices and needs of our community are authentically represented through community spaces and offerings.

The Blue Lake Bike/Skate Park will serve as an anchor for our Powers Creek District, making it a regional destination that will serve our community and attract others from outside the county. The park will not only provide entertainment but will become the main attraction of Blue Lake; enticing locals and tourists to explore our small town and perhaps stay a bit longer. The Chamber of Commerce has wrestled with the implications of having few retail businesses in Blue Lake and have witnessed recreation becoming our main economic driver into attracting vitality into our town in a socially and environmentally sustainable manner

Furthermore, this project will boost our local economy by increasing foot traffic to local businesses across town. The Blue Lake Bike and Skate Park is a canvas to create opportunities for collaboration between local artists and the business community through partnered events, murals, park attractions, sponsorships, and much more. The partnership between Blue Lake Parks & Recreation, the Chamber of Commerce, Redwood Coast Mountain Biking Association, and the Humboldt Skate Collective has brought our Park closer to fruition. As a representative of our community; Blue Lake would be honored and beyond thankful to welcome the Headwaters Organization's support as we lay the foundation for several generations to come.

In conclusion, the Blue Lake Chamber of Commerce wholeheartedly supports the Blue Lake Bike/Skate Park. We are excited about the potential this project has to bring our community together, energize our businesses, and create a vibrant, welcoming space for all to engage in a happy, healthy lifestyle. We look forward to seeing the profound and lasting impact this project will have on Blue Lake.

Thank you for considering our enthusiastic endorsement.

Warmest regards,

A handwritten signature in blue ink, appearing to read "Emily Wood".

Emily Wood
Secretary
Blue Lake Chamber of Commerce



January 29, 2025

Dear Headwaters Fund Grant Program Committee,

I am writing to express our unequivocal support for the City of Blue Lake's application for a Headwaters Grant to fund the Blue Lake Bike Park. This project has already seen significant community engagement, with an incredible volunteer turnout on workdays and substantial funds raised locally, highlighting strong community buy-in.

Bike parks across the country have proven to boost recreation economies, especially in small towns looking to attract visitors. These parks become key destinations, drawing outdoor enthusiasts and generating business for local merchants. Blue Lake is poised to replicate these successes, helping to drive economic growth through increased tourism and recreational activity.

Furthermore, the creation of the Blue Lake Bike Park holds substantial promise for the youth of our community. Such facilities provide an accessible venue for physical exercise, promoting healthier lifestyles among children and adolescents. Regular engagement in physical activity at a bike park can help combat rising levels of youth inactivity and associated health issues. Additionally, the skills developed through biking build confidence and self-esteem in young riders.

Beyond the physical benefits, bike parks serve as inclusive community spaces where young people can gather, socialize, and participate in positive, structured activities. This fosters a sense of community and belonging, reducing the likelihood of youth engaging in detrimental behaviors. The park can become a cornerstone of youth development, offering a safe and supportive environment where children and teenagers can thrive.

With the strong community support evidenced by volunteer efforts and local fundraising, the Blue Lake Bike Park is well-positioned to become a valuable asset for both our economy and our youth. We urge the Headwaters Fund Grant Committee to approve the City of Blue Lake's application to help bring this important project to fruition.

Thank you for your consideration.

Sincerely,

Gina Bauer
Chair
(707) 498-8995

CHARLES CALDWELL

HUMBOLDT SKATE PARK COLLECTIVE (HSC)
707-499-7021
smokeinthewindandfire@gmail.com
2437 East Cochran Rd.
McKinleyville, Ca.95519
HSPC 501(c) 68-0462298 NON-PROFIT

City of Blue Lake



December 21st, 2024

Humboldt County Headwaters Funding Team,

This letter of recommendation for the City of Blue Lake is to support funding for their Bike and Skatepark Project that is partially completed.

I am writing to express my enthusiastic support for the Blue Lake Bike and Skate Park's application for funding through the Headwaters Grant Fund. As a representative of the Humboldt Skatepark Collective, I have had the privilege of witnessing the transformative impact of our 25% completed Skatepark in McKinleyville built in the summer of 2023. It has been a blessing to our community. The proposed addition of a 1/2 pipe at the Blue Lake Bike and Skate Park and completion of the pump/jump track is a project that promises to deliver significant benefits to our local youth and the broader community.

The Humboldt Skatepark Collective has been dedicated to promoting skateboarding and biking as positive, healthy activities for individuals of all ages. Our experience as Humboldt Skatepark Collective has shown that such facilities not only provide a safe and engaging environment for physical activity but also foster a sense of community, creativity, and personal growth. The addition of a 1/2 pipe and completion of the Bike/Skate/Pump/jump track section at the Blue Lake Bike and Skate Park aligns perfectly with ours' and the local communities' goals.

The 1/2 pipe is an integral feature, that the Humboldt Skatepark team has designed for the City of Blue Lake, it will enhance the park's appeal and functionality, offering a challenging and exciting element for both novice and experienced skaters, bikers, scooters, quad and inline skaters that encourages skill development and progression. Moreover, the 1/2 pipe bike and skatepark will serve as a focal point for community events, competitions, and demonstrations, drawing visitors from surrounding areas and boosting local tourism and economy. In addition to the recreational benefits, the 1/2 pipe and bike/skate/pump/jump track will provide a constructive outlet for youth, helping to reduce negative behaviors and promote a healthy lifestyle. This became obvious to our community after the 25% completion of the McKinleyville Skatepark at Pierson Park, that the Headwaters team supported with funding. It is utilized daily by our community and visitors in the Humboldt area. The park will become a hub for social interaction, where young people can build friendships, learn from one another, developing a sense of encouragement and belonging. This positive environment is essential for the well-being and development of our youth.

The Blue Lake Bike and Skate Park project has gathered strong support from local residents, businesses, and community organizations. Humboldt Skatepark Collective is committed to collaborating with the project team to ensure its success. We believe that the Headwaters Grant Fund's investment in this project will yield substantial returns in terms of community health, cohesion, and vitality.

Thank you for considering this application, from the City of Blue Lake. We are confident that the addition of a 1/2 pipe at the Blue Lake Bike and Skate Park will be a valuable asset to our community, and we look forward to the opportunity to bring this vision to life. We Humboldt Skatepark Collective and its Blue Lake Skate project team have invested volunteer time and funding for the design of the 1/2 pipe and community donated volunteers and funding of \$10,000.00 towards the completion of the Bike/Skate/Pump/Jump section of the park. We continue to do fund raising activities specifically towards the construction and material needed for the 1/2 pipe section of the park.

Humboldt Skatepark Collective utilizing the Project Management Institute (PMI) <http://www.pmi.org/> process and procedures to ensure we stay on track. The Executive Officer of HSC is PMI certified. Our desire is to provide a place of opportunity for those who live and visit our community, enjoying all of Humboldt and its surrounding areas.

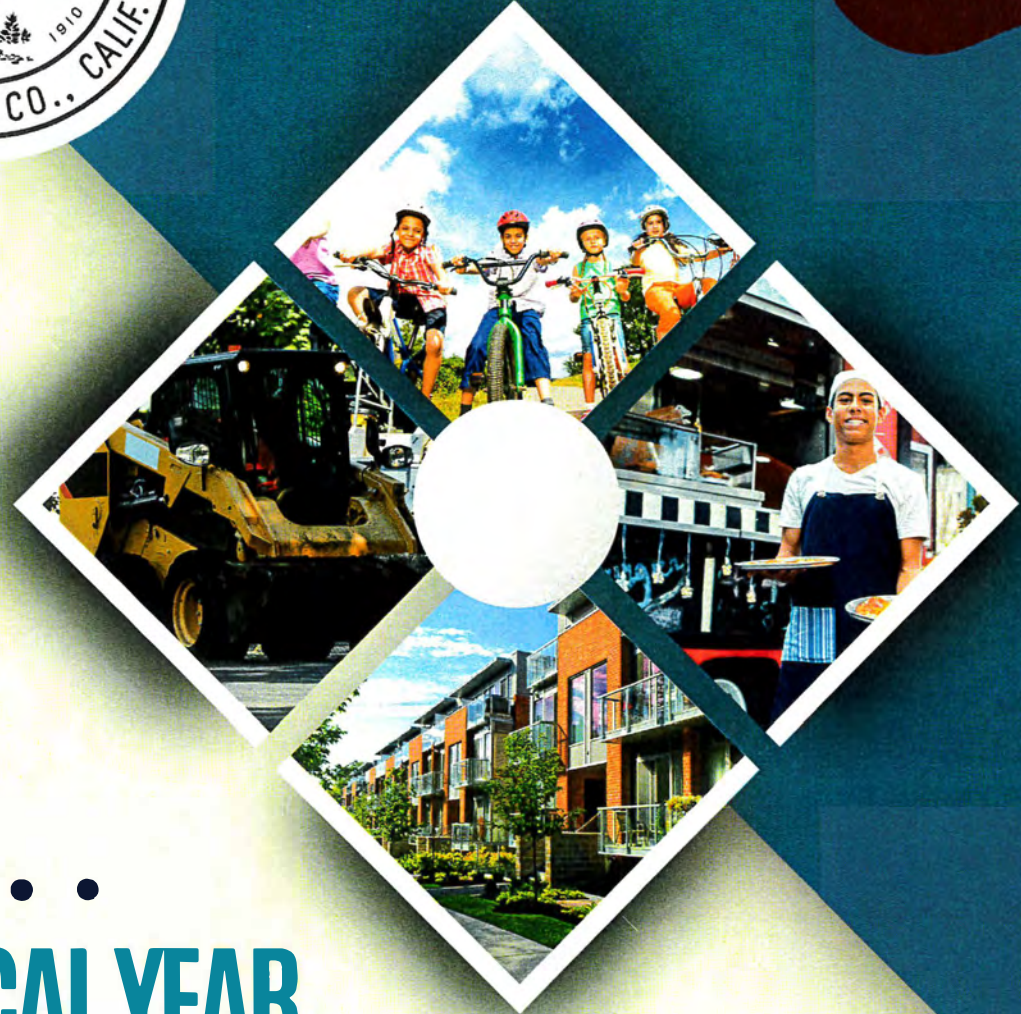
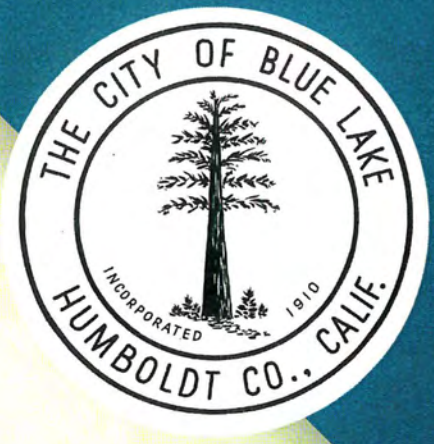
We appreciate the support you have given us in the past and look forward to working with the Headwaters team in the future.

Sincerely,

Charles Caldwell

HSC Executive Officer

City of Blue Lake City of Blue Lake



• • • • •

FISCAL YEAR 2024-2025 BUDGET

Adopted On:
June 25, 2024:

www.bluelake.ca.gov 

707-668-5655 

111 Greenwood Road, Blue Lake  **Page 98 of 457**



City of Blue Lake

2024-25 Operating and Capital Improvement Budgets

Budget Purpose

Each year the City must forecast the revenues it will receive and the expenditures it will incur for the upcoming fiscal year. The annual budget document serves as a plan for how the monies that come into the City will be spent to operate and maintain the City.

Basis of Budgeting

Governmental fund budgets are developed using the modified accrual basis of accounting. To summarize, under this basis, revenues are estimated for the fiscal year if they are susceptible to accrual (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures (including capital outlay) are budgeted for liabilities expected to be incurred during the current period.

Proprietary fund budgets are developed using the accrual basis of accounting. To summarize, under this basis, revenues are recognized when earned and expenses are recognized when a liability is incurred or economic asset used.

Governmental and Capital Project Funds

Fund 10 - General Fund

This fund is the general operating fund of the City which accounts for all financial resources except those legally or administratively required to be accounted for in other funds.

General Fund Departments

100 - Mayor and City Council

The City Council consists of five members and serves as the policy making and legislative body of the City of Blue Lake. Council members are elected at large and select a Mayor from their membership every two years. The Mayor acts as the chairperson for all Council meetings. The City Council appoints the City Manager, City Attorney, and members of the Planning, Economic Development, Public Safety and Parks and Recreation Commissions. The City Council enacts ordinances, adopts resolutions, and approves the annual budget for the City. The Council conducts semi-monthly meetings to consider City business items and represents the City on a variety of regional boards, commissions, and authorities.



160 - Legal

Legal services are provided under a contract with the Mitchell Law Firm LLP. The City Attorney provides a broad range of legal services to the City Council, City Manager, various city departments, and the Planning Commission. Services include drafting and reviewing contracts, ordinances, regulations, and other documents, providing staff support to the City Council and Planning Commission at regular and special meetings, researching legal questions and providing legal opinions and advice, and prosecuting and defending civil proceedings on behalf of the City and its officers and employees.

180 - General Government

The City Council has delegated a wide variety of powers and duties to the City Manager by ordinance. These duties include enforcement of City ordinances, authority to direct City employees, which includes appointment and removal, reorganize offices, positions or units, recommends the adoption of measures and ordinances, keeps the City Council advised of the financial condition and needs of the City, investigates complaints of service, exercises general supervision over all public buildings, parks and property, and prepares and presents an annual budget and salary plan.

The Business Office is a major point of contact with residents concerning City services. This office provides general direction to the public. In addition, the Department is responsible for administrative support for the receipt and expenditure of general funds, special street funds, other special funds, and trust funds. This department also includes the function of City Clerk. Dog and business licenses are issued through this office.

Other department functions include specific costs incurred by the City that are not applicable to any one fund or department. These expenditures include audit, janitorial, tech support, copying services and City Hall and Skinner Store repairs and maintenance.

220 - Planning

The Planning Department provides contract Planning and Engineering services to the City. City Planner and Engineering services are provided by SHN Engineering with Garry Rees designated as the City Planner and Mike Foget designated as the City Engineer.

Planning services include environmental review and implementation of the City's land use and development policies as identified in the General Plan. This includes administration of the City's zoning, subdivision, and environmental ordinances. The Planner also provides support to the Building Official, Director of Public Works, City Attorney, City Manager, City Council, and the Planning Commission. Engineering services include the review, design and recommendation of transportation, water, wastewater, and building improvements and upgrades.

This department also provides engineering services for public facilities that fall within the General Fund.



240 - Building

The Building Official is the primary source of service and information to builders and the public regarding general construction and the building codes. This department serves architects, developers, contractors, homeowners, and others involved in the design, construction, and/or maintenance of private property in Blue Lake. This department processes applications, reviews plans, issues building permits, and prepares building records reports.

260 - Law Enforcement

The City contracts with the Humboldt County Sheriff Department for the provision of law enforcement services; the current contract with the Sheriff Department provides access to the full scope of the Sheriff Department's services, including, patrol services, detective services, coroner services, SWAT, etc....

280 - Animal Control

The City contracts with the Humboldt County Animal Shelter for limited kennel and animal control services.

320 - Public Works - Streets

This department provides for the upkeep, maintenance and operation of our City street system. This includes regular street maintenance, drainage and lighting maintenance. This Budget also provides for maintenance and repairs to public drainage ways and a portion of the Annie & Mary Trail.

425 - Park Facilities

This Budget provides general maintenance and repair to park facilities including Prasch Hall, Perigot Park, the gymkhana grounds, trails, the Tot Lot, tennis courts, and other open spaces.

445 - Recreation - General

This Budget provides administrative support to general recreation programming.

900 - Capital Outlay

This Budget provides resources for capital expenditures.



Fund 25 - Highway Users Tax Fund

This fund accounts for the City's receipt and use of State gas tax funds for which use is restricted to street maintenance activities. The City is allocated a share of the revenue derived from State taxes on gasoline in which the allocation is determined by two factors: 1) the total amount of State-wide collections from gas taxes and 2) the City's population relative to the population of all California cities.

The City uses these funds to support the cost of street maintenance performed by the Public Works Department. During the year, funds are transferred into the General Fund to support Public Works activities in Departments 320. No direct expenditures are charged to this fund.

Fund 30 - Transportation Development Act Street Fund

This fund accounts for the City's receipt and use of State Transportation Development Act funds for which the use is restricted to street maintenance activities. These funds are distributed by the Humboldt County Association of Governments (HCAOG).

Fund 31 – Transportation Development Act Purchased Transportation Fund

This fund accounts for the City's receipt and use of State Transportation Development Act funds for which the use is restricted to public transit services. These funds are distributed by the Humboldt County Association of Governments (HCAOG). The City has an annual contract with Humboldt Transit Authority to provide local transportation services to community residents.

Fund 32 – AB-939 Solid Waste Reduction/Recycling Fund

This fund accounts for the City's receipt and use of State revenues derived from solid waste/recycling fees and the sale of recyclable materials. The use of these are restricted to solid waste reduction activities.

Fund 33 - Supplemental Law Enforcement Services Fund

This fund accounts for the City's receipt and use of State revenues derived from the Citizens for Public Safety (COPS) Program for which the use is restricted to law enforcement/public safety activities. The City charges a portion of the County of Humboldt Sheriff's Department contract to this fund.

Fund 34 - Regional Surface Transportation Fund

This fund accounts for the City's receipt and use of State Regional Surface Transportation Program funds for which the use is restricted to street maintenance activities. These funds are distributed by the Humboldt County Association of Governments (HCAOG).



Fund 36 – Powers Creek District Fund

This fund is considered part of the General Fund and is utilized for the maintenance and operation of City owned properties and infrastructure located in the Powers Creek District as well as to support economic development activities within the City.

Fund 38 - CDBG Non-Program Income Fund

This fund is considered part of the General Fund and represents the de-federalized Community Development Block Grant Program (CDBG) funds accumulated by the City. These funds are primarily used by the City for small business loans.

Fund 42 - CDBG Program Income Holding Fund

This fund accounts for the City’s receipt of loan principal and interest payments related to the City’s Community Development Block Grant Program (CDBG). At the end of each fiscal year total receipts are transferred as follows:

1. If receipts are \$35,000 or more they are transferred to Fund 44 where they are used to make new housing loans or grants in accordance with CBDG program guidelines;
2. If receipts are less than \$35,000 they become de-federalized and are transferred to Fund 38.

Fund 44 - CDBG Program Income Fund

This fund accounts for the City’s operation of its Community Development Block Grant Program (CDBG). Funds are transferred from Fund 42 where they are used to make new housing loans or grants in accordance with CDBG program guidelines.

Proprietary Funds:

Fund 60 -Water Operating Fund

This fund accounts for the operations of the City’s water utility, a self-supporting activity which renders services on a user-charge basis to its customers.

Fund 61 - Water Connection Fee Fund

This fund accounts for the City’s receipt and use of connection fees charged for each new connection to the City’s water system. The use of these funds is restricted for capital improvements that add capacity to the water system.



Fund 62 - Water Capital Reserve Fund

The function of this fund is to account for water utility funds that have been reserved for capital improvements, capital repair and replacement, or major equipment purchases.

Fund 64 - Turbidity Reduction Facility Reserve Fund

This fund accounts for the City's receipt of fees charged to its water utility customers for the purpose of funding the City's cost share of the 20-year debt service used to finance the Humboldt Bay Municipal Water District's (the City's wholesale water supplier) construction of a \$9.5 million water filtration plant.

Fund 70 - Sewer Operating Fund

This fund accounts for the operations of the City's wastewater utility, a self-supporting activity which renders services on a user-charge basis to its customers.

Fund 71 - Sewer Connection Fee Fund

This fund accounts for the City's receipt and use of connection fees charged for each new connection to the City's waste-water system. The use of these funds is restricted for capital improvements that add capacity to the waste-water system.

Fund 72 - Sewer Capital Reserve Fund

This fund establishes a reserve for capital improvements, capital repair and replacement, or major equipment purchases.

Fund 80 - Dental/Vision Trust Fund

This fund operates as a trust reserve to fulfill the City's commitment to self-insure the employee Dental and Vision Benefit Program. Contributions to this fund come from internal City transfers at the rate of \$20 per covered person for each bi-weekly pay period. The primary function of the fund is to retain cash reserves to be able to pay 100% of all allowed benefits if all covered individuals presented claims in one fiscal year.

Revenue Sources

The primary sources of revenue for the City are as follows:

General Fund - property taxes, sales and use tax, utility users tax, transient occupancy tax, franchise fees, licenses and permits, vehicle code fines, rents for use of facilities, motor vehicle license fee (in-lieu tax), Proposition 172 and County of Humboldt Measure Z public safety funds, Federal, State, and other grants restricted to specific purposes, investment income, and transfers from other funds.



Special Revenue Funds - state gas and other transportation taxes along with State grants restricted to specific purposes such as: law enforcement, transportation and recycling. Principal and interest loan payments for CDBG loan program.

Water and Sewer Funds - charges for services, investment income, and other miscellaneous revenues.

Expenditure Categories

The primary expenditures for the City are as follows:

Salaries & Wages – compensation of City personnel.

Employee Benefits – all costs associated with City personnel benefits including payroll taxes, retirement, and various types of insurance.

Contracted Professional Services – all costs associated with contracted legal, engineering, planning, building official, audit, accounting, actuarial, and information technology services.

Other Contracted Services – all costs associated with contracted janitorial services, lab tests, public transit services, animal shelter services, law enforcement services, alarm services, and other services. Also, includes council stipends.

Insurance – general liability and property insurance.

Interest Expense – interest payments made from a proprietary fund. Interest payments related to a governmental fund are categorized as debt service.

Repairs & Maintenance – all costs associated with maintenance of facilities, equipment and vehicles.

Supplies – departmental, office and concession supplies.

Utilities – telephone, water, sewer, gas and electricity.

Other Expenses – advertising, postage, publications, subscriptions, fees, property taxes, liability claims, training, travel, and other expenses that are not included in the above categories.

Capital Outlay – all acquisitions or projects with a total cost of \$5,000 or more and a life of one year or more.

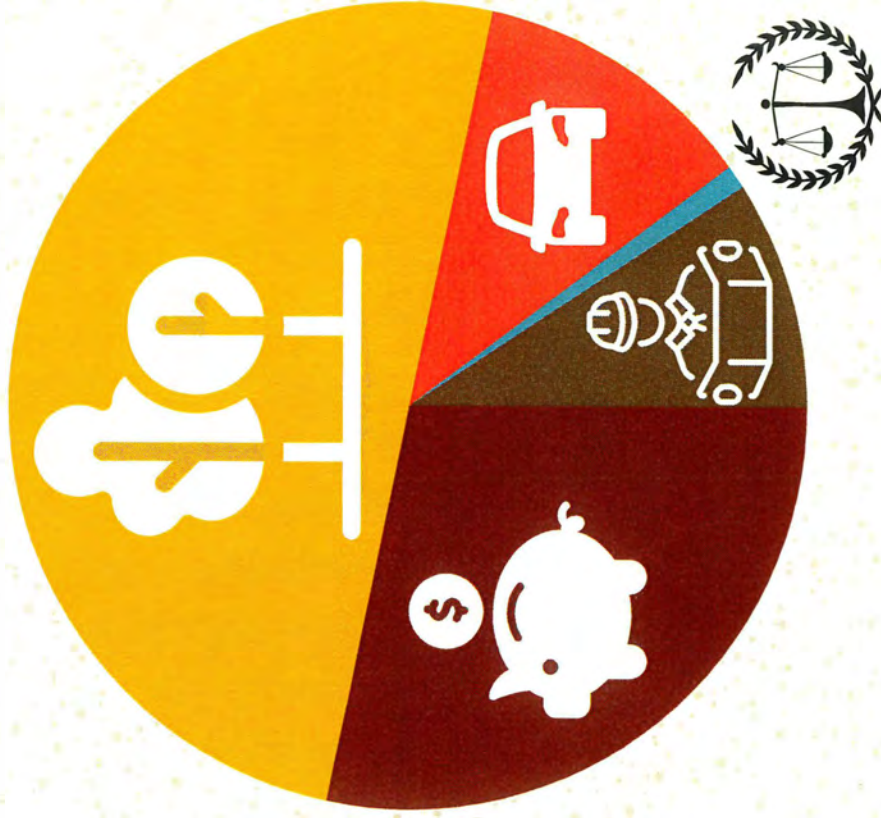
Debt Service – principal and interest payments made from a governmental fund.



FISCAL YEAR 2024-2025 GENERAL FUND



Budget Expenditures

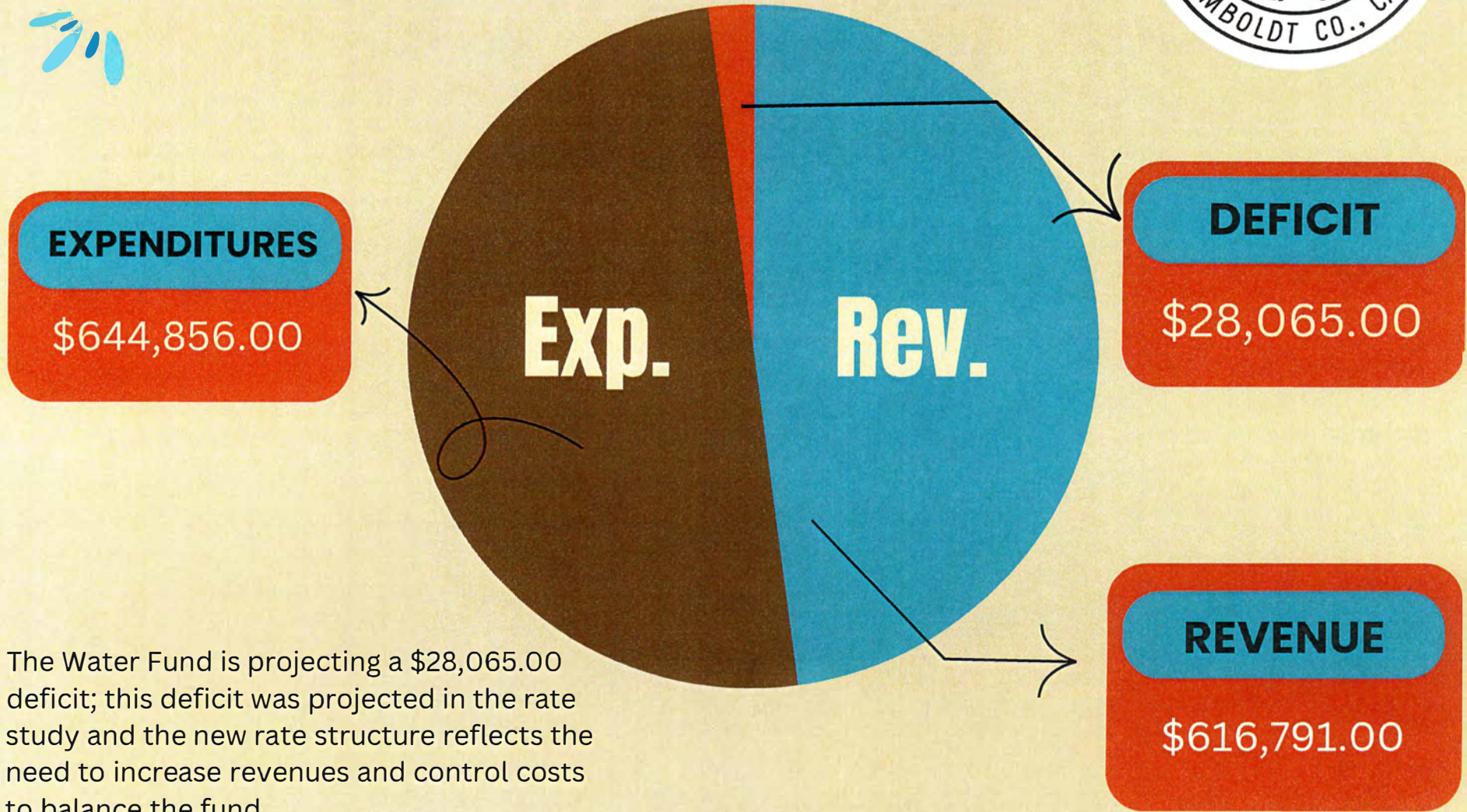


	General Administration	\$266,385.00
	Parks & Rec.	\$470,435.00
	Streets	\$108,306.00
	Legal & Council	\$8,905.00
	Planning, Building & Engineering	\$86,617.00



Revenue and Expenditures

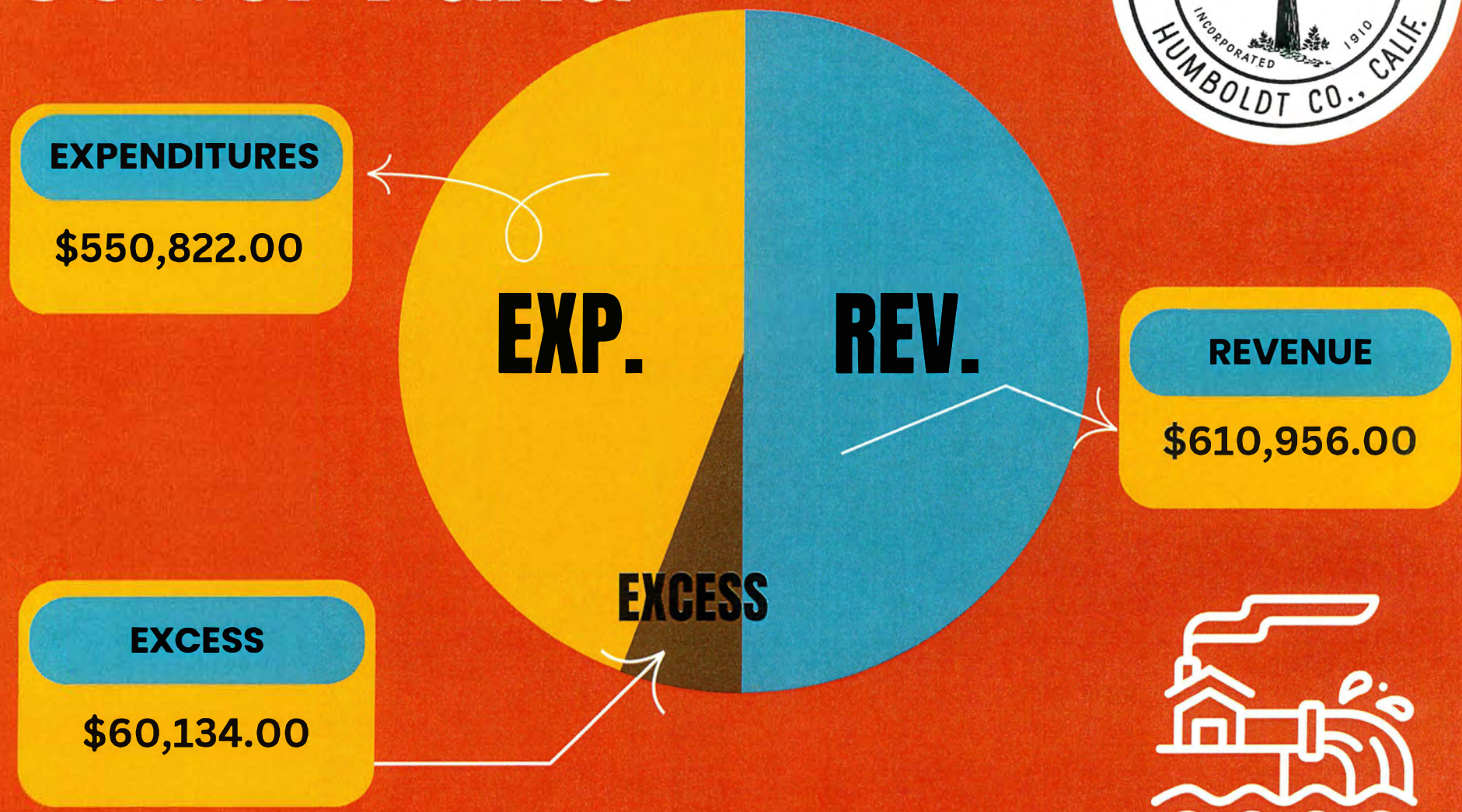
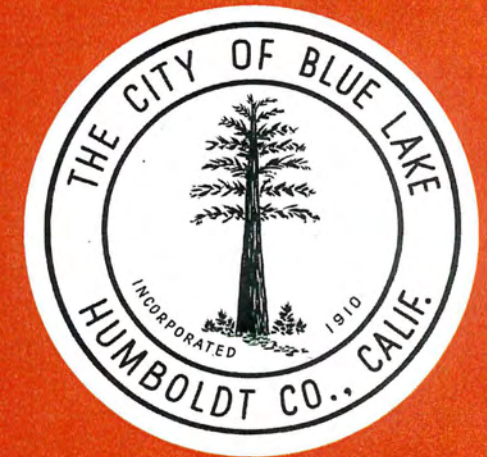
Water Fund



The Water Fund is projecting a \$28,065.00 deficit; this deficit was projected in the rate study and the new rate structure reflects the need to increase revenues and control costs to balance the fund.

08/1

Revenue and Expenditures Sewer Fund



PRC

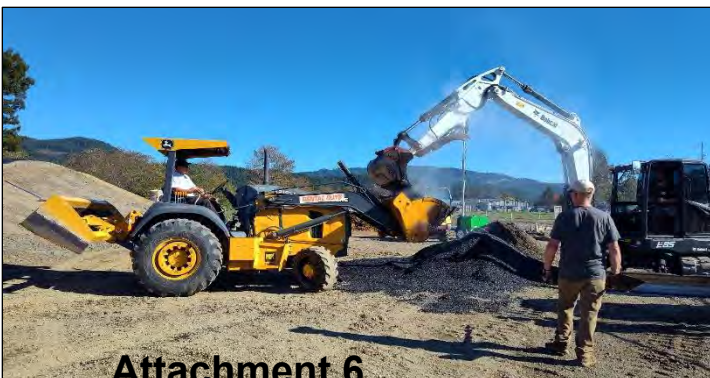
City of Blue Lake

Project Timeline

Item Description	Date of Initiation	Date of Completion
Purchase materials for the continued construction of the park	June 2025	October 2025
Continue construction of the pumptrack and jumplines; continue asphalt application	June 2025	October 2025



City of Blue Lake
— Blue Lake —
BIKE PARK



Attachment 6



Page 110 of 457

City of Blue Lake



City of Blue Lake



Help's on the Way



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Help's on the Way

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

02/01/2025

Contact Information

Contact Person Name

ilaria Ballard

Contact Person Title

Director

Contact Email

vinodivino0420@gmail.com

Contact Phone

7075024150

Contact Address

368 Sprowl Creek Rd

Organization Information

Organization Name

Help's On The Way

Director / CEO

Ilaria Ballard

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

Our goal is to develop art and music program for kids in Siuthern Humboldt.

Authorization and Acknowledgement

Authorized representative name *

Ilaria Ballard

Authorized representative title

Director

Help's on the Way

Budget Information

Total current year organizational budget

\$200,000.00

Number of full-time employees

4

Amount of HWF requested

\$30,000.00

Total project cost

\$104,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
07/04/2025

Grant timeline: end

09/12/2025

Project timeline: start

Please provide the timeline of your project
04/04/2025

Project timeline: end

12/19/2025

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

After school Bluegrass Club

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$104,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

This project will serve kids in an undeserved area, and their families, it will create four open positions, as Teacher, Assistant Teacher, Project Management and Communicator.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation

Help's on the Way

- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The ABC program, will teach bluegrass to the kids, and will teach them how to play in a band. This program will also fill the gaps in after school proms in southern Humboldt.

Help's on the Way will lead the project and yes, the project will be able to proceed without Headwaters funding.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Kids and families will be impacted by the educational after school sessions.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

We will start on April 4th and every Friday the kids will take a class. Each session will be 10 weeks long and we will have different level of classes. The program will be completed on December 16th 2025.

4) Describe how this project (or the outcome) will be sustained into the future.

Kids are going to pay a small signing up fee. We will also offer siblings discount and scholarships to the families that can't afford it.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The California Blue grass association is helping us to start the program. We will also organize musical events that will bring people from outside town to Sohum. We are pilot project.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

We will create 4 job positions:

Teacher
Teacher Assistant
Program Manager
Communicator

7) Describe who supports this project and in what ways?

California Bluegrass Association is helping us with curriculum, instruments and some funds to start the program.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Total cost \$104,000 April 4th to December 16th 2025.

CBA is helping with funds and Headwaters funds will be used for a session of 10 weeks.

9) Complete the budget template to demonstrate the financial structure.

See attachment

Help's on the Way

10) Describe how you will acknowledge the Headwaters Fund in your work.

We will put Headwater logo on every flyer, poster, social media page of ABC

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

CBA After school Bluegrass Club BUDGET 2024 -2025.pdf

222.3KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Help's on the Way

SAMPLE PROJECT BUDGET FORMAT

Governance

List of your board of directors or council members.

Board List.pdf

16.6KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

letter of support by Lori Wyler.pdf

39.23KB

2025-01-31_Humboldt Grant Reccomendation_HelpsOnTheWay-ABC from CalifBluegrassAssoc.pdf

69.54KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

IRSTaxExemptHOTWPDF.pdf

842.72KB

(PDF preferred) max file size 10 MB

Annual operating budget

Annual Operation Budget.pdf

20.44KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	Traffic Study
04/05/2024	Conceptual utility and infrastructure master plan

Optional Attachments

Resumes

brief resumes of key personnel

(PDF preferred) max file size 10 MB

Market Analysis

Help's on the Way

Narrative Grant.pdf

24.93KB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

After School Bluegrass Club Job Description (1).pdf

229.64KB

(PDF preferred) max file size 10 MB

Help's on the Way

In 2023 me and my husband Jason Ballard, started a non profit, we called it Help's On the Way, and our goal is to develop art and music programs for kids in the community of Southern Humboldt.

We did an intensive clown workshop for an entire week and at the end of the workshop, we brought our clowns to the rodeo parade in Garberville, where we received a trophy for the best youth group in the parade.

We loved it!!

We also realized that in the area of Southern Humboldt there are no schools of any grade that does music class. We thought that it was a big gap for our youth since we understand how music can be helpful and thoughtful so we decided to build programs for our kids in the community. Since February 2024 we have been working with the California Bluegrass Association (CBA) and we were able to build with them a program that we called After school Bluegrass Club (ABC).

The After school Bluegrass Club (ABC) will teach students in grades 4-8 how to listen to, play, sing, and enjoy bluegrass music. This after school program will meet once per week, to foster a love for bluegrass music listening, instrumentation, and singing. Instruments and songbooks are provided to students, curriculum is available for use and the program is being offered through a partnership by two non-profit organizations, Help's On the Way and the California Bluegrass Association (CBA).

At the end of each weekly class we will invite parents, grandparents, neighbors, friends and whoever in the community wants to join us for bluegrass picking around the fire, and spend a few hours together playing and teaching the kids about bluegrass music and traditions. We will also offer affordable and healthy dinners for those who want to hang out with us until a little later. The classes will happen at the Octagon at the Beginning campus in Briceland CA and will have a class every Friday from April 4th 2025 to December 16th 2025.

CBA is helping us with teachers and curriculum, and we need to raise a little more funds to start this program.

We created, together with the CBA, a job description for teachers and a budget for the first eight weeks program, and right now we are raising funds for the 20 weeks program.

Attached is the budget, and we will give 4 solid jobs to local people and improve our kids' life here in Sohum.

Hope you guys could help us.

Help's on the Way

Help's on the Way



3739 Balboa Street #5090
San Francisco, CA 94121-2605

January 31, 2025

County of Humboldt
Economic Development
825 Fifth St #112
Eureka, CA 95501

RE: Help's on the Way After School Bluegrass Club

Dear Headwaters Competitive Grant Fund:

I am writing to express my enthusiastic support for Help's On The Way and their proposed After School Bluegrass Club program (ABC). The California Bluegrass Association (CBA) was founded 50 years ago to preserve and promote traditional American music, and to build community engagement based on the joy of sharing music. For 30 years, CBA has developed Bluegrass music programs for kids, so we can attest to significant benefits and the importance of this project in the community of Southern Humboldt.

As Executive Director of the California Bluegrass Association I am fully confident in their ability to successfully execute this impactful project.

The ABC program could be very important for the kids in the community. Their demonstrated expertise in developing, organizing and implementing programs and events in the community and commitment to offer educational after school activities for kids, will ensure the project achieves significant positive outcomes for the younger population of Southern Humboldt.

I am confident that Help's On The Way has the necessary skills, resources, and dedication to successfully implement this project and deliver substantial benefits to the community. I am fully supportive of their grant application and strongly recommend its approval.

Respectfully submitted,

A handwritten signature in black ink that reads "Pete Ludé". The signature is written in a cursive, slightly slanted style.

Pete Ludé
Executive Director
California Bluegrass Association
PeteLude@CaliforniaBluegrass.net
310-707-5114

Help's on the Way



JOB SUMMARY

Teach students in grades 4-8 how to listen to, play, sing, and enjoy bluegrass music. This after school program will meet once per week in Garberville, California to foster a love for bluegrass music listening, instrumentation, and singing. Instruments and songbooks are provided to students. Curriculum is available for use. The program is being offered through a partnership by two local non-profit organizations, the California Bluegrass Association and Help's On the Way.

ESSENTIAL DUTIES & RESPONSIBILITIES

- Based on the existing curriculum framework, prepare weekly lessons for students in grades 4-8 to teach basic bluegrass songs. (Instruments and songbooks will be provided. Curriculum guidance will also be provided.)
- Teach students basic melodies, chords, and simple solos to classic bluegrass songs.
- Instruct students on instruments (guitar, banjo, and/or fiddle) and in singing.
- Teach individual students how to play as members of a larger group.
- Take attendance.
- Keep track of instruments.

JOB QUALIFICATIONS

Knowledge of:

- Bluegrass music (curriculum can be provided)
- Harmony singing
- Basic music education and appreciation
- Rehearsal standards and performances
- Organizational skills to manage rehearsals, performances, and administrative tasks, such as keeping track of instruments, keeping track of attendance, etc.
- General classroom and student behavior management skills
- Interpersonal skills using tact, patience, and courtesy
- California Department of Education Music Standards

Ability to:

- Prepare instructional materials and implement lessons
- Work collaboratively with administration, staff, and parent volunteers
- Demonstrate an understanding, patient, warm and receptive attitude toward youth and parents
- Enforce behavioral expectations
- Attend all classes and performances
- Use effective oral and written skills
- Maintain regular and consistent attendance of students
- Maintain regular recordkeeping of instruments

Help's on the Way

CLEARANCES

- California Department of Justice fingerprint clearance
- Negative Tuberculosis Test within 4 years

SCHEDULE AND SALARY

- Class will be taught after school on Fridays for 10 weeks.
- The final class will include a community-based performance.
- Compensation is \$60 per hour for 1.5 hours of instruction time and up to 1.5 hours of planning time per week.
- Travel time will be compensated at \$30/hour and at \$0.67/mile.
- Classes will begin January 2025.

For questions and/or to express interest in the program, please contact:
karenwilhoyte@californiabluegrass.net



**HELP'S ON THE WAY & CALIFORNIA BLUEGRASS ASSOCIATION
(CBA)
AFTER SCHOOL BLUEGRASS CLUB (ABC) BUDGET**

Garberville After school Bluegrass Club Budget (Two 8-week sessions - Winter and Spring 2025)	Residency Cost
Instructors and Teaching Assistants <ul style="list-style-type: none"> ● Instructional Time ● Planning Time ● Transportation 	\$15,000
Instruments and Instructional Materials: <ul style="list-style-type: none"> ● Instruments (Rental and Maintenance) ● Songbooks 	\$1,800
Operations: <ul style="list-style-type: none"> ● Facilities ● Events ● Website ● Communications ● Program Management ● Instructor Background Checks 	\$9,200
Total	\$26,000

Help's on the Way

Help's on the Way

BOARD LIST

Ilaria Ballard Director
Jason Ballard Secretary

Help's on the Way

January 30, 2025

Dear Headwaters Competitive Grant Fund,

I am writing to express my enthusiastic support for the *Help's On The Way* nonprofit organization and their proposed After School Bluegrass Club program (ABC). As someone who has experienced the lack of after school programs for kids in Southern Humboldt, I can personally attest to the urgent need for this project in our community. As a certified elementary educator of 20+ years and a current 1st/2nd grade teacher of 11 years at Northern United Charter School, Briceland Learning Center in Briceland, CA in Humboldt County, I am fully confident in the ABC's program and their ability to successfully execute this impactful project.

The ABC program is critically important for the kids in our community. Their demonstrated expertise in developing, organizing, and implementing programs and events in the community with a commitment to offer educational after school activities for kids will ensure the project achieves significant positive outcomes for the younger population of Southern Humboldt.

I am confident that the *Help's On The Way* organization has the necessary skills, resources, and dedication to successfully implement this project and deliver substantial benefits to the community. I am fully supportive of their grant application and strongly recommend its approval.

Sincerely,

Lori Wyler
lwyl@nucarters.org
Elementary Education Teacher
Briceland Learning Center
Northern United Charter Schools
Briceland, CA



Department of the Treasury
Internal Revenue Service
Tax Exempt Organization Information
P.O. Box 2508
Cincinnati, OH 45201

Help's on the Way

HELPS ON THE WAY
PO BOX 997
GARBERVILLE, CA 95542

Date: 03/03/2024
Employer ID number: 37-2108661
Person to contact: Name: Customer Service
ID number: 31954
Telephone: 877-829-5500
Accounting period ending: December 31
Public charity status: 509(a)(2)
Form 990 / 990-EZ / 990-N required: Yes
Effective date of exemption: July 21, 2023
Contribution deductibility: Yes
Addendum applies: No
DLN: 26053641002214

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

Stephen A. Martin

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

Help's on the Way

ANNUAL OPERATING BUDGET

*Total costs for 40 weeks ABC program \$104,000
(\$26,000 for 10 weeks session)*

Costs for benefit events \$50,000

*Costs for developing the non-profit and communication
\$15,000*

Costs for other programs \$30,000

Hospice of Humboldt



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Hospice of Humboldt

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/16/2025

Contact Information

Contact Person Name

Tia Baratelle

Contact Person Title

Director of Development

Contact Email

tbaratelle@hospiceofhumboldt.org

Contact Phone

7072679812

Contact Address

3327 Timber Fall Court, Eureka, CA 95503

Organization Information

Organization Name

Hospice of Humboldt

Director / CEO

Dianne Keating

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The mission of Hospice of Humboldt is to provide heartfelt end-of-life care and grief support services to all who need them in Humboldt County. We envision a community in which no one dies alone or afraid and all who grieve are comforted. Hospice of Humboldt was established in 1979 by a small group of dedicated volunteers with a deep passion to bring this care into practice in Humboldt County. Now, over 45 years from our inception, we employ over 100 staff members and appreciate the time and skills of over 80 volunteers.

Authorization and Acknowledgement

Authorized representative name *

Dianne Keating

Authorized representative title

CEO

Signature

Hospice of Humboldt

Dianne Keating

Budget Information

Total current year organizational budget

\$12,714,000.00

Number of full-time employees

70

Amount of HWF requested

\$75,000.00

Total project cost

\$538,180.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
05/01/2025

Grant timeline: end

03/31/2026

Project timeline: start

Please provide the timeline of your project
04/01/2025

Project timeline: end

03/31/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Home-Based Palliative Care (HBPC) Service Expansion

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$538,180.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
This project expands Hospice of Humboldt's Home-Based Palliative Care (HBPC) program to address regional healthcare disparities, enhance economic resilience, and support workforce development as outlined in the Humboldt County Comprehensive Economic Development Strategy (CEDS).
Launched in 2022, the HBPC program provides compassionate, in-home care for individuals with serious illnesses who are not ready or do not qualify for hospice care. As the only program in the region offering face-to-face palliative care, it reduces strain on local hospitals and emergency rooms while improving health outcomes for patients in underserved, rural communities. To meet growing demand, we plan to double our service capacity in 2026, hiring an additional interdisciplinary care team and creating at least five new full-time positions with competitive wages. These roles will attract and retain skilled healthcare workers, a priority identified in the CEDS workforce development strategy. Additionally, we will complete an unfinished team room in our administrative building to support collaboration and ensure seamless care delivery. By investing in high-quality healthcare services and job creation, this project strengthens Humboldt County's economy while addressing critical regional disparities.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products

Hospice of Humboldt

- Arts and Culture
- Alternative Agriculture

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Hospice of Humboldt's Home-Based Palliative Care (HBPC) program addresses a critical need for accessible, in-home care for individuals with serious illnesses who are not ready or do not qualify for hospice. Currently, our program serves 65 patients, but demand far exceeds our capacity, especially in Humboldt County's rural and underserved communities. Without expansion, many residents will lack access to equitable, high-quality palliative care, leading to increased hospitalizations, emergency room visits, and higher healthcare costs.

This project will hire an additional interdisciplinary care team, creating at least five new full-time positions with competitive wages, and completing an unfinished team room to support collaboration. The goal is to double our patient capacity to 125 individuals by the end of 2026, ensuring that more community members receive the specialized care they need.

The need for this project is critical. Humboldt County's geographic isolation and healthcare workforce shortages leave many residents without adequate care options. Without intervention, patients will continue to face barriers to quality healthcare, leading to worse outcomes and unnecessary stress for local hospitals and families. Possible alternatives, such as telehealth, cannot fully meet the needs of patients requiring in-person care.

The project is led by Hospice of Humboldt's CEO, Dianne Keating and Karen Ayers, ACNP-BC, ACHPN, PMHNP, Clinical Director, Palliative Care in collaboration with clinical and administrative teams. While partial funding has been secured, this project cannot proceed as planned without Headwaters funding, which will be instrumental in addressing this urgent need and achieving the desired outcome as soon as possible.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

The expansion of Hospice of Humboldt's Home-Based Palliative Care (HBPC) program will have significant, measurable impacts on individuals, families, and the broader Humboldt County community.

Direct Beneficiaries:

Up to 125 patients annually living with serious illnesses, but are either not ready or do not qualify for hospice care. These individuals will receive high-quality, personalized care in their homes, improving their quality of life and preventing unnecessary hospitalizations and emergency room visits.

Families will benefit from reduced caregiving burdens and increased access to professional support, enabling them to focus on spending meaningful time with their loved ones.

Indirect Beneficiaries:

Local Healthcare Providers: Hospitals and emergency rooms will experience reduced strain, enabling them to focus resources on acute care needs.

Workforce and Economy: The project will create at least five new full-time healthcare positions, strengthening the local economy and providing career opportunities in a high-demand field.

Community: Humboldt County as a whole will benefit from expanded healthcare infrastructure, improved health outcomes, and a more resilient healthcare system.

This project will increase access to equitable, in-home palliative care, reducing healthcare disparities and supporting the well-being of vulnerable populations. It will also strengthen the local economy by creating stable, competitive-wage jobs.

The impact will be measured by tracking key metrics, including:

- Number of patients served (target: 125 annually).

Hospice of Humboldt

- Reduction in hospital admissions and emergency room visits for enrolled patients.
- Patient and family satisfaction surveys.
- Employment and retention rates for new staff.

This data will be regularly reviewed to assess progress and refine the program to maximize its impact.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

The expansion of Hospice of Humboldt's Home-Based Palliative Care (HBPC) program is structured in distinct phases to ensure a smooth and effective implementation, with work occurring over the next year and a half.

Phase 1: Preparation (2025 Q1)

- Conduct market research to refine the program design and identify outreach strategies.
- Complete the 3rd team room in the administrative building to accommodate new staff.
- Strengthen existing partnerships with Cal Poly Humboldt, College of the Redwoods, and local healthcare providers to support workforce development and referral networks.

Phase 2: Recruitment and Training (2025 Q2-Q3)

- Recruit and onboard additional interdisciplinary staff, including nurse practitioners, social workers, and home health aides.
- Provide workforce training through our CDPH-approved Home Health Aide certification program and partnerships with educational institutions.
- Begin targeted outreach campaigns to educate the community about palliative care benefits and build referral pipelines.

Phase 3: Initial Service Expansion (2025 Q4)

- Roll out expanded services with new staff in place, increasing the patient census to 85 by the end of 2025.
- Monitor outcomes, gather feedback, and refine processes as needed.

Phase 4: Full Implementation (2026)

- Expand services to achieve a target census of 125 patients by year-end, fully capitalizing on the new reimbursement structures for dual-eligible patients.
- Evaluate the program's impact using key metrics, including patient outcomes, satisfaction scores, and financial performance, to guide future growth.
- The work funded by the Headwaters Fund grant will focus on Phases 1 and 2 of the project, ensuring that critical infrastructure and staffing needs are addressed to support the program's expansion. The full project will be completed in 2026, positioning Hospice of Humboldt as the premier provider of palliative care in the region.

4) Describe how this project (or the outcome) will be sustained into the future.

The expansion of Hospice of Humboldt's Home-Based Palliative Care (HBPC) program is designed with a strong foundation for long-term sustainability. Key elements include:

- **Reimbursement Revenue Stability:** The new reimbursement structures for dual-eligible patients launching in January 2026 provide a sustainable revenue source. By serving up to 125 patients annually, the expanded program will generate sufficient income to cover operational costs, making it financially self-sustaining.
- **Community Integration and Partnerships:** Collaboration with local healthcare providers, including Providence Hospital and primary care providers, ensures a steady stream of referrals and seamless integration of services into the regional healthcare system. Ongoing community outreach and education efforts will raise awareness about the benefits of palliative care, increasing patient engagement and support.
- **Operational Efficiencies:** Investments in infrastructure, staff training, and technology will improve operational efficiency, enhancing the quality of care while reducing costs. Data-driven strategies will allow us to monitor outcomes, adjust as needed, and optimize resource allocation.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

This project requires financial, human, and physical resources to expand Hospice of Humboldt's Home-Based Palliative Care (HBPC) program and achieve its goals. The Headwaters Fund grant request of \$75,000 will be allocated as follows:

Team Room Finish Construction (\$25,000): Funds will be used to complete the 3rd team room in our administrative building, providing a collaborative workspace for our interdisciplinary care team. This room will accommodate new staff and enable seamless coordination, enhancing patient care delivery.

Salaries and Wages (\$50,000): Funding will support the salaries and wages of 3.5 Full-Time Equivalents (FTEs) during the initial phases of program expansion. These positions, including nurse practitioners, social workers, and community health workers, are critical to expanding our patient capacity and ensuring high-quality, in-home care.

At project completion, the HBPC program will staff a total of 10 FTEs, ensuring the long-term sustainability of the expanded program and creating competitive-wage healthcare jobs in Humboldt County.

Reimbursement Revenue from Outside of Humboldt County: The expanded program will generate ongoing revenue through new reimbursement structures for dual-eligible patients, providing significant funding from federal and state healthcare programs.

This project leverages both local and external resources to strengthen Humboldt County's healthcare infrastructure, create jobs, and ensure access to equitable, high-quality palliative care for underserved populations. The requested Headwaters Fund grant will act as a catalyst for launching this critical expansion.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

As stated above, the initial phase of the HBPC expansion will create 3.5 full-time equivalent (FTE) positions, including nurse practitioners, social workers, and community health workers. By project completion, the program will support 10 FTEs, addressing workforce shortages and providing stable, high-quality healthcare jobs in Humboldt County.

Hospice of Humboldt collaborates with Cal Poly Humboldt and College of the Redwoods to offer clinical training for student nurses and Master of Social Work interns,

Hospice of Humboldt

ensuring a skilled and sustainable workforce pipeline. Additionally, training opportunities for Community Health Workers support workforce development and expand the availability of qualified healthcare providers.

The project enhances retention by offering competitive wages, career advancement opportunities, and a collaborative work environment. These efforts strengthen the local healthcare workforce and contribute to Humboldt County's economic stability by creating essential jobs in a high-demand field.

7) Describe who supports this project and in what ways?

The expansion of Hospice of Humboldt's Home-Based Palliative Care (HBPC) program is backed by a diverse and influential group of supporters:

1. Hospice of Humboldt's Board of Directors: The Board unanimously voted to support this project during their January 2025 meeting, demonstrating strong organizational commitment to the program's success.
2. Letters of Support (included in this application from):
 - o Tony Starr, President/CEO, Open Door Community Health Centers, highlights the program's importance in enhancing regional healthcare.
 - o Jennifer Heidmann, MD, Medical Director, Redwood Coast PACE, underscores the value of expanded palliative care for seniors and underserved populations.
 - o Jill Souza, MSN, PHN, Northern California Regional Director of Palliative Care, Providence Health, recognizes the program as a vital asset for addressing gaps in care.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

The total project cost is \$538,180, with \$75,000 (14%) requested from the Headwaters Fund and \$463,180 (86%) covered by matching funds. Matching sources include \$358,180 from insurance reimbursements and \$105,000 from donor support (partially received from Robert and Jennie Canevari Foundation).

Headwaters funds will be used to:

1. Complete the 3rd team room (\$25,000) to support the expanded care team.
2. Fund salaries for 3.5 FTEs (\$50,000) in the initial expansion phase, including nurse practitioners, social workers, and community health workers.

This financial structure ensures Headwaters funding acts as a catalyst for program expansion, while matching funds and reimbursement revenue to sustain long-term operations.

9) Complete the budget template to demonstrate the financial structure.

Done!

10) Describe how you will acknowledge the Headwaters Fund in your work.

Hospice of Humboldt will proudly acknowledge the Headwaters Fund's support for the Home-Based Palliative Care (HBPC) program expansion through various channels:

Social Media Recognition: Will celebrate the Headwaters Fund's contribution during key milestones, such as the team room completion and service expansion.

A press release will highlight the Fund's critical role in improving access to palliative care, with Headwaters Fund's approval prior to submitting a press release.

Hospice of Humboldt Campus Naming Opportunities:

The Headwaters Fund can be recognized through one of the numerous naming opportunities on our campus, including the option to sponsor a Majestic Redwood Tree with a Commemorative Sign as a lasting tribute.

These efforts ensure the Headwaters Fund is visibly and meaningfully recognized for its vital support in transforming Home-Based Palliative Care access in Humboldt County.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Project_Budget_Headwaters_Hospice of Humboldt.pdf

52.81KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Hospice of Humboldt

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				
Other (describe)				
Total Project Cost				

Governance

List of your board of directors or council members.

Board of Directors 2025.pdf

91.55KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

Letter of Support_Open Door Community Health Center.pdf

71.35KB

Letter of Support_Providence Health.pdf

397.05KB

Letter of Support_Humboldt Senior Resource Center.pdf

86.32KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

Hospice of Humboldt

Annual operating budget

Budget FYE 2026 Final.pdf

384.14KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Home Based Palliative Care Service Expansion_Timeline .xlsx

9.64KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

Business Plan HBPC Expansion_HoH.pdf

240.63KB

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Hospice of Humboldt



Business Plan: Expansion of Home-Based Palliative Care Program

Executive Summary: Our hospice’s current palliative care program serves approximately 60 patients. With the implementation of new reimbursement structures for dual-eligible patients in January 2026, we have the opportunity to expand our services significantly, potentially more than doubling our census. This plan outlines strategies to position our program, ensuring our continued leadership in compassionate, high-quality care.

Mission and Vision: The mission of Hospice of Humboldt is to provide heartfelt end-of-life care and bereavement services to all who need them in northern Humboldt County. This expansion aligns with our vision of being the premier provider of hospice and palliative care in the region, offering unparalleled access, expertise, and outcomes.

Market Analysis

- **Demographics:** The dual-eligible population represents a significant portion of patients requiring palliative care. With an aging population, demand is expected to grow.
- **Competitor Analysis:** Compassus has a strong presence in outpatient palliative care nationally but is not currently providing this care in Humboldt County. However, while Providence is well-established in our region if they decide to begin this service in our region, our advantage lies in our longstanding relationships with patients, families, and healthcare providers, as well as our reputation for excellence in care delivery.
- **Regulatory and Reimbursement Landscape:** The new reimbursement structure for dual-eligible patients provides financial sustainability and scalability for our program.

Goals and Objectives

1. Expand palliative care services to 125 patients by the end of 2026.
2. Establish partnerships with key healthcare providers, including hospital discharge planners and primary care practices.
3. Enhance operational efficiency and clinical outcomes through training, technology, and data-driven strategies.

Hospice of Humboldt

Strategic Initiatives

1. Market Penetration

- Strengthen referral relationships with Providence Hospital and other local healthcare providers.
- Increase community outreach and education about palliative care benefits.

2. Workforce Development

- Recruit and train additional palliative care staff, including nurse practitioners, social workers, and community healthcare workers.

Implementation Timeline:

- **2025 Q1:** Conduct market research and finalize program design. Finish 3rd team room.
- **2025 Q2-Q3:** Initiate recruitment and staff training. Begin targeted outreach campaigns.
- **2025 Q4:** Roll out expanded services and continue to build referral partnerships.
- **2026:** Fully capitalize on reimbursement changes and monitor growth metrics to adjust strategy as needed.

Evaluation and Metrics

- Monthly tracking of census growth
- Patient and family satisfaction scores
- Clinical outcome metrics, such as symptom management and hospital readmission rates
- Financial performance against budget

Conclusion The expansion of our palliative care program presents a transformative opportunity to serve more patients while ensuring financial sustainability. By acting decisively, we will secure our footprint as the leader in hospice and palliative care, and fulfilling our mission of compassionate, high-quality care.

Hospice of Humboldt

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Nurse Practitioner: .5FTE	78,837			
Physician Assistant: .25 FTE	35,152			
Registered Nurse: 1 FTE	88,483			
Social Worker: 1.25 FTE	80,870			
Community Health Worker: .5 FTE	22,714			
Administrative Support: 1 FTE	50,128			
Sub-total: all Direct Salareis & Wages	356,184	50,000	358,180	Insurance Reimbursement - based on services provided
Benefits & Payroll Taxes	89,046		75,000	Donor support will be realized by summer of 2025
Consultant, contractor or professional fees (specify)				
Travel - Continuing Education	12,000			
Equipment: 5 laptops at \$1500 each. Software Support \$2500 Furniture \$25,000	35,000		30,000	Support received from Robert and Jennie Canevari Foundation
Materials and supplies: Office Supplies - \$5000 Postage/Printing - \$5000	10,000			
Other: After hours anserwing service - \$8000 Dues/Subscriptions - \$2950	10,950			
Team Room Finish Construction	25,000	25,000		
Total Project Cost	538,180	75,000	463,180	
% of Total Project Cost	100%	14%	86%	

Hospice of Humboldt

Hospice of Humboldt
Board of Directors

First	Last	Office
Alannah	Smith	Secretary
Ann	Lindsay	
Brian	Mistler	Treasurer
Jack	Irvine	
Jamie	Jensen	
Joanne	Conzelmann	
Eddie	Morgan	
Laura	Middlemiss	
Lisa	Ayers	
Lauren	Correll	
Nancy	Starck	Vice President
Stacy	Watkins	President

January 14, 2025

Dear Headwaters Fund,

As the Medical Director of Redwood Coast PACE at the Humboldt Senior Resource Center, I am writing to express our strong support for Hospice of Humboldt's initiative to expand their Home-Based Palliative Care ('HBPC') program. Our collaboration with Hospice of Humboldt has consistently demonstrated the profound impact that comprehensive palliative care has on the well-being of our community's seniors.

The expansion of the HBPC program is a significant advancement in delivering patient-centered care to individuals with serious illnesses who prefer to receive support in the comfort of their homes. This initiative aligns with our mission to provide comprehensive, coordinated care that addresses the complex needs of our aging population.

By extending palliative care into patients' homes, Hospice of Humboldt will offer continuous, holistic support that encompasses physical, emotional, and social well-being. This approach is essential for improving quality of life, reducing unnecessary hospitalizations, and ensuring that care is tailored to the unique needs of each individual.

We are confident that this expansion will strengthen the continuum of care in our region and foster a more integrated healthcare system. The Humboldt Senior Resource Center is committed to the well-being of older adults in Humboldt County, and we support Hospice of Humboldt in this endeavor to ensure better access to palliative care for all.

We wholeheartedly endorse Hospice of Humboldt's expansion of their Home-Based Palliative Care program and encourage full support for this vital initiative. Together, we can make a meaningful difference in the lives of those we serve.

Sincerely,



Jennifer Heidmann, MD
Medical Director, Redwood Coast PACE
Humboldt Senior Resource Center

Hospice of Humboldt



Palliative Care Department
2700 Dolbeer Street
Eureka, CA 95501
(707)445-8121

January 15, 2025

Dear Headwaters Fund,

As the Northern California Regional Director of Palliative Care at Providence Health, I am writing to express our strong support for Hospice of Humboldt's initiative to expand their Home-Based Palliative Care (HBPC) program. Our collaboration with Hospice of Humboldt, particularly through our inpatient palliative care services at Providence St. Joseph Hospital in Eureka, has consistently demonstrated the significant benefits that comprehensive palliative care brings to patients and their families.

The expansion of the HBPC program represents a crucial advancement in delivering patient-centered care to individuals with serious illnesses who prefer to receive support in their own homes. This initiative aligns with our shared mission to provide compassionate care and addresses a critical need in our community by enhancing access to palliative services beyond the hospital setting.

By extending palliative care into patients' homes, Hospice of Humboldt will offer continuous, holistic support that encompasses physical, emotional, and social well-being. This approach is essential for improving quality of life, reducing unnecessary hospitalizations, and ensuring that care is tailored to the unique needs of everyone.

We are confident that this expansion will strengthen the continuum of care in our region and foster a more integrated healthcare system. Providence Health is committed to continuing our partnership with Hospice of Humboldt, working together to support this endeavor and ensure its success.

We wholeheartedly endorse Hospice of Humboldt's expansion of their Home-Based Palliative Care program and encourage full support for this vital initiative. Together, we can make a meaningful difference in the lives of those we serve.

Sincerely,

A handwritten signature in black ink that reads "Jill Souza".

Jill Souza, MSN, PHN

Northern California Regional Director of Palliative Care
Providence Health



Community Health Centers

Hospice of Humboldt

January 21, 2025

Dear Headwaters Fund,

On behalf of Open Door Community Health Centers, I am writing to express our full support for Hospice of Humboldt's efforts to expand their Home-Based Palliative Care (HBPC) program. As a long-standing partner in providing compassionate care to our shared communities, we recognize the critical importance of accessible, high-quality palliative care services for patients facing serious illnesses.

Hospice of Humboldt's HBPC program addresses a significant gap in care for individuals who may not yet qualify for hospice services but still require specialized, interdisciplinary support to manage their complex needs. This expansion will not only improve quality of life for patients and families but will also alleviate pressure on our local healthcare systems by reducing hospital readmissions and emergency department utilization.

The proposed expansion aligns closely with Open Door's mission to provide comprehensive, patient-centered care, especially to underserved populations. By growing their capacity, Hospice of Humboldt will enhance our region's ability to meet the needs of patients facing systemic health barriers, ensuring equitable access to critical services.

We are particularly encouraged by Hospice of Humboldt's commitment to collaborating with local healthcare providers, recruiting diverse and skilled staff, and leveraging innovative approaches to deliver care. These efforts will undoubtedly strengthen the overall continuum of care in Northern California and reflect the shared values of our organizations.

We are proud to partner with Hospice of Humboldt and urge you to fully support this vital initiative. Together, we can ensure that patients and families in our community receive the care, dignity, and support they deserve.

Sincerely,

Tory Starr
Chief Executive Officer
Open Door Community Health Centers

Administration, Finance, and Human Resources

1275 8th Street
Arcata, CA 95521
(707) 826-8633

Billing

1385 8th Street
Arcata, CA 95521
(707) 826-8642

Arcata

Community Health Center
1150 Foster Avenue
Arcata, CA 95521

Burre Dental Center / Mobile Dental Services

959 Myrtle Avenue
Eureka, CA 95501

Del Norte

Community Health Center
550 East Washington Boulevard
Crescent City, CA 95531

Eureka

Community Health Center
2200 Tydd Street
Eureka, CA 95501

Ferndale

Community Health Center
638 Main Street (PO Box 1157)
Ferndale, CA 95536

Fortuna

Community Health Center
3750 Rohnerville Road
Fortuna, CA 95540

McKinleyville

Community Health Center
1644 Central Avenue
McKinleyville, CA 95519

Mobile Health Services / Telehealth & Visiting Specialists Center

2426 Buhne Street
Eureka, CA 95501

NorthCountry

Prenatal Services
3800 Janes Road, Suite 101
Arcata, CA 95521

Open Door

Gynecology Services
3770 Janes Road
Arcata, CA 95521

Redwood

Community Health Center
2350 Buhne Street
Eureka, CA 95501

Willow Creek

Community Health Center
38883 Highway 299
Willow Creek, CA 95573

Member Services

• **Del Norte**
550 East Washington Boulevard
Crescent City, CA 95531

• **Humboldt**
1522 3rd Street
Eureka, CA 95501

Date: **19 DEC 1980**

Our Letter Dated:
September 8, 1978
Person to Contact:
Desk Officer
Contact Telephone Number:
(415) 556-5353

Hospice of Humboldt, Inc.
2427 Harrison Avenue, #4
P. O. Box 3611
Eureka, CA 95501

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section *170(b)(1)(A)(vi). Your exempt status under section 501(c)(3) of the code is still in effect.

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section *170(b)(1)(A)(vi) status, or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section *170(b)(1)(A)(vi) organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,


District Director

*509(a)(1) and

Hospice of Humboldt

		Hospice Homecare	Hospice Shop	IEHH	Home Base Palliative Care	Budget 2026
Budget						
1	ADC	108.0		6.83	60.00	114.83
2	Patient days	39,420		2,494		41,914
	REVENUE					
	Patient Reimbursements					
3	Medicare	8,403,689		924,737	35,403	9,363,830
4	Medi-Cal	930,941		49,512	390,000	1,370,453
5	Commercial Insurance	801,722		61,316	20,150	883,188
6	Self Pay/Other	4,922		687,476	11,102	703,499
7	Revenue adjustments	(874,618)			(12,543)	(887,161)
8	Subtotal Patient Reimbursement	9,266,656		1,723,041	444,111	11,433,809
	Other Revenues					
9	Hospice Shop Sales		350,000			350,000
10	Donations/Fundraising	750,000				750,000
11	Interest/Other	120,000			60,000	180,000
12	Subtotal Other Revenues	870,000	350,000		60,000	1,280,000
13	TOTAL REVENUES	10,136,656	350,000	1,723,041	504,111	12,713,809
	EXPENSES					
	Personnel Expenses					
14	Non-clinical Salaries	1,400,968	153,115	45,805	53,136	1,653,023
15	Outreach	252,141				252,141
16	RNs	2,548,313		1,177,218	168,087	3,893,618
17	HHA	435,122		680,150		1,115,272
18	SWs	303,334		48,138	63,551	415,023
19	Chaplains	139,831				139,831
20	BV	114,367				114,367
21	Volunteer Coordinator	76,817				76,817
22	RN Contract	46,000				46,000
23	Medical Director	280,000				280,000
24	Holiday Merit Pay	18,500	1,100	6,000	1,200	26,800
25	Benefits and Incentives	1,361,608	51,823	416,969	32,258	1,862,657
26	Subtotal Personnel Expenses	6,977,000	206,038	2,374,279	318,232	9,875,549
	Patient Expenses					
27	DME	323,688		6,695		330,383
28	Medications	342,426		10,962		353,387
29	Home Infusion	18,086				18,086
30	Palliative Treatments	12,385				12,385
31	Medical supplies	138,541		21,282		159,823
32	Mileage	151,768			1,000	152,768
33	Other	153,587		30,899	1,900	186,386
34	SNF Pass-throughs	80,613				80,613
35	Subtotal Patient Expenses	1,221,093		69,838	2,900	1,293,831
	Facility Expenses					
36	Utilities	66,326	6,353	88,065		160,744
37	Maintenance	51,936	2,575	18,873		73,384
38	Rent		54,408			54,408
39	Service contracts	18,540				18,540
40	Other	18,361	11,147	7,452		36,959
41	Subtotal Facility Expenses	155,164	74,483	114,390		344,036
	Admin Expenses					
42	Computer/software support	160,321	2,172	7,968	1,986	172,447
43	Continuing Education	32,000	1,500	5,000	6,000	44,500
44	Meeting Expenses	5,241			200	5,441
45	Consulting	20,000				20,000
46	Office/General supplies	34,327	1,112	5,334		40,773
47	Dues & subscriptions	29,303		8,663	3,039	41,005
48	Insurance	64,120	4,498		1,800	70,418
49	Legal & Accounting	35,000				35,000
50	Postage & printing	22,393	150	300	500	23,343
51	Telephone	95,575	2,931		6,230	104,735
52	Other	33,830	11,091	5,094	225	50,240
53	Volunteer/Bereavement	7,600				7,600
54	Fundraising/LUAL	11,000				11,000
55	Outreach Advertising/collateral	14,750	500		1,000	16,250
56	Subtotal Admin Expenses	565,459	23,955	32,360	20,979	642,752
57	TOTAL EXPENSES	8,918,715	304,476	2,590,866	342,112	12,156,168
58	Net Surplus BEFORE Depreciation:	1,217,942	45,524	(867,825)	162,000	557,641
59	Depreciation	231,408	9,000	185,244	3,108	428,760
60	Net Surplus (Deficit)	986,534	36,524	(1,053,069)	158,892	128,881

Humboldt County Fair Association



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Humboldt County Fair Association

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Tonde Razooly

Contact Person Title

Special Event Coordinator

Contact Email

vendors@humboldtcountyfair.org

Contact Phone

707/786-9511

Contact Address

1250 5th Street, Ferndale CA 95536

Organization Information

Organization Name

Humboldt County Fair Association

Director / CEO

Moira Kenny

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The Humboldt County Fair Association's (HCFA) mission is to promote agricultural, industrial, and recreational interests in the community.

Authorization and Acknowledgement

Authorized representative name *

Moira Kenny

Authorized representative title

Ceo

Humboldt County Fair Association

Budget Information

Total current year organizational budget

\$2,688,509.00

Number of full-time employees

8

Amount of HWF requested

\$40,000.00

Total project cost

\$287,674.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
02/15/2025

Grant timeline: end

08/15/2026

Project timeline: start

Please provide the timeline of your project
08/15/2025

Project timeline: end

01/22/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

If yes, please explain when, how much funding was awarded, and for what purpose

2024 - Sparkling Light Spectacular for the purchase of lights and Holiday Props. With the Support the event was hugely successful, allowing the expansion for 2025 Previous Ceo, received funding for a project that was disclosed in the 2024 request.

Project Information

Project title*

Winter Fair at the Humboldt County Fairgrounds, Ice Rink

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$134,574.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

From November 15th to January 15th, 2025 the Humboldt County Fairgrounds will host the first Annual Winter Fair! A celebration to bring economic growth, seasonal jobs, and community joy during our colder months. This happening stands to rival the traditional summer fair season and offer the Fairgrounds an additional avenue for preservation. The Holiday will use the existing fairgrounds to attract visitors and locals, bringing a new, strong winter economy to our area.

Building on the 2024 successes, the Winter Fair will extend The Sparkling Light Spectacular, an enchanting and well-received walking and driving tour light tour.

Additionally, the Holiday of Trees will continue to showcase beautifully decorated trees, and local vendors and include, an online platform for virtual bidding, but the highlight activity will be ice skating!

Listening to the community suggestion, a need to bring the ice rink back was overwhelming. Offering consistent, annual skating embodies the magic of the season. Community members of all ages can enjoy this exciting new tradition, making the Winter Fair a cornerstone event for our area.

With room for expansion, the Winter Fair is ready to grow, incorporating NEW winter events each year, boosting new annual hiring, local businesses and tourism.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism

Humboldt County Fair Association

- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other
Bringing Tourism to the Area

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The purchase of an ice rink is the defining element of the Winter Fair, transforming the Humboldt County Fairgrounds into a winter destination. With the traditional Fair's changing landscape it is necessary now to consider how to use the existing infrastructure of the Humboldt County Fairgrounds to preserve itself along with fostering economic growth in our area. Using the HCFA's historic Summer Fair knowledge, we can harness the same Summer Fair-time spirit in Winter at a Winter Fair, which will have a strong, positive impact on our community in the forms of activity, entertainment, economic growth, and tourism. The need is crucial for the fairgrounds to use everything within their power to maintain its own survival as we look to the future. With a healthy community center the continue to offer crucial needs for groups, individuals, and businesses, now not only in Summer but in Winter as well.

Utilizing the existing fairgrounds for this initiative is an efficient approach, making use of available infrastructure to create a sustainable winter economy. Renting an ice rink each year may provide a temporary solution, but purchasing one ensures that the event will be viable and self-sustaining for years to come. Ownership eliminates recurring rental costs and allows for the expansion of Winter-related programs.

This project will be led by HCFA Staff and coordinated by Tonde Razooly, overseeing every aspect of the Winter Fair is carefully planned and executed. With the purchase of the ice rink, the event will become a long-term asset to the fairground, generating continued revenue without the need for ongoing outside funding. Over the years, as attendance grows, the Winter Fair will evolve into a premier seasonal attraction, strengthening the fairgrounds' legacy and preserving its future as our community center.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

The project of a Winter Fair will create new jobs, give a high quality of life to our community and promote tourism. We hope to responsibly expand each year, using the existing Fairgrounds effectively. Just as our Summer Fair, hires will come from within our community. Winter Fair will support a growing number of seasonal workers yearly. Having consistent activities and entertainment in our area supports a positive impact on not only those who attend but also the overall growth of creativity and well-being of our area. One positive experience continues to spread, raising quality of life. Winter fair will directly benefit our community in experience for those that visit, and economic growth all around the event. With the Sparkling Light Spectacular, we experienced enthusiasm for attending annually. Adding a skating rink to the event will be a unique experience and people will travel to attend. Tourism will help the event to grow and bring in needed additional revenue to our area. Supporting our local business is essential in buying local and encouraging outside visitors. The Winter Fair will benefit the local economy annually. The impact of the Winter Fair will be marked by attendance and local economic growth. (TOT taxes for outside visitors and Chamber of Commerce reporting.)

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Planning has begun! After the success of the Sparkling Light Spectacular and Holiday of Trees, the future of the Fairgrounds became unclear. Necessity in bringing stronger, and diversifying events is now essential. Using the detailed evaluation of not only our most recent 2024 Holiday event but also research of past ice rink operations a business plan for Winter Fair 2025 was created. Currently, we are seeking financing and donations to support the initiative.

Humboldt County Fair Association

A used rink has been negotiated for purchase. Our purchase dates: 3/17/2025

We are With the purchase the rink would be active during our Summer Fair.

Circa Aug. 19th for the run of the Summer Fair Season the ice rink would be extreme for guests to enjoy and act as a strong promotion for the Winter Fair.

Winter Fair is scheduled to be held Nov. 15th-Jan. 15th, 2025. With Holiday of the Trees Bazaar being our kick-off event for a limited number of days, Sparkling Light Spectacular tours and ice skating are open consistently throughout the time.

Installation will begin at the end of Oct. 2025. (weather dependent for exterior lights) Installation of the ice rink will also be end of October to early November in Belotti Hall and will not be weather-dependent but will be available to installers.

Hiring and training, Nov. 1st, 2025

Event Dates: Nov. 15th-Jan. 15th, 2025

Our 2025/26 Season will conclude on Jan. 15th. An immediate evaluation and review will commence. Planning for 2026 will quickly follow, creating a consistent ANNUAL flow of planning, implementing, hosting, and evaluation.

4) Describe how this project (or the outcome) will be sustained into the future.

Once the initial cost of the rink purchase is eliminated, each year following will benefit with greater revenue. The revenue can be reinvested in the growth of the event bringing in more visitors.

Ice rinks have a life expectancy of 10-12 years without any major repairs or maintenance. As our desired rink is 3.5 years old we can expect the rink to be a cornerstone of our Winter Fair for years to come.

The Humboldt County Fairground's expertise is in running a traditional Summer Fair. Using the same strengths within the HCFA the Winter Fair can benefit from the past and forge new ground.

Our community has expressed great love for fairgrounds, using the beloved grounds for other events beyond the Summer Fair, and gratefulness for 2024's Holiday events. Ice skating, extended light driving, walking tours, and the Holiday of Trees Bazaar will be a winning combination in understanding what our community wants and using existing infrastructure.

Sustainability is expected with consistent coordination and benefit from current and past years of experience. Responsible growth of the event will be reliant on its own revenue starting in 2026.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The Humboldt County Fairgrounds' Winter Fair will require key resources, including a one-time purchase of the ice rink, which will be housed in Belotti Hall. The Sparkling Light Spectacular will provide the 2024 lights, while ongoing needs such as infrastructure repairs and extensions. Annual chiller rentals will be essential for maintaining the rink. As the event grows, we aim to attract outside tourism, boosting local engagement and economic impact.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The Humboldt County Fairgrounds will hire within the community for additional seasonal positions. As Winter Fair grows so will the amount of positions that will be created. 2025 projections of keeping the staffing of the Holiday of Trees Bazaar, and Sparkling Light Spectacular staffing at 8 from 2024, adding the ice rink would boost that to a minimum of 16 staff within grounds opportunities currently.

Exterior grounds economic stimulations from attracted tourism may support additional hiring in lodging, dining, and shopping as shown with traditional Summer Fair.

7) Describe who supports this project and in what ways?

In 2023 while raising support for a Winter Light Show most conversations included bringing back an ice rink. By listening then researching now there is a huge amount of support in the community for Winter events, ice rinks, and light tours. The past year showed support in the form of volunteers, donations numbers of attendance. Organizers interviewed ALL experienced a positive support within the community.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

\$287,674 is the overall projected cost of the Ice rink component of the Winter Fair. The HCFA is reaching out for donations for the purchase of the rink (excluding Chiller) of \$134,574.46 with matching funds from sponsorships/donations and financing with local banks.

9) Complete the budget template to demonstrate the financial structure.

Business Plan attached.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Donors will be acknowledged with access to a Private Party at the Rink with up to 30 skaters

Dedicated Rink Wall with Organization/Business logo at Summer Fair event and Winter Fair

Organization/Business logo added to promotional material

Organization/Business signing displayed at the Rink at the Summer Fair event and Winter Fair

Organization/Business logo added to promotional material and Humboldt County Website.

And the eternal gratefulness from the skating community and the Humboldt County Fairgrounds!

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

Humboldt County Fair Association

use the budget format outlined below and include a description of match sources

Winter Fair-Headwaters Budget Form.pdf

60.02KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	5,000	2,000	3,000	United Way Grant
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				
Other (describe)				
Total Project Cost				
% of Total Project Cost		%	%	

Governance

List of your board of directors or council members.

BOD List for Public Request.pdf

35.55KB

(PDF preferred) max file size 10 MB

Support Letters

Humboldt County Fair Association

attach documentation of collaboration and/or project need in the form of up to 2 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

letter of Rec M. Kenny Headwater.pdf	79.03KB
Headwaters Fund Rec. Kyle .pdf	47.35KB
ice rink letter Nicole.pdf	45.8KB
Headwaters Letter of Rec. Jill.pdf	603.98KB
Headwaters LOR- McPeters.pdf	44.83KB

IRS tax status certification

most recent (for non-profits only)

(Small)Annual Registry Renewal 2022s.pdf	7.16MB
(PDF preferred) max file size 10 MB	

Annual operating budget

HCFA 2024 Budget Final 5.30.24 Compressed.pdf	276.02KB
(PDF preferred) max file size 10 MB	

Timeline with expected project milestones and completion dates

sample below

Ice Rink Headwater Timeline_Template.pdf	82.35KB
(PDF preferred) max file size 10 MB	

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	Traffic Study
04/05/2024	Conceptual utility and infrastructure master plan

Optional Attachments

Resumes

brief resumes of key personnel

2025 Tonde Razooly Resume.pdf	64.38KB
(PDF preferred) max file size 10 MB	

Market Analysis

2019 Ice Rink Daily Counts .pdf	68.4KB
(PDF preferred) max file size 10 MB	

Humboldt County Fair Association

Business Plan

1_25-HCFA Skating Rink 2025.pdf

165.94KB

(PDF preferred) max file size 10 MB

Associated Research

1_28-HCFA Rink Q & A Donations.pdf

58.46KB

(PDF preferred) max file size 10 MB



Humboldt County Fair Association

Business Plan for Combining Sparkling Light Spectacular with Ice Skating at the Humboldt County Fairgrounds with Purchase

Objective:

To purchase an ice rink for the Humboldt County Fairgrounds, integrating it with the Sparkling Light Spectacular to create a flagship winter attraction, a Winter Fair. This purchase aims to reduce long-term costs associated with rentals, attract additional sponsorships, and open revenue opportunities through ice skating during the 2025 Fair season, and Support The Humboldt County Fair Association's mission is to promote agricultural, industrial, and recreational interests, the ice rink at our cherished community Fairgrounds.

Overview, The acquisition includes:

- Ice rink flooring, rink's piping system and Cooling Coils/Piping System: (Plastic or metal tubing placed beneath the rink surface to circulate the cooling solution.) insulation layers and flooring mats
- Necessary equipment: chiller (operated seasonally to reduce maintenance costs).
- Potential donation of sidewalls from the disbanded Hockey league in Arcata (confirmation pending).

With a purchase, possible Featured Events:

2025 Fair-time tented area for skating during the 2025 Fair season, generating additional revenue.

Increasing Humboldt County Fairgrounds Winter-time attendance, tourism and growth. Lending itself in creating a Winter Fair event. Adding additional activities and vendor opportunities. Expanding each year! Stack Box Snow Slide, Polar Golf...

Promotions and Donors:

To maximize the success of the proposed ice rink and its integration with the Sparkling Light Spectacular, the following promotional and donor strategies could be implemented:

Fair-Time Sponsorship Packages

Winter Sponsorship Opportunities:

During the 2025 Fair season, sponsorship packages will offer businesses and individuals the opportunity to showcase their support for the Winter Fairgrounds events while gaining exposure through high-visibility of the event to the community.

With a purchase of a rink the HCFA can commit to multi-year ongoing operation, contributing to the Fairgrounds' long-term sustainability. With a target goal of \$70,000.00 toward purchase and financing the remainder with a short term loan.

Winter Event Cross-Promotion:

- **Community Outreach:** Information about the ice rink in conjunction with the expanded, Sparkling Light Spectacular could be shared in promotional materials during our 2025 Fair season creating excitement for the full Humboldt County Fairgrounds, Winter Event lineup.
 - Flyers, digital ads, and social media campaigns may highlight Summer & Winter events, encouraging families and community members to attend and support.

Humboldt County Fair Association

- Messaging will emphasize the positive impact on the community, with a focus on fostering family-friendly traditions at the Fairgrounds for economic growth of the community.
- **Encouraging Donor Enthusiasm:** Showcasing the rink as part of a broader effort to enhance year-round programming.
- **Highlighting the Fairgrounds' Legacy and Mission:** Promotional may highlight the Fairgrounds' role as a cultural and recreational hub for Humboldt County.

Operating Schedule and Revenue Model:

Dates: Nov. 15-Jan.15th, 2025 (60 consecutive days)

Operating Hours:

Monday-Friday: 9:00 AM - 9:00 PM, School group bookings (9:00 AM - 4:00 PM discounted rates).

Friday Night, Saturday, Sunday: Open skating (10:00 AM - 10:00 PM, full price).

Pricing:

General Admission: \$17.00 (adults), \$14.00 (children).

School/Group Rates: \$15.00 (adults), \$10.00 (children, groups over 10).

Daily Revenue Requirement:

- To cover costs, the rink must generate \$3,435.00 per day.
- With 9 operational hours daily, the **hourly** revenue target is \$381.66.

Revenue Streams: (all averaged from 2018, 2019)

- **Sponsorships:** Estimated \$70,000 toward purchase
- **Daily Skaters: Estimated \$195,577.75** (2018, 2019 profits, averaged w/current pricing)
- **Vendor Fees/Concession:** Estimated \$10,000.
- **Merchandise/Bar:** Estimated \$5,000.
- **School Bookings:** \$12,000.00
- **Fair Time Skating:** \$21,000.00

Humboldt County Fair Association

Staffing:

1. **Shifts:**

- Two 6-hour shifts daily.
- 4-6 employees per shift.

2. **Roles:**

- Door/Skate Rental.
- Concessions.
- On-Ice Rink Guard.
- Floor Manager.
- Cost of average of (5) staff members \$1,080.00 per day = \$46,000 (for 45 days)

3. **Training:** ALL Employees must complete safety training and learn operational protocols.

Concessions and Vendors:

- Concession options include snacks and drinks. Vendors can lease space with the HCFA retaining 20% of profits after taxes.
- A non-skater bar for weekends offers additional revenue opportunities.

Marketing Strategy:

1. **Promotions:** Highlight the combined event in Sparkling Light Spectacular advertising. Partner with local schools and community groups to secure weekday bookings.
2. **Decor and Ambience:** Welcoming decor, festive lighting, and music to create a memorable holiday atmosphere.
3. **Community Engagement:** Encourage local businesses and sponsors to participate. Provide group discounts to drive attendance.

Humboldt County Fair Association

Cost vs. Earnings Table:

Category	Amount 2025	Amount 2026
Earnings:		
Sponsorships	\$70,000.00	0
Daily Skaters	\$195,577.75	\$195,577.75
Vendor Fees/ Concessions	\$10,000.00	\$10,000.00
Merchandise/Bar	\$5,000.00	\$5,000.00
School Bookings	\$12,000.00	\$12,000.00
Fair-Time Skating	\$21,000.00	\$21,000.00
Total Earnings:	\$313,577.75	243577.75
Costs:		
Ice Rink Purchase	\$123,000.00	0
Installation	\$9,800.00	\$1500
Mat Purchase	\$2,000.00	0
Chiller Rental	\$43,000.00	\$43,000.00
Shipping	\$9,300.00	0
Electricity	\$10,000.00	\$10,000.00
Staffing Costs	\$49,000.00	\$49,000.00
Decorations	\$10,000.00	\$5,000
Entertainment	\$10,000.00	\$10,000.00
Advertising	\$10,000.00	\$10,000.00
Total Costs:	\$276,100.00	128500
Net Revenue:	\$37,477.75	\$115,077.75

To further enhance revenue opportunities, the introduction of a Private Party Rental Package offers an experience for groups of 10 or more. This package includes 1 hour of skate time and 2 hours of access to a reserved seating area, perfect for celebrations, team-building events, or special gatherings. Pricing for the package is set at \$15.00 per adult skater, \$10.00 per child skater, and an additional \$75.00 per hour for the reserved space.

Additionally, weekend mornings present an opportunity to offer skating lessons, catering to children eager to learn or improve their skills on the ice. Each lesson is priced at \$30.00 per child, providing an educational and enjoyable activity for families while generating supplementary income for the rink. By incorporating these options, the ice rink can attract diverse audiences, maximize utilization of the facility, and create memorable experiences for the community.

Conclusion: The combination of the Sparkling Light Spectacular with an ice skating rink presents an exciting opportunity to elevate the winter event, to a Winter Fair experience and the potential to become a hallmark holiday tradition for Humboldt County, benefiting the community and the Humboldt County Fairgrounds alike.



Humboldt County Fair Association

Ice Skating Booking Schedule for Schools/Groups

Humboldt County Fairgrounds - November 29, 2024, to January 15, 2025

Date: Nov. 29th, 2025	Group of 25 - 35	Group of 25 - 35
• 9:00 AM - 10:00 AM		
• 10:30 AM - 11:30 AM		
• 12:00 PM - 1:00 PM		
• 1:30 PM - 2:30 PM		
• 3:00 PM - 4:00 PM		

(Schedule Example)

Daily Time Slots (Monday-Friday)

Details:

- Each session is one hour long. Schools and groups must book in advance to secure their desired time slot. Discounted rates are available for school groups and parties of 10 or more: Adults: \$15.00 per person, Children: \$10.00 per person

How to Book: Contact the Humboldt County Fairgrounds office or Book online

Provide the following information:

- School/Group Name
- Contact Person's Name and Phone Number
- Preferred Date and Time Slot(s)
- Estimated Number of Participants
- Confirm you're booking and arrange payment to secure your reservation.

Additional Notes:

- Availability is on a first-come, first-served basis.
- Groups are encouraged to book multiple sessions for larger classes or extended activity times.
- Waivers must be signed by participants or guardians before skating.

Contact Information: Humboldt County Fairgrounds Office Phone: 707/786-9511

Book early to ensure your school or group doesn't miss out on this festive skating experience!



Humboldt County Fair Association

Humboldt County Fairgrounds Ice Rink Q&A

Are you requesting donations from other foundations?

Yes, we are currently actively seeking donations, grants and letters of support within the community.

If the ice rink could possibly profit on its first year why are you seeking the full cost of the purchase of the rink?

Unfortunately the HCFA does not currently have the available funds to authorize a purchase, garnishing donations and or financing would be the only possible way for the rink to be purchased currently.

Why are you asking for funding so early for a Winter event?

With the possibility of purchasing the rink time is of the essence, considering that stock is limited and most rental or purchase agreements must be signed before March 1st. The HCFA has stipulated that an ice rink will only be approved WITH considerable donations and/or financing toward the purchase.

Where will the rink be housed if purchased?

The rink will be housed in a tent during 2025 fair-time. The rink will be housed in Belotti Hall from Nov. 15-Feb. 15th for Winter event. Yearly non-use storage is also in being considered and will be determined. Storage will consider with size and temperature needs.

Can Belotti Hall be used for other events in Winter?

Yes, the rink will be removed and stored after early January and ready for rental, dinners and meetings directly after Jan. 15th.

Can business' book private parties at the Ice Rink:

Yes, with full approval (pending donations, grants and financing) we will actively start booking schools for field trips and business Holiday parties with a private seating area hosted on the Belotti Stage.

What is the vision for the future of the ice rink?

We would like to have the Sparkling Light Spectacular, Holiday of Trees Bazaar, and Ice Rink continue to grow a Winter Fair Event. Each year adding winter events, bring together the community and preserving the fairgrounds for years to come.

What is the life expectancy of a rink?

Most rinks stay active with our repair for 10-12 years. The current proposed rink is has been in use for about 3.5 years, with 6 years of use before major maintenance is expected. The purchase company is also including repair consultations and support for the life of the rink.

Humboldt County Fair Association

Humboldt Ice Rink 2019/2020																																	
Date	School	Child Skate # est	Adult Skate # est	Skate \$	Concessions \$	Bar	Private Parties	SG Pay Out	Total -SG	Actual cc	Total	Running Total	RT 2018	Notes	Liquor	Beer	Wine	Total															
11/27/19		23	20	\$440	\$482	\$0		-\$350	\$572	\$274	\$922	\$922			\$0	\$0		\$0															
11/28/19		36	52	\$1,114	\$114	\$45			\$1,273	\$459	\$1,273	\$2,195			\$35	\$10		\$45															
11/29/19		120	75	\$2,521	\$993	\$100		-\$250	\$3,364	\$956	\$3,614	\$5,808	\$3,448		\$70	\$25	\$5	\$100															
11/30/19		142	92	\$2,142	\$633	\$145		-\$600	\$2,320	\$1,044	\$2,920	\$8,728	\$6,770	3 O duols	\$90	\$45	\$10	\$145															
12/1/19		155	119	\$2,640	\$945	\$155		-\$500	\$3,240	\$1,505	\$3,740	\$12,467	\$12,068	3 O Duols	\$40	\$90	\$25	\$155															
12/2/19	\$ 1,045	30	53	\$633	\$744			-\$150	\$2,272	\$179	\$2,422	\$14,889	\$15,797					\$0															
12/3/19	\$ 1,075	1	8	\$430	\$870			-\$150	\$2,225	\$60	\$2,375	\$17,263	\$18,274					\$0															
12/4/19	\$ 970	7	16	\$362	\$871			\$150	\$2,353	\$117	\$2,203	\$19,466	\$20,423					\$0															
12/5/19	\$ 970	7	4	\$430	\$1,144	\$230		-\$500	\$2,274	\$170	\$2,774	\$22,240	\$21,447	1 O Duols	\$65	\$180	\$5	\$250															
12/6/19	\$ 1,180	68	77	\$1,651	\$1,122	\$180		-\$500	\$3,633	\$1,242	\$4,133	\$26,373	\$24,426		\$60	\$110	\$10	\$180															
12/7/19		157	158	\$3,387	\$1,412	\$315		-\$600	\$4,514	\$1,623	\$5,114	\$31,487	\$29,529	CC 4 H2	\$120	\$175	\$15	\$310															
12/8/19		88	87	\$1,798	\$1,012	\$516		-\$500	\$2,826	\$1,618	\$3,326	\$34,813	\$34,396	Party \$32	\$120	\$70	\$5	\$195															
12/9/19	\$ 1,225	10	10	\$190	\$916			-\$150	\$2,181	\$142	\$2,331	\$37,143	\$35,026		\$5	\$10	\$15	\$30															
12/10/19	\$ 1,095	20	32	\$621	\$1,137	\$0		-\$150	\$2,703	\$289	\$2,853	\$39,996	\$37,244					\$0															
12/11/19	\$ 1,440	22	23	\$471	\$1,491	\$30		-\$150	\$3,282	\$180	\$3,432	\$43,428	\$38,772					\$0															
12/12/19	\$ 1,420	61	113	\$1,875	\$1,504			-\$350	\$4,449	\$919	\$4,799	\$48,226	\$40,231					\$0															
12/13/19	\$ 1,260	12	30	\$259	\$1,188	\$165		-\$500	\$2,372	\$279	\$2,872	\$51,098	\$43,484		\$115	\$40	\$10	\$165															
12/14/19		118	110	\$2,994	\$1,016	\$455		-\$600	\$3,865	\$1,627	\$4,465	\$55,562	\$47,236		\$210	\$215	\$30	\$455															
12/15/19		146	144	\$3,264	\$1,411	\$470		-\$500	\$4,645	\$1,886	\$5,145	\$60,707	\$53,283	x\$5Coupe	\$220	\$185	\$65	\$470															
12/16/19	\$ 1,395	8	28	\$404	\$1,066	\$0		-\$350	\$2,515	\$330	\$2,865	\$63,572	\$54,752					\$0															
12/17/19	\$ 1,240	25	39	\$698	\$1,230	\$0		-\$350	\$2,818	\$509	\$3,168	\$66,740	\$56,695					\$0															
12/18/19	\$ 1,875	12	15	\$289	\$926	\$0	65		\$3,090	\$111	\$3,090	\$69,829	\$59,377					\$0															
12/19/19	\$ 780	225	163	\$208	\$926	\$240		-\$225	\$1,929	\$30	\$2,154	\$71,983	\$61,787		\$75	\$125	\$20	\$220															
12/20/19	\$ 1,250	87	137	\$2,135	\$1,388	\$355		-\$300	\$4,828	\$555	\$5,128	\$77,110	\$65,233		\$170	\$145	\$40	\$355															
12/21/19		225	163	\$2,521	\$1,077	\$235		-\$600	\$3,233	\$1,949	\$3,833	\$80,943	\$73,115		\$80	\$120	\$10	\$210															
12/22/19	\$ 160	171	183	\$3,036	\$1,193	\$0		-\$500	\$3,889	\$1,980	\$4,389	\$85,332	\$80,771					\$0															
12/23/19		132	125	\$2,592	\$909	\$0		-\$350	\$3,151	\$1,374	\$3,501	\$88,833	\$84,227					\$0															
12/24/19		105	100	\$2,336	\$685	\$85		-\$250	\$2,856	\$1,146	\$3,106	\$91,938	\$85,888	1 OD	\$70	\$15		\$85															
12/25/19		67	111	\$1,980	\$698	\$70		-\$250	\$2,498	\$988	\$2,748	\$94,686	\$89,505		\$65	\$5		\$70															
12/26/19		127	156	\$2,971	\$831	\$0		-\$350	\$3,452	\$1,226	\$3,802	\$98,488	\$94,860					\$0															

Humboldt County Fair Association

Humboldt Ice Rink 2019/2020																		
Date	School	Child Skate # est	Adult Skate # est	Skate \$	Concessions \$	Bar	Private Parties	SG Pay Out	Total -SG	Actual cc	Total	Running Total	RT 2018	Notes	Liquor	Beer	Wine	Total
12/27/19		188	173	\$3,713	\$1,383	\$140		-\$450	\$4,786	\$1,743	\$5,236	\$103,723	\$100,723		\$15	\$110	\$15	\$140
12/28/19		206	254	\$4,778	\$1,323	\$0		-\$600	\$5,501	\$2,116	\$6,101	\$109,824	\$107,627					\$0
12/29/19		186	173	\$3,700	\$1,301	\$330		-\$500	\$4,831	\$1,873	\$5,331	\$115,154	\$112,351		\$95	\$215	\$20	\$330
12/30/19		124	100	\$2,554	\$1,106	\$0		-\$350	\$3,310	\$1,618	\$3,660	\$118,814	\$116,593					\$0
12/31/19		133	110	\$2,520	\$914	\$237		-\$400	\$3,271	\$1,437	\$3,671	\$122,485	\$120,606		\$95	\$110	\$32	\$237
1/1/20		185	136	\$3,130	\$1,078	\$215		-\$250	\$4,173		\$4,423	\$126,908	\$123,978		\$95	\$115	\$5	\$215
1/2/20		103	81	\$1,840	\$1,152	\$362		-\$445	\$2,909	\$740	\$3,354	\$130,262	\$129,288		\$115	\$195	\$35	\$345
1/3/20				\$3,557	\$1,533	\$236		-\$450	\$4,876		\$5,326	\$135,588	\$134,600		\$115	\$115	\$5	\$235
1/4/20				\$3,994	\$1,399	\$398		-\$600	\$5,191		\$5,791	\$141,378	\$141,215		\$180	\$180	\$35	\$395
1/5/20		214	202	\$5,021	\$1,629	\$335		-\$500	\$6,485		\$6,985	\$148,363	\$145,945		\$190	\$95	\$50	\$335
END OF SEASON	\$ 18,380	3746	3672	\$81,199	\$42,740	\$6,044	\$ 65.00	-\$14,420	\$133,943	\$34,285	\$148,363	\$148,363	\$145,945		\$2,510	\$2,700	\$462	\$ 5,672.00

Humboldt County Fair Association

Winter Fair at The Humboldt County Fairgrounds Ice Rink Budget Form

ICE RINK at Winter Fair Project Expense	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Staff 1: Seasonal Day Admissions (40 HRS Weekly)	5275	0	5910	HCFA
Staff 2: Seasonal Night Rink Admissions (40 HRS Weekly)	5275	0	5910	HCFA
Staff 3: Seasonal Day Rental Attendant (40 HRS Weekly)	5275	0	5910	HCFA
Staff 4: Seasonal Night Rental Attendant (40 HRS Weekly)	5275	0	5910	HCFA
Staff 5: Seasonal Day Ice Safety Guard (40 HRS Weekly)	6200	0	6490	HCFA
Staff 6: Seasonal Night Ice Safety (40 HRS Weekly)	6200	0	6490	HCFA
Staff 7: Seasonal Day Operations Manager (40 HRS Weekly)	6200	0	6490	HCFA
Staff 8 Seasonal Day Operations Manager (40 HRS Weekly)	6200	0	6490	HCFA
Staff: 9 Seasonal Weekend (12 HRS Weekly)	1550	0		HCFA
Staff: 11 Seasonal Weekend (40 HRS Weekly)	1550	0		HCFA
Sub-total: all Direct Salareis & Wages	49000	0	49000	HCFA
Equipment Ice rink purchase (excludes chiller)	\$134,574.46	40,000	94,574.46	HCFA Sponsorships, & financing
Rentals: Chiller	\$43,000.00	0	\$43,000.00	HCFA
Shipping	\$9,300.00	0	\$9,300.00	Ticket Sales
Electricity	\$10,000.00	0	\$10,000.00	Ticket Sales
Decorations	\$10,000.00	0	\$10,000.00	Ticket Sales
Entertainment	\$10,000.00	0	\$10,000.00	Ticket Sales
Advertising	\$10,000.00	0	\$10,000.00	Ticket Sales
Installation	\$9,800.00	0	\$9,800.00	Ticket Sales
Mat Purchase	\$2,000.00	0	\$2,000.00	Ticket Sales
Total Project Cost	287674.46	40,000	247674.46	
% of Total Project Cost		13%	86%	

Humboldt County Fair Association

DIRECTOR	YEAR APPOINTED	BOARD PRESIDENT	Current Board Seat	Committee Chair	Current Committee(s)
ROBERT PRIOR	1964	1990 - 1991	Nominating Chair	Nominating	Nominating
WAYNE WILSON	1979	1996 - 1997			Horse Racing
JOHANNA RODONI	2000		Livestock Chair	Livestock	Livestock, Finance, Nominating, JLA HCFA Board Rep.
SANDY HANKS	2006		Secretary		Executive, Livestock, JLA HCFA Board Rep.
LAWRENCE DWIGHT	2014		2nd Vice President, M&E Chair	Marketing & Entertainment	Marketing & Entertainment, Executive, Finance, Livestock, Nominating
DARREN HANSEN	2016		Darren Hansen	Building and Grounds	Building and Grounds, Finance, Horse Racing, Livestock, Heifer Replacement, JLA HCFA Board Rep.
ANDY TITUS	2019	2020 - CURRENT	President	Executive	Executive, Finance (N.V.), Building & Grounds (N.V.), Nominating (N.V.), Horse Racing (N.V.), Heifer Replacement (N.V.), JLA HCFA Board Rep. (N.V.)
GREG GOMES	2021		1st Vice President, Racing Chair	Horse Racing	Horse Racing, Executive, Finance, Building & Grounds, Marketing & Entertainment, Nominating
JACK RICE	2021		Finance Chair	Finance	Finance, Executive, Building & Grounds
Clint Duey	2023				Livestock, Building & Grounds, Marketing & Entertainment

Humboldt County Fair Association

January 27, 2025

Dear Headwater Fund Board Members,

I am writing to express my strong support for the expansion of the Humboldt County Fair Association's (HCFA) Winter Event, with a particular focus on incorporating an ice-skating rink. As a C.E.O of HCFA and a staunch advocate for the cultural and economic growth of our area, I believe that this expansion would be a pivotal step in enhancing our community's engagement and fostering an environment of greater inclusivity and celebration during the winter months. This expansion will not only enhance the visitor experience, but it will also create additional employment opportunities, further strengthening our local economy and fostering community engagement.

The success and community feedback of the inaugural winter event in 2024 demonstrated the undeniable desire for seasonal activities that unite our community. By adding an ice-skating rink, the Fair Association will not only create an exciting new activity for residents and visitors alike but also significantly increase our ability to offer more employment opportunities. From rink attendants and equipment rentals to event organizers and hospitality staff, this addition will bring much-needed jobs to our area during the winter season, which is traditionally a quieter time for employment.

Furthermore, this expansion aligns perfectly with the Fair Association's mission to provide community events and entertainment that serve the public's interests. An ice-skating rink would offer a unique and enjoyable experience for people of all ages, bringing new visitors to the event and allowing us to showcase the beauty and charm of Humboldt County during the colder months.

Looking ahead, I am confident that this addition will lay the groundwork for even greater success in the coming years. Over the next 1-3 years, our goal is to evolve this winter event into a full-scale winter fair, incorporating ice skating as a central feature, while further expanding the variety of family friendly activities, entertainment, and local vendors. This transformation would elevate our community's winter offerings and create a lasting tradition that fosters economic growth, strengthens community ties, and increases tourism.

We believe this project aligns closely with the Headwater Fund's mission to foster economic development through innovative and community-driven initiatives. We are confident that this expansion will bring significant benefits to the local workforce and will support our broader goal of making Humboldt County and the fairgrounds an even more vibrant, year-round destination.

We sincerely hope that the Headwater Fund will consider supporting our project. With your backing, we will be able to make this vision a reality and create lasting opportunities for our community. Thank you for your time and consideration. Please feel free to contact me if you require any further information or details about this proposal.



Humboldt County Fair Association

Please do not hesitate to contact me if you need any further information or would like to discuss this project proposal in greater detail.

Thank you for considering this important opportunity for growth and enrichment in our community.

Sincerely,

Moira Kenny
Chief Executive Officer
Humboldt County Fair Association
1250 5th Street, Ferndale CA 95536
707-786-9511



Humboldt County Fair Association

Robert McPeters
35682 Alderpoint Road
Blocksburg, Ca 95514
707-777-3252

January 31, 2025

Headwaters Foundation

Subject: Recommendation for Humboldt County Fairgrounds Ice Skating Rink Funding

Dear Headwaters Foundation,

I am writing to recommend the Humboldt County Fairgrounds for a grant consideration to go towards purchasing and Ice Skating Rink. As a member of the community and a parent of a daughter that loved to ice skate at the rinks in the past, I have witnessed firsthand its positive impact on our community.

The Ice Skating Rink provides a unique and much-needed recreational opportunity for residents of Humboldt County, particularly during the winter months. It offers a chance for people of all ages to engage in a healthy activity, enjoy the festive winter atmosphere, and connect with friends and family. It's a wonderful way to promote physical fitness, community spirit, and family fun.

My children have learned to ice skate at the Humboldt County rinks, and it's been a fantastic way for them to develop coordination, agility and confidence. When the rink was at the Fairgrounds a few years ago, I met several people from out of town that came just to skate there.

The Humboldt County Fairgrounds Ice Skating Rink would a valuable asset to our community, and would rely heavily on community support to continue operating. Funding from the Headwaters Foundation would be key to purchasing a rink that will be a staple in the community for many years to come. It will also provide many jobs that people so desperately need in the cold season.

I believe the Humboldt County Fairgrounds Ice Skating Rink aligns perfectly with the Headwaters Foundation's mission to strengthen communities and promote economic growth. Investing in the Ice Skating Rink is an investment in the well-being and vibrancy of our community.

I urge you to give the rink the fullest consideration for grant funding. Please feel free to contact me if you have any further questions.

Sincerely,



Robert McPeters

Humboldt County Fair Association

Humboldt County Fair Association

Headwaters Fund

825 5th St. #112

Eureka, CA 95501

Subject: Letter of Recommendation for a Seasonal Ice Rink in Humboldt County

To Whom it may concern,

I am writing to express my strong support for the establishment of a seasonal ice rink in Humboldt County. As the Division Chief for Fortuna Fire, I understand the importance of providing safe, healthy recreational opportunities for our community. Having also been involved in hockey for over 30 years and serving as a former board member of the Humboldt Inline Hockey Club, I have seen firsthand how structured, accessible activities contribute to the well-being of individuals and the safety of our community as a whole.

Public safety is not just about emergency response—it's also about proactive community investment. A seasonal ice rink would offer residents of all ages a positive outlet for physical activity, social engagement, and personal development. Having a well-maintained, supervised space for skating and ice sports can help reduce idle time among youth, giving them a constructive alternative to less positive influences. Additionally, ice skating and hockey promote physical fitness, mental well-being, and teamwork, all of which are essential to building a strong and resilient community.

From a broader perspective, a seasonal ice rink would enhance community cohesion while also providing economic benefits. The presence of a rink would attract visitors, generate business for local restaurants and shops, and create seasonal employment opportunities. More importantly, it would reinforce Humboldt County's commitment to providing safe and enriching recreational options for its residents.

As a public servant and longtime advocate for healthy recreational opportunities, I urge you to support this invaluable project. A seasonal ice rink is more than just a place to skate—it is an investment in the well-being and safety of our community.

Thank you for your time and consideration.

Sincerely,

Kyle Kertscher

Division Chief, Fortuna Fire

Former Board Member, Humboldt Inline Hockey Club

Humboldt County Fair Association

January 29, 2025

To Whom It May Concern,

My husband and I were part of the Humboldt Ice Rink founding group. We started the ice rink because we wanted to bring a fun, community event to the Eel River Valley. The idea was not only to offer ice skating to the community, it was to offer a “winter wonderland” experience. We wanted to offer the community something new; a way to come together for the holidays.

The ice rink was a huge success. We had waiting lists for school classes to attend on field trips during school hours. We were booked on weekends, afternoons and evening with parties. Evenings and weekends were busy with skaters from all across the county; McKinleyville to Benbow to Willow Creek to Ruth. Teens were some of our most frequent skaters. The ice rink gave them something productive to do during the holiday break and weekends. Extended families coming to town for the holidays would spend their time at the ice rink visiting family and friends.

Re-opening Humboldt Ice Rink at the Humboldt County Fairgrounds will be a benefit to our community. The ice rink brings people out of their homes and into our shops and restaurants. It brings out the holiday spirit in our community members.

After almost ten years, I still have people tell me how much they enjoyed the experience and ask when the ice rink will come back.

Regards,



Nicole Genaro

PO BOX 544 HYDESVILLE, CA (707)834.5877

Humboldt County Fair Association

Dear Headwaters Fund Board Members,

January 29, 2025

I am writing in support of the Humboldt County Fair Association's (HCFA) funding request of \$40,000 to grow its' *"Winter Fair Initiative"* through the purchase of a community ice rink.

For 150 years, HCFA and the County of Humboldt have worked to support and promote agricultural goods and social connectivity within Humboldt and northern California. The Humboldt County Fair¹ was first held in 1861, and today the annual Humboldt County Fair is the longest continuous county fair in California. These early fairs had pavilions that showcased various County industries, farm produce, horticulture, horse racing, livestock, fine arts, home craft and butterfat and fiber contests. Music, entertainment and dances further enhanced the social atmosphere.

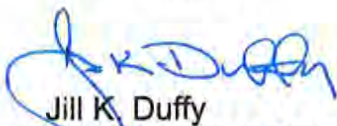
In our rapidly changing technological and on-line social media world, the county fair and fairgrounds are even more relevant because the annual fair event supports our local community through shared experiences, food and entertainment. The reunion culture of the Humboldt County Fair unites our families and friends as they maintain the tradition of coming to the fair, an important part of our heritage and identity. To meet the challenges of our changing world, HCFA must build on the annual County Fair through year-round community events and activities.

Prior to the 2020 Covid-19 pandemic, the Association hosted an ice rink as a winter activity which offered a unique recreational activity and brought our community together in meaningful ways and created a winter tourism that increased local commerce. In 2023 and 2024, the fairgrounds hosted Griffin Loch's *"Scream-a-torium"* during the months of October. In November of 2024, the Association introduced the *"Sparkling Light Spectacular"* which elicited positive feedback from attendees in person and on social media posts. These events drew visitors from across the region and provided employment for staff members who would otherwise have been laid off during the non-fair season. These fall/winter events showcase the fairgrounds' ability to create memorable experiences while contributing to the local economy and employment.

The purchase of an ice rink enables the Association to build and expand winter events to become a staple of our area, benefiting our families, residents and businesses. An affordable family friendly Winter Fair will broaden the economic impact of activities on the fairgrounds by attracting visitors from out of county and provide new venues for our local vendors to sell their wares. This expansion will provide needed employment opportunities in our region.

The continued development of the Winter Fair aligns with the Headwater Fund Board's commitment to strengthen communities and promote economic growth. Your support will play a vital role in helping the HCFA realize its vision of an annual Winter Fair.

Most Sincerely,



Jill K. Duffy

Interim Humboldt County Fair Association C.E.O (2023)

Retired Executive Director Humboldt Waste Management Authority (2013-2021)

Former Humboldt County Supervisor Fifth District (2001-2011)

¹ The fair was known as the "Ferndale Fair", then the "Ninth District Fair" and then, in 1922 it officially became known as the "Humboldt County Fair" sponsored by the Humboldt County Board of Supervisors.

Humboldt County Fair Association

STATE OF CALIFORNIA
RRF-1
(Rev. 02/2021)
IN

MAIL TO:
Registry of Charitable Trusts
P.O. Box 903447
Sacramento, CA 94203-4470

DEPARTMENT OF JUSTICE
PAGE 1 of 5
(For Registry Use Only)



ANNUAL REGISTRATION RENEWAL FEE REPORT TO ATTORNEY GENERAL OF CALIFORNIA

Sections 12586 and 12587, California Government Code
11 Cal. Code Regs. sections 301-306, 309, 311, and 312

Failure to submit this report annually no later than four months and fifteen days after the end of the organization's accounting period may result in the loss of tax exemption and the assessment of a minimum tax of \$800, plus interest, and/or fines or filing penalties. Revenue & Taxation Code section 23703; Government Code section 12586.1. IRS extensions will be honored.

STREET ADDRESS:
1300 I Street
Sacramento, CA 95814
(916) 210-6400

WEBSITE ADDRESS:
www.oag.ca.gov/charities

HUMBOLDT COUNTY FAIR ASSOCIATION Name of Organization		Check if: <input type="checkbox"/> Change of address <input type="checkbox"/> Amended report	
List all DBAs and names the organization uses or has used 1250 5TH STREET Address (Number and Street)		State Charity Registration Number CT0218018	
FERNDALE, CA 95536 City or Town, State, and ZIP Code		Corporation or Organization No. 0112130	
(707) 786-9511 Telephone Number	E-mail Address	Federal Employer ID No. 94-6000770	

ANNUAL REGISTRATION RENEWAL FEE SCHEDULE (11 Cal. Code Regs. sections 301-307, 311, and 312) Make Check Payable to Department of Justice

Total Revenue	Fee	Total Revenue	Fee	Total Revenue	Fee
Less than \$50,000	\$25	Between \$250,001 and \$1 million	\$100	Between \$20,000,001 and \$100 million	\$800
Between \$50,000 and \$100,000	\$50	Between \$1,000,001 and \$5 million	\$200	Between \$100,000,001 and \$500 million	\$1,000
Between \$100,001 and \$250,000	\$75	Between \$5,000,001 and \$20 million	\$400	Greater than \$500 million	\$1,200

PART A – ACTIVITIES

For your most recent full accounting period (beginning 1/01/22 ending 12/31/22) list:

Total Revenue \$ (including noncash contributions) 2,593,977. **Noncash Contributions \$** 50,000. **Total Assets \$** 2,294,505.
Program Expenses \$ 1,857,463. **Total Expenses \$** 2,549,228.

PART B – STATEMENTS REGARDING ORGANIZATION DURING THE PERIOD OF THIS REPORT

Note: All questions must be answered. If you answer "yes" to any of the questions below, you must attach a separate page providing an explanation and details for each "yes" response. Please review RRF-1 instructions for information required.

	Yes	No
1 During this reporting period, were there any contracts, loans, leases or other financial transactions between the organization and any officer, director or trustee thereof, either directly or with an entity in which any such officer, director or trustee had any financial interest?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2 During this reporting period, was there any theft, embezzlement, diversion or misuse of the organization's charitable property or funds?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3 During this reporting period, were any organization funds used to pay any penalty, fine or judgment?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 During this reporting period, were the services of a commercial fundraiser, fundraising counsel for charitable purposes, or commercial coventurer used?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5 During this reporting period, did the organization receive any governmental funding?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 During this reporting period, did the organization hold a raffle for charitable purposes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Does the organization conduct a vehicle donation program?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization conduct an independent audit and prepare audited financial statements in accordance with generally accepted accounting principles for this reporting period?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9 At the end of this reporting period, did the organization hold restricted net assets, while reporting negative unrestricted net assets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

I declare under penalty of perjury that I have examined this report, including accompanying documents, and to the best of my knowledge and belief, the content is true, correct and complete, and I am authorized to sign.

Andrew Titus **ANDREW TITUS** **PRESIDENT** 2/2/2024
 Signature of Authorized Agent Printed Name Title Date

Humboldt County Fair Association

2022

California Supplemental Information

Page 1

HUMBOLDT COUNTY FAIR ASSOCIATION

94-6000770

RRF - 1
PART B - #2

In November 2022, the Organization discovered a payroll fraud.

This is an ongoing investigation by the FBI.

In 2021, the loss amounted to \$103,026.

In 2022, the loss amounted to \$310,717

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2022

Department of the Treasury
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning , 2022, and ending , 20

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C HUMBOLDT COUNTY FAIR ASSOCIATION 1250 5TH STREET FERNDALE, CA 95536	D Employer identification number 94-6000770
		E Telephone number (707) 786-9511
F Name and address of principal officer: Andrew Titus Same As C Above		G Gross receipts \$ 2,593,977.
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No if "No," attach a list. See instructions.
J Website: N/A		H(c) Group exemption number
K Form of organization: <input type="checkbox"/> Corporation <input type="checkbox"/> Trust <input checked="" type="checkbox"/> Association <input type="checkbox"/> Other	L Year of formation: 1924	M State of legal domicile: CA

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>The Association's primary purpose is to conduct the annual Humboldt County Fair, and to make such use of the fairgrounds facilities in promotion of agricultural, industrial, and recreational interests of the residents of the County of Humboldt</u>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a).....	3	14
	4 Number of independent voting members of the governing body (Part VI, line 1b).....	4	14
	5 Total number of individuals employed in calendar year 2022 (Part V, line 2a).....	5	125
	6 Total number of volunteers (estimate if necessary).....	6	0
	7a Total unrelated business revenue from Part VIII, column (C), line 12.....	7a	0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11.....	7b	0.	
Revenue	8 Contributions and grants (Part VIII, line 1h).....	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g).....	960,930.	391,418.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d).....	1,353,757.	1,936,518.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e).....	289,263.	266,041.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12).....	2,603,950.	2,593,977.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3).....		
	14 Benefits paid to or for members (Part IX, column (A), line 4).....		
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10).....	360,069.	585,835.
	16a Professional fundraising fees (Part IX, column (A), line 11e).....		
	b Total fundraising expenses (Part IX, column (D), line 25).....	32,324.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e).....	1,520,786.	1,963,393.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25).....	1,880,855.	2,549,228.
19 Revenue less expenses. Subtract line 18 from line 12.....	723,095.	44,749.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16).....	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26).....	2,210,716.	2,294,505.
	22 Net assets or fund balances. Subtract line 21 from line 20.....	9,141.	46,748.
		2,201,575.	2,247,757.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <u>Andrew Titus</u>	Date President			
	Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name <u>Barbara Guest</u>	Preparer's signature <u>Barbara Guest</u>	Date	Check <input type="checkbox"/> if self-employed	PTIN <u>P00705230</u>
	Firm's name <u>Anderson, Lucas, Somerville, & Borges</u>	Firm's EIN <u>94-1167235</u>		Phone no. <u>(707)-725-4442</u>	
	Firm's address <u>1338 Main Street</u>	Fortuna, CA 95540			
	May the IRS discuss this return with the preparer shown above? See instructions. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				

Humboldt County Fair Association

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

The Association's primary purpose is to conduct the annual Humboldt County Fair, and to make such use of the fairgrounds facilities in promotion of agricultural, industrial, and recreational interests of the residents of the County of Humboldt

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 1,857,463. including grants of \$) (Revenue \$ 2,593,977.)

The Association's primary purpose is to conduct the annual Humboldt County Fair, and to make such use of the fairground facilities in promotion of agricultural, industrial, and recreational interests of the residents of the County of Humboldt.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 1,857,463.

Humboldt County Fair Association

Part IV Checklist of Required Schedules

		Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V	10		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	X	
b Did the organization report an amount for investments – other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		X
c Did the organization report an amount for investments – program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d		X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21		X

Part IV Checklist of Required Schedules *(continued)*

		Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>	22		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	23		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If a "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i>	24a		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>	25a		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>	25b		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>	26		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>	27		X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):			
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i>	28a		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i>	28b		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i>	28c		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i>	29		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>	30		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>	31		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>	32		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>	33		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	34		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	35b		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	36		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>	37		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V.

		Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable.	1a	0	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable.	1b	0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		

Humboldt County Fair Association

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	2a	125	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12.	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state?	13a		
Note: See the instructions for additional information the organization must report on Schedule O.			
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	15		X
If "Yes," see the instructions and file Form 4720, Schedule N.			
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		X
If "Yes," complete Form 4720, Schedule O.			
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?	17		
If "Yes," complete Form 6069.			

Humboldt County Fair Association

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.
 Check if Schedule O contains a response or note to any line in this Part VI.

Section A. Governing Body and Management

		Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	14	
b Enter the number of voting members included on line 1a, above, who are independent.	1b	14	
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5		X
6 Did the organization have members or stockholders?	6		X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a The governing body?	8a	X	
b Each committee with authority to act on behalf of the governing body?	8b	X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.	9		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990. See Schedule O			
12a Did the organization have a written conflict of interest policy? If "No," go to line 13.	12a	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done.	12c		X
13 Did the organization have a written whistleblower policy?	13		X
14 Did the organization have a written document retention and destruction policy?	14		X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a The organization's CEO, Executive Director, or top management official.	15a		X
b Other officers or key employees of the organization.	15b		X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed None
- 18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. See Schedule O
- 20 State the name, address, and telephone number of the person who possesses the organization's books and records.
JILL DUFFY 1250 5TH STREET FERNDALE CA 95536 (707) 786-9511

Humboldt County Fair Association

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII.

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Andrew Titus President	5 0	X		X				0.	0.	0.
(2) Cindy Olson-Bugenig Vice President	5 0	X						0.	0.	0.
(3) Johanna Rodoni Vice President	2.5 0	X						0.	0.	0.
(4) Sandy Hanks Secretary	1 0	X						0.	0.	0.
(5) Greg Gomes Director	0.5 0	X						0.	0.	0.
(6) Tim Renner Director	0.5 0	X						0.	0.	0.
(7) Mel Berti Director	0.5 0	X						0.	0.	0.
(8) Clare Bugenig Director	0.5 0	X						0.	0.	0.
(9) Lawrence Dwight Director	0.5 0	X						0.	0.	0.
(10) Darren Hansen Director	0.5 0	X						0.	0.	0.
(11) Travis Low Director	0.5 0	X						0.	0.	0.
(12) Robert Prior Director	0.5 0	X						0.	0.	0.
(13) Wayne Wilson Director	0.5 0	X						0.	0.	0.
(14) Jack Rice Treasurer	10 0	X		X				0.	0.	0.

Humboldt County Fair Association

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
(15) -----									
(16) -----									
(17) -----									
(18) -----									
(19) -----									
(20) -----									
(21) -----									
(22) -----									
(23) -----									
(24) -----									
(25) -----									

1b Subtotal	0.	0.	0.
c Total from continuation sheets to Part VII, Section A	0.	0.	0.
d Total (add lines 1b and 1c)	0.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 0

		Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual.</i>	3		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual.</i>	4		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person.</i>	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 0

Humboldt County Fair Association

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a Federated campaigns.....	1a					
	b Membership dues.....	1b					
	c Fundraising events.....	1c					
	d Related organizations.....	1d					
	e Government grants (contributions)....	1e	188,318.				
	f All other contributions, gifts, grants, and similar amounts not included above....	1f	203,100.				
	g Noncash contributions included in lines 1a-1f.....	1g					
	h Total. Add lines 1a-1f.....		391,418.				
Program Service Revenue			Business Code				
	2a <u>Humboldt County Fair</u>	713110	1,936,518.	1,936,518.			
	b -----						
	c -----						
	d -----						
	e -----						
	f All other program service revenue....						
g Total. Add lines 2a-2f.....		1,936,518.					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts).....						
	4 Income from investment of tax-exempt bond proceeds.....						
	5 Royalties.....						
	6a Gross rents.....		(i) Real	(ii) Personal			
		6a	266,041.				
		b Less: rental expenses.....	6b				
	c Rental income or (loss).....	6c	266,041.				
	d Net rental income or (loss).....		266,041.	266,041.			
	7a Gross amount from sales of assets other than inventory.....		(i) Securities	(ii) Other			
		7a					
		b Less: cost or other basis and sales expenses.....	7b				
		c Gain or (loss).....	7c				
	d Net gain or (loss).....						
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18.....						
8a							
b Less: direct expenses.....		8b					
c Net income or (loss) from fundraising events.....							
9a Gross income from gaming activities. See Part IV, line 19.....							
	9a						
	b Less: direct expenses.....	9b					
c Net income or (loss) from gaming activities.....							
10a Gross sales of inventory, less, returns and allowances.....							
	10a						
	b Less: cost of goods sold.....	10b					
c Net income or (loss) from sales of inventory.....							
Miscellaneous Revenue	Business Code						
	11a -----						
	b -----						
	c -----						
	d All other revenue.....						
	e Total. Add lines 11a-11d.....						
12 Total revenue. See instructions.....			2,593,977.	2,202,559.	0.	0.	

Humboldt County Fair Association

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.				
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.				
2 Grants and other assistance to domestic individuals. See Part IV, line 22.				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	0.	0.	0.	0.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0.	0.	0.	0.
7 Other salaries and wages.	508,640.	453,990.	32,000.	22,650.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9 Other employee benefits.	9,708.	9,708.		
10 Payroll taxes.	67,487.	67,487.		
11 Fees for services (nonemployees):				
a Management.				
b Legal.	6,246.		6,246.	
c Accounting.	11,791.		11,791.	
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	39,511.	14,175.	25,336.	
12 Advertising and promotion.	28,454.	28,454.		
13 Office expenses.	26,353.		26,353.	
14 Information technology.				
15 Royalties.				
16 Occupancy.				
17 Travel.	3,372.	3,372.		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.				
20 Interest.	100.		100.	
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	106,966.		106,966.	
23 Insurance.	53,079.	53,079.		
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a <u>CARF</u>	359,457.	359,457.		
b <u>LOSS FROM PAYROLL FRAUD</u>	310,717.		310,717.	
c <u>UTILITIES</u>	138,884.	138,884.		
d <u>JLA</u>	103,011.	103,011.		
e All other expenses. See Sch. O.	775,452.	625,846.	139,932.	9,674.
25 Total functional expenses. Add lines 1 through 24e.	2,549,228.	1,857,463.	659,441.	32,324.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X.

		(A) Beginning of year		(B) End of year	
Assets	1	Cash – non-interest-bearing	892,003.	1	995,891.
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	67,250.	4	75,248.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	5,646,177.		
	10b	Less: accumulated depreciation	4,432,552.		
			1,251,463.	10c	1,213,625.
	11	Investments – publicly traded securities		11	
	12	Investments – other securities. See Part IV, line 11		12	
	13	Investments – program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
15	Other assets. See Part IV, line 11		15	9,741.	
16	Total assets. Add lines 1 through 15 (must equal line 33)	2,210,716.	16	2,294,505.	
Liabilities	17	Accounts payable and accrued expenses	8,438.	17	45,016.
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	703.	25	1,732.
	26	Total liabilities. Add lines 17 through 25	9,141.	26	46,748.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33. <input checked="" type="checkbox"/>				
	27	Net assets without donor restrictions	2,191,745.	27	2,204,930.
	28	Net assets with donor restrictions	9,830.	28	42,827.
	Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33. <input type="checkbox"/>				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
32	Total net assets or fund balances.	2,201,575.	32	2,247,757.	
33	Total liabilities and net assets/fund balances.	2,210,716.	33	2,294,505.	

Humboldt County Fair Association

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1 Total revenue (must equal Part VIII, column (A), line 12)	1	2,593,977.
2 Total expenses (must equal Part IX, column (A), line 25)	2	2,549,228.
3 Revenue less expenses. Subtract line 2 from line 1	3	44,749.
4 Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	2,201,575.
5 Net unrealized gains (losses) on investments	5	
6 Donated services and use of facilities	6	
7 Investment expenses	7	
8 Prior period adjustments	8	1,433.
9 Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	2,247,757.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b		X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R Part 200, Subpart F?	3a		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.	3b		

Humboldt County Fair Association

Public Charity Status and Public Support

OMB No. 1545-0047

SCHEDULE A
(Form 990)

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

2022

Department of the Treasury
Internal Revenue Service

Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization HUMBOLDT COUNTY FAIR ASSOCIATION	Employer identification number 94-6000770
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Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations:
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Humboldt County Fair Association

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
3 The value of services or facilities furnished by a governmental unit to the organization without charge.						
4 Total. Add lines 1 through 3.						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f).						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4.						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
9 Net income from unrelated business activities, whether or not the business is regularly carried on.						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10.						
12 Gross receipts from related activities, etc. (see instructions).					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here .						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)).	14	%
15 Public support percentage from 2021 Schedule A, Part II, line 14.	15	%
16a 33-1/3% support test—2022. If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
b 33-1/3% support test—2021. If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2022. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
b 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.		<input type="checkbox"/>

Humboldt County Fair Association

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	259,157.	442,014.	327,876.	960,930.	391,418.	2,381,395.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	810,547.	1,444,549.	314,606.	1,353,757.	1,936,518.	5,859,977.
3 Gross receipts from activities that are not an unrelated trade or business under section 513.						0.
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.	40,349.					40,349.
5 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
6 Total. Add lines 1 through 5.	1,110,053.	1,886,563.	642,482.	2,314,687.	2,327,936.	8,281,721.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons	0.	0.	0.	0.	0.	0.
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year	0.	0.	0.	0.	0.	0.
c Add lines 7a and 7b.	0.	0.	0.	0.	0.	0.
8 Public support. (Subtract line 7c from line 6.)						8,281,721.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6.	1,110,053.	1,886,563.	642,482.	2,314,687.	2,327,936.	8,281,721.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.	284,720.	183,021.	178,046.	289,263.	266,041.	1,201,091.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						0.
c Add lines 10a and 10b.	284,720.	183,021.	178,046.	289,263.	266,041.	1,201,091.
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						0.
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						0.
13 Total support. (Add lines 9, 10c, 11, and 12.)	1,394,773.	2,069,584.	820,528.	2,603,950.	2,593,977.	9,482,812.
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

15 Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f)).	15	87.33 %
16 Public support percentage from 2021 Schedule A, Part III, line 15.	16	85.58 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f)).	17	12.67 %
18 Investment income percentage from 2021 Schedule A, Part III, line 17.	18	14.42 %

- 19a 33-1/3% support tests—2022.** If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization.
- b 33-1/3% support tests—2021.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization.
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.

Humboldt County Fair Association

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.	1	
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).	2	
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.	3a	
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.	3b	
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.	3c	
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.	4a	
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.	4b	
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.	4c	
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).	5a	
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	5c	
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .	6	
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).	7	
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).	8	
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .	9a	
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .	9b	
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .	9c	
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.	10a	
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)	10b	

Humboldt County Fair Association

Part IV Supporting Organizations (continued)

		Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?			
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a		
b A family member of a person described on line 11a above?	11b		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>	11c		

Section B. Type I Supporting Organizations

		Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>	1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>	2		

Section C. Type II Supporting Organizations

		Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>	1		

Section D. All Type III Supporting Organizations

		Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>	2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>	3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	2a		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>	2b		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>	3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>	3b		

Humboldt County Fair Association

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C – Distributable Amount		(A) Prior Year	Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

BAA

Humboldt County Fair Association

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Humboldt County Fair Association

OMB No. 1545-0047

Schedule B
(Form 990)

Schedule of Contributors

2022

Department of the Treasury
Internal Revenue Service

Attach to Form 990 or Form 990-PF.
Go to www.irs.gov/Form990 for the latest information.

Name of the organization
HUMBOLDT COUNTY FAIR ASSOCIATION

Employer identification number
94-6000770

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33-1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

BAA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2022)

TEEA0701L 7/22/22

Humboldt County Fair Association

Schedule B (Form 990) (2022)

2 Page 2

Name of organization HUMBOLDT COUNTY FAIR ASSOCIATION	Employer identification number 94-6000770
---	---

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	ALLEN ADRICH 381 ROSE AVE PLEASANTON, CA 94566	\$ 15,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	BEAR RIVER CASINO 11 BEAR PAW'S WAY LOLETA, CA 95551	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	THE LYTEL FOUNDATION P O BOX 893 FERNDALE, CA 95536	\$ 15,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	SEQUOIA GAS COMPANY 928 MAIN ST FORTUNA, CA 95540	\$ 5,600.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	PIERSON'S BUILDING CENTER 4100 BROADWAY EUREKA, CA 95501	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	AMERICAN AG CREDIT 400 AVIATION BLVD, SUITE 100 SANTA ROSA, CA 95403	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Humboldt County Fair Association

Schedule B (Form 990) (2022)

2 Page 2

Name of organization HUMBOLDT COUNTY FAIR ASSOCIATION	Employer identification number 94-6000770
---	---

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	US BANCORP ----- 1101 L STREET ----- FORTUNA, CA 95540 -----	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	PACIFIC GAS AND ELECTRIC ----- 2555 MYRTLE AVE ----- EUREKA, CA 95503 -----	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	EUREKA ACE HARDWARE ----- 2520 HARRIS ST ----- EUREKA, CA 95501 -----	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	JULIE CHENOWETH ----- 12037 La Palmera Ave ----- LAS VEGAS, NV 89138 -----	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Humboldt County Fair Association

Schedule B (Form 990) (2022)

1 Page 3

Name of organization HUMBOLDT COUNTY FAIR ASSOCIATION	Employer identification number 94-6000770
---	---

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	N/A ----- ----- -----		
	----- ----- -----	\$-----	
	----- ----- -----		
	----- ----- -----	\$-----	
	----- ----- -----		
	----- ----- -----	\$-----	
	----- ----- -----		
	----- ----- -----	\$-----	
	----- ----- -----		
	----- ----- -----	\$-----	
	----- ----- -----		
	----- ----- -----	\$-----	

BAA

TEEA0703L 07/22/22

Schedule B (Form 990) (2022)

Humboldt County Fair Association

Name of organization HUMBOLDT COUNTY FAIR ASSOCIATION	Employer identification number 94-6000770
---	---

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this information once. See instructions.) \$ N/A
 Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	N/A		
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	

(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	

(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	

(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	

Humboldt County Fair Association

**SCHEDULE D
(Form 990)**

Supplemental Financial Statements

OMB No. 1545-0047

2022

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Open to Public
Inspection

Department of the Treasury
Internal Revenue Service

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization

Employer identification number

HUMBOLDT COUNTY FAIR ASSOCIATION

94-6000770

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year.....		
2 Aggregate value of contributions to (during year).....		
3 Aggregate value of grants from (during year).....		
4 Aggregate value at end of year.....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?..... <input type="checkbox"/> Yes <input type="checkbox"/> No		
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?..... <input type="checkbox"/> Yes <input type="checkbox"/> No		

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (for example, recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements.....	2 a
b Total acreage restricted by conservation easements.....	2 b
c Number of conservation easements on a certified historic structure included in (a).....	2 c
d Number of conservation easements included in (c) acquired after July 25, 2006 and not on a historic structure listed in the National Register.....	2 d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year _____

4 Number of states where property subject to conservation easement is located _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?..... Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?..... Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1 a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1..... \$ _____

(ii) Assets included in Form 990, Part X..... \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1..... \$ _____

b Assets included in Form 990, Part X..... \$ _____

Humboldt County Fair Association

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange program
- e Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1 a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1 c
d Additions during the year	1 d
e Distributions during the year	1 e
f Ending balance	1 f

2 a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1 a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
- b Permanent endowment _____ %
- c Term endowment _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3 a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations	3a(i)	
(ii) Related organizations	3a(ii)	
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b	

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1 a Land				
b Buildings		4,459,452.	4,432,552.	26,900.
c Leasehold improvements		791,179.		791,179.
d Equipment		242,422.		242,422.
e Other		153,124.		153,124.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				1,213,625.

Part VII Investments - Other Securities. **Humboldt County Fair Association**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) -----		
(B) -----		
(C) -----		
(D) -----		
(E) -----		
(F) -----		
(G) -----		
(H) -----		
(I) -----		
Total. (Column (b) must equal Form 990, Part X, column (B) line 12.)		

Part VIII Investments - Program Related. **N/A**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. (Column (b) must equal Form 990, Part X, column (B) line 13.)		

Part IX Other Assets. **N/A**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, column (B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Credit Card Payable	1,070.
(3) Guaranteed Deposits	400.
(4) insurance fees	260.
(5) Rounding	2.
(6)	
(7)	
(8)	
(9)	
(10)	
(11)	
Total. (Column (b) must equal Form 990, Part X, column (B) line 25.)	1,732.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII.

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return. N/A
 Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements.		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
	a Net unrealized gains (losses) on investments.	2 a		
	b Donated services and use of facilities.	2 b		
	c Recoveries of prior year grants.	2 c		
	d Other (Describe in Part XIII.)	2 d		
	e Add lines 2a through 2d.		2 e	
3	Subtract line 2e from line 1.		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
	a Investment expenses not included on Form 990, Part VIII, line 7b.	4 a		
	b Other (Describe in Part XIII.)	4 b		
	c Add lines 4a and 4b.		4 c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return. N/A
 Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements.		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
	a Donated services and use of facilities.	2 a		
	b Prior year adjustments.	2 b		
	c Other losses.	2 c		
	d Other (Describe in Part XIII.)	2 d		
	e Add lines 2a through 2d.		2 e	
3	Subtract line 2e from line 1.		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
	a Investment expenses not included on Form 990, Part VIII, line 7b.	4 a		
	b Other (Describe in Part XIII.)	4 b		
	c Add lines 4a and 4b.		4 c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information. Attach to Form 990 or Form 990-EZ.

2022

Department of the Treasury
Internal Revenue Service

Go to www.irs.gov/Form990 for the latest information.

Open to Public Inspection

Name of the organization

HUMBOLDT COUNTY FAIR ASSOCIATION

Employer identification number

94-6000770

Form 990, Part VI, Line 11b - Form 990 Review Process

Tax return is reviewed by Board of Directors prior to filing.

Form 990, Part VI, Line 19 - Other Organization Documents Publicly Available

Governing Documents, policies and financial statements are available upon request

**Form 990, Part IX, Line 24e
Other Expenses**

	(A) Total	(B) Program Services	(C) Management & General	(D) Fundraising
Arena Expenses	3,347.	3,347.		
BANK FEES & CR CARD FEES	10,495.	10,495.		
Building & Grounds maintenance	43,580.	43,580.		
Contract electrical - Arena	8,303.	8,303.		
Contract labor - Admissions	57,706.	57,706.		
Contractual - Judges expense	12,774.	12,774.		
Copier lease	1,509.		1,509.	
Dues & subscriptions	4,480.		4,480.	
Entertainment	74,228.	74,228.		
EQUIPMENT RENTAL	5,675.	5,675.		
Equipment supplies & rentals	41,168.	41,168.		
Event expenses - GuyGala	4,990.	4,990.		
EXHIBIT EXPENSE	23,092.	23,092.		
Fuel for Equipment	7,130.	7,130.		
Intuit PR Expense	10,523.		10,523.	
Landscaping & supplies	5,197.	5,197.		
Lodging Racing	17,791.	17,791.		
Midway Expenses	33,221.	33,221.		
MISCELLANEOUS EXPENSES	-6,243.	-6,243.		
OTHER PAYROLL EXPENSES	56,128.		56,128.	
Premium Expenses	32,085.	32,085.		
PROMOTIONAL	7,607.	7,607.		
Race Events and sales	60,347.	60,347.		
Racing Contractual	63,769.	63,769.		
Racing Incentives	7,500.	7,500.		
Racing Supplies & Expenses	39,480.	39,480.		
sponsorship expenses	9,674.			9,674.
Supplies/ reimbursements	14,952.	14,952.		
Telephone	34,489.	17,244.	17,245.	
Transient Occupancy Tax	43,182.		43,182.	
Trash Removal	20,408.	20,408.		
WORKERS COMP INSURANCE	26,865.	20,000.	6,865.	
Total	\$ 775,452.	\$ 625,846.	\$ 139,932.	\$ 9,674.

Humboldt County Fair Association

Humboldt County Fair Association

Calendar Year 2024

Final Budget - Based on Actual 2023 Figures from December 31 2023 Financials (Updated 5/30/2024)

Revenues	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Proposed Calendar Year 2024 Budget		
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		Storage - Boats & RV's		C 2023 Actual	2024 Proposed Budget	Fair Event						
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget					
41000 Admission Revenue																\$0.00		\$0		
Regular Fair Admissions	41010															\$316,552	\$329,000	\$316,552.35	\$329,000	
Discounted Fair Admissions	41020															\$44,916	\$44,900	\$44,916.00	\$44,900	
JLA Wristbands	41030															\$6,935	\$6,900	\$6,935.00	\$6,900	
Damage Fees Charged	48601															\$0.00		\$0		
Subtotal Admission Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$368,403	\$380,800	\$368,403	3.36%	\$380,800
41500 Commercial Space (Vendor)																\$0.00		\$0		
Outside Commercial Space	41510															\$19,050	\$21,050	\$19,050.00	\$21,050	
Inside Commercial Space	41520															\$22,375	\$22,375	\$22,375.00	\$22,375	
Subtotal Commercial Space Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,425	\$43,425	\$41,425	4.83%	\$43,425
42100 Carnival Revenue																\$0.00		\$0		
Regular Carnival Revenue	42101															\$77,313	\$77,000	\$77,313.25	\$77,000	
Presale Carnival Revenue	42110															\$69,435	\$69,000	\$69,435.00	\$69,000	
Subtotal Carnival Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$146,748	\$146,000	\$146,748	-0.51%	\$146,000
42200 Concession/Vendor Revenue																		\$0		
Food Concession	42201															\$137,908	\$140,000	\$137,908.45	\$140,000	
Alcohol Concession	42250															\$209,392	\$269,000	\$209,391.75	\$269,000	
Non-Food (Vendor) Concession	42300															\$14,256	\$15,000	\$14,256.00	\$15,000	
Subtotal Concession Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$361,556	\$424,000	\$361,556	17.27%	\$424,000
43000 Exhibits Revenue																		\$0		
Entry Fees	43100															\$14,290	\$20,000	\$14,290.00	\$20,000	
Donated & Sponsored Awards	43200															\$15,115	\$15,500	\$15,115.00	\$15,500	
Guidebook Advertising	43300															\$300	\$1,000	\$300.00	\$1,000	
Other Exhibit Revenue	43400																	\$0		
Subtotal Exhibit Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,705	\$36,500	\$29,705	22.87%	\$36,500
45000 Horse Racing Revenue																		\$0		
Racing Admissions	45100																	\$0		
Track Commissions	45200															\$2,548	\$2,550	2547.56	\$2,550	
Racing Incentives	45201																	\$0		
Racing Program & Form Sales	45300															\$8,151	\$9,000	\$8,151.00	\$9,000	
Racing Food Concessions	45400																	\$0		
Racing Alcohol Concessions	45401																	\$0		
Other Live Racing Revenue	45500															\$436	\$250	\$436.15	\$250	
Box Seat Revenue	45510															\$24,100	\$23,600	\$24,100.00	\$23,600	
Race Sponsor Revenue	45520															\$11,550	\$15,000	\$11,550.00	\$15,000	
Subtotal 45500 Other Live Racing Revenue																\$46,784.71	\$50,400.00	\$46,785	7.73%	\$50,400
AB 763 Humboldt Overlap Fee	45600															\$15,288.72	\$0	\$15,288.72	\$0	
* Horse Commission Revenue (held by CARF)																\$402,383.82	\$550,000.00	\$402,383.82	36.69%	\$550,000
Subtotal Horse Racing Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$464,457	\$600,400	\$464,457	29.27%	\$600,400

Humboldt County Fair Association

Revenues	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Proposed Calendar Year 2024 Budget			
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		Storage - Boats & RV's		C 2023 Actual	2024 Proposed Budget	Fair Event							
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget						
40	47000 Miscellaneous Fair Revenue																	\$0			
41	Fair Parking	47100													\$55,771	\$60,000	\$55,771.00	\$60,000			
42	Jr. Fair Board	47200													\$816	\$800	\$816.00	\$800			
43	Fairtime Utility Fee Reimbursement	47300																\$0			
44	JLA Camping Fees	47700													\$10,512	\$10,500	\$10,512.00	\$10,500			
45	Sponsorships	47800													\$211,216	\$220,000	\$211,216.00	\$220,000			
46	Other Misc Fair Revenue	47900																\$0			
47	Art Sales	47901													\$982.68	\$1,000	\$982.68	\$1,000			
48	Fair Merchandise	47902													\$5,202.86	\$7,000	\$5,202.86	\$7,000			
49	Vendor Application Fee	47903														\$1,250		\$1,250			
50	Vendor Concession Commission	47904													\$1,412.19	\$1,500.00	\$1,412.19	\$1,500			
51	Special Event Revenue	47905																\$0			
52	* Chili Cook Off	47907													\$7,310.00	\$7,000.00	\$7,310.00	\$7,000			
53	Other Fair Time Camping	47908													\$9,000.00	\$9,000.00	\$9,000.00	\$9,000			
54	Subtotal Other Miscellaneous Fair Revenue														\$23,907.73	\$23,908	\$23,908	-100.00%	\$0		
55	Gain on Sale of Assets																				
56	Subtotal Misc. Fair Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$302,223	\$318,050	\$302,223	5.24%	\$318,050
57	47005 Miscellaneous - Non Fair Revenue																				\$0
58	* Major Special Event	47005.1													\$22,056	\$26,900	\$22,056.00	\$26,900			
59	Subtotal Non Fair Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,056	\$26,900	\$22,056	\$26,900	\$22,056	21.96%	\$26,900	

Revenues	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget		
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget	Fair Event						
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget					
60	48000 Interim Revenue																			\$0
61	Arlington Rental			\$0.00	\$10,500.00													\$0.00		\$10,500
62	Building Rental	48100		\$51,243.00	\$55,000.00													\$51,243.00		\$55,000
63	Grounds Rental	48200		\$19,955.00	\$22,000.00													\$19,955.00		\$22,000
64	RV Camping	48201						\$125,982.15	\$140,000.00									\$125,982.15		\$140,000
65	Transitory Occupancy Tax (TOT)																\$3,680.00	\$0.00	\$3,680	
66	Stall & Arena	48202				\$20,802.99	\$22,500.00											\$20,802.99		\$22,500
67	RV & Boat Storage	48203								\$40,682.37	\$45,563.00							\$40,682.37		\$45,563
68	Equipment Rental	48300	\$625.00	\$1,200.00														\$625.00		\$1,200
69	Interim Concession Revenue	48400											\$2,875.00	\$5,000.00				\$2,875.00		\$5,000
70	Interim Alcohol Sales & Concession	48401											\$890.00	\$1,000.00				\$890.00		\$1,000
71	Interim Utility & Other Reimbursements	48500																		\$0
72	Damage Reimbursement & Fees	48501	\$700.00	\$1,000.00														\$700.00		\$1,000
73	Insurance Processing Fee	48503	\$560.00	\$1,000.00														\$560.00		\$1,000
74	Interim Parking Revenue	48600																		\$0
75	* Other Interim Revenue	48700	\$286.50	\$0														\$287		\$0
76	Subtotal Interim Revenue		\$2,172	\$3,200	\$71,198	\$87,500	\$20,803	\$22,500	\$125,982	\$140,000	\$40,682	\$45,563	\$3,765	\$6,000	\$0	\$3,680	\$264,602	17%	\$308,443	
77	49500 Other Operating Revenues		\$97,750															\$97,750		\$0
78	Interest Earnings	49510																		\$0
79	Non-Fair Sponsorship & Donations	49520	\$400										\$1,000					\$400		\$1,000
80	Other Operating Revenue	49540	\$39,922.70	\$137,350														\$39,923		\$137,350
81	Subtotal Other Operating Revenue		\$138,073	\$137,350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$138,073	0%	\$138,350	
84	Total Revenues		\$140,244	\$140,550	\$71,198	\$87,500	\$20,803	\$22,500	\$125,982	\$140,000	\$40,682	\$45,563	\$25,821	\$33,900	\$1,714,518	\$1,952,855	\$2,139,249		\$2,422,868	

Humboldt County Fair Association

Expenses	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget			
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget	Fair Event							
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget						
85	50000 Administration Expense																	0			
86	Admin Salaries-Permanent	50100	\$145,975	\$218,520														145974.87	50%	218520	
87	Admin Salaries-Temporary	50200													\$58,268	\$55,000.00		\$58,268	-6%	55000	
88	Admin Compensated Absences	50300																0		0	
89	Admin Employee Benefits (EE Share)	50310																0		0	
90	Admin Payroll Taxes	50320	\$17,120	\$34,043														17120.16	99%	34043.24	
91	Penalty/Prior Year Payroll Taxes	50325	\$1,667															1666.64	-100%	0	
92	Admin Worker's Comp Insurance	50330	\$41,791	\$25,220														41791.47	-40%	25220	
93	Admin Contrated Professional Services	50400	\$112,477	\$80,000														112476.51	-29%	80000	
94	Directors' Expenses	50500	\$1,264	\$1,500														1264.42	19%	1500	
95	Employee Travel, Recruitment & Training	50600	\$2,975	\$3,000														2974.72	1%	3000	
96	Office Supplies	50700	\$8,541	\$9,000														8541.32	5%	9000	
97	Computer Software & Supplies	50701	\$31,485	\$26,000														31485.02	-17%	26000	
98	Credit Card & Bank Fees	50702	\$24,165	\$25,000														24165.39	3%	25000	
99	Telephone & Postage	50800	\$38,082	\$39,000														38082.13	2%	39000	
100	Dues & Subscriptions	50900	\$6,344	\$6,500														6344.26	2%	6500	
101	Insurance (General Liability)	51000	\$44,804	\$45,000														44804.4	0%	45000	
102	Insurance (Vehicle)	51010	\$2,559	\$2,600														2559.38	2%	2600	
103	Property Taxes	51050	\$48,277	\$49,000														48276.98	1%	49000	
104	Unemployment Insurance	51200	\$276	\$275														276.25	0%	275	
105	Current Year Bad Debt Expense	51400																0		0	
106	Other Administration Expense	51500	\$1,636	\$1,700														1635.54	4%	1700	
107	Subtotal Administration Expense		\$529,439	\$566,358	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58,268	\$55,000	\$587,708	6%	\$621,358
108	52000 Maintenance & General Operations		\$23,555															23555.38	-100%	0	
109	Maint Salaries- Permanent	52100	\$81,896	\$195,000														81896.34	138%	195000	
110	Custodial Work-Temp	52110													\$28,753	\$28,750.00		28753.14	0%	28750	
111	Maint Salaries- Temporary	52200													\$70,078	\$70,000.00		70077.65	0%	70000	
112	Maintenance Payroll Taxes	52220	\$18,472	\$33,011														18471.58	79%	33011.18	
113	Maintenance Worker's Comp Insurance	52230	\$31,297	\$25,220														31296.84	-19%	25220	
114	Maint Contracted Professional Services	52300	\$8,719	\$47,000											\$7,488	\$8,500.00		16207.43	242%	55500	
115	Maintenance Equipment Rental	52500	\$3,394	\$3,500														3394.41	3%	3500	
116	Light, Heat, Water & Power	52800	\$150,423	\$37,750			\$50,850	\$6,000		\$35,000								150423.13	-14%	129600	
117	Equipment Maintenance	52900			\$9,931	\$9,000												9930.6	-9%	9000	
118	Buildings & Grounds Maintenance	53000	\$70,167	\$4,000		\$50,000	\$10,000		\$5,000			\$1,000						70167	0%	70000	
119	Trash Removal, Clean-up	53100	\$20,000	\$3,000		\$8,500			\$8,500						\$15,707	\$16,000.00		35707	1%	36000	
120	Other Maintei Supplies	53200	\$9,300	\$35,000														9300.21	276%	35000	
121	Special Repairs Under \$5K	53300	\$3,129															3129	-100%	0	
122	Contractors (Independent Contractors 1099)														\$6,450	\$6,500.00		6450	1%	6500	
123	Subtotal Maintenance & General Operations		\$420,353	\$383,481	\$9,931	\$118,350	\$0	\$16,000	\$0	\$48,500	\$0	\$0	\$0	\$1,000	\$128,476	\$129,750	\$558,760	25%	\$697,081		

Humboldt County Fair Association

Expenses	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget	
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget	Fair Event					
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget				
124	54000 Publicity Expenses														\$150		150	-100%	0
125	Publicity Salaries- Temporary																0		0
126	Publicity Payroll Taxes																0		0
127	Publicity - Workers's Comp Insurance																0		0
128	Publicity Supplies & Expense																0		0
129	54200 Publicity Contracted professional S														\$1,500		1500	-100%	0
130	Advertising														\$28,820	\$25,000.00	28819.66	-13%	25000
131	Promotional Expense															\$200.00	0		200
132	Public Relations Expense																0		0
133	Other Publicity Expenses																\$0		0
134	Subtotal Publicity Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,470	\$25,200	\$30,470	-17%	\$25,200
135	56000 Attendance Expense																		0
136	Attendance Salaries - Temporary														\$45,622	\$0.00	45621.69	-100%	0
137	Attendance Payroll Taxes														\$5,550	\$0.00	5550.27	-100%	0
138	Attendance Workers' Compensation Insurance																0		0
139	Attendance Contracted Professional Service														\$8,500	\$57,000.00	8500	571%	57000
140	Attendance Supplies																0		0
141	Attendance other Expenses																0		0
142	Attendance Rentals- Tent, Restrooms, others															\$1,000.00	0		1000
143	Subtotal Admission Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,672	\$58,000	\$59,672	-3%	\$58,000
144	57000 Miscellaneous Fair Expense														\$8,002		8001.7	-100%	0
145	Parking Contracted Services														\$16,100.00	\$17,000.00	16100	6%	17000
146	Fair Bar Expenses														\$79,280	\$80,000.00	79280.17	1%	80000
147	Bartender- Temporary														\$20,261	\$20,000.00	20261	-1%	20000
148	Bartender Payroll Taxes														\$2,563	\$2,500.00	2562.98	-2%	2500
149	Fair Merchandise Expense														\$8,031	\$8,000.00	8030.68	0%	8000
150	Exhibit Guidebook Expense																0		0
151	Dairy Heifer Sale														\$1,524	\$1,600.00	1523.91	5%	1600
152	Jr. Fair Board																0		0
153	Sponsorship Expense														\$12,707	\$12,000.00	12706.88	-6%	12000
154	Other Misc Fair Expense														\$33,244		33243.99	-100%	0
155	Commercial Exh & Concessions Expense														\$7,728.00	\$11,000.00	7728	42%	11000
156	EMT/First Responder Salaries- Temporary														\$6,469	\$6,500.00	6469.47	0%	6500
157	EMT/First Responder Payroll Taxes														\$818	\$820.00	818.41	0%	820
158	Subtotal Miscellaneous Fair Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$196,727	\$159,420	\$196,727		\$159,420
159	58000 Premium Expense																		0
160	Cash Premium Awards														\$19,994	\$20,000.00	19994.18	0%	20000
161	Exhibit Awards (trophies, ribbons)														\$9,197	\$10,000.00	9197.41	9%	10000
162	Other Premium Expense														\$21		21.26	-100%	0
163	Subtotal Premium Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,213	\$30,000	\$29,213	3%	\$30,000
164	Exhibit Expense																		0
165	Exhibit Salaries - Temporary														\$24,024	\$41,000.00	24024.33	71%	41000
166	Exhibits Payroll Taxes														\$3,039	\$3,000.00	3039.07	-1%	3000
167	Exhibits Workers's Comp Insurance																0		0
168	Judges (non JLA)														\$4,484.43	\$5,000.00	4484.43	11%	5000
169	Exhibits Contracted Professional Services														\$17,400		17400	-100%	0
170	Exhibits Supplies														\$2,475.00	\$2,500.00	2475	1%	2500
171	Exhibits Decorations														\$3,132.98	\$4,000.00	3132.98	28%	4000
172	Other Exhibits Expense														\$932.52	\$1,000.00	932.52	7%	1000
173	Subtotal Exhibit Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,488	\$56,500	\$55,488	2%	\$56,500

Humboldt County Fair Association

Expenses	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget	
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget	Fair Event					
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget				
174	65000 Horse Racing Expense														\$9,208	\$12,000.00	9208	30%	12000
175	Horse Racing Salaries- Union	65100													\$37,006	\$50,000.00	37006.08	35%	50000
176	Horse Racing Salaries- Non Union	65200													\$40,025	\$45,000.00	40025.17	12%	45000
177	Horse Racing Employee Benefits (ER share)	65210													\$2,819	\$3,600.00	2818.74	28%	3600
178	Horse Racing Payroll Taxes	65220													\$9,745	\$10,000.00	9744.55	3%	10000
179	Horse Racing Worker's Comp Insurance	65230															0		0
180	Horse Racing Contracted Professional Services	65300													\$90,508	\$100,000.00	90507.87	10%	100000
181	Carf Management Fees	65301													\$1,100	\$1,100.00	1100.48	0%	1100
182	Carf Commission Bill Back														\$364,391	\$515,000.00			
183	Horse Racing Supplies	65400													\$23,532.20	\$23,500.00	23532.2	0%	23500
184	Horse Racing Equipment Rental	65700													\$587.12	\$500.00	587.12	-15%	500
185	Other Horse Racing Expense	65800													\$44,805.00	\$55,000.00	44805	23%	55000
186	Subtotal Horse Racing Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$623,727	\$815,700	\$623,727	31%	\$815,700
187	66000 Fair Entertainment Expense														\$9,000.00		9000	-100%	0
188	Fair Entertainment Salaries - Temporary	66101															0		0
189	Fair Entertainment Payroll Taxes	66120															0		0
190	Fair Entertainment - Worker's Comp Insu	66130															0		0
191	Fair Entertainment Contracted Profession	66200													\$27,200.00	\$38,000.00	27200	40%	38000
192	Fair Entertainment Supplies	66300															0		0
193	Grounds Entertainment	66500															0		0
194	Grandstands Entertainment	66600															0		0
195	Other Fair Entertainment Expense	66700													\$189.28	\$0.00	189.28	-100%	0
196	Subtotal Fair Entertainment Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,389	\$38,000	\$36,389	4%	\$38,000
197	66009 Interim Entertainment																0		0
198	Fernstock Expenses	66009.1										\$26,287	\$25,850				26286.563	-2%	25850
199	Subtotal Interim Entertainment		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,287	\$25,850	\$0	\$0	\$0	\$26,287	-2%	\$25,850
200	Major Equipment Purchases under \$5K	72300	\$17,083	\$10,500													17082.56	-39%	10500
201	Ask Moira _ Tawny used during new book creation- Rec. Delete																0		0
202	Payroll Expenses		\$171														171.42	-100%	0
203	Employee Reimbursements		\$254														254.26	-100%	0
204	Taxes		\$7,710														7710.08	-100%	0
205	Wages		\$21,001														21000.81	-100%	0
206	Subtotal Payroll Expenses																		
207	QuickBooks Payemnts Fees		\$4,510	\$1,000					\$1,200								\$2,300.00	0%	4500
208	Total Operating Expenses		\$1,000,522	\$961,339	\$9,931	\$118,350	\$0	\$16,000	\$0	\$49,700	\$0	\$0	\$26,287	\$26,850	\$1,218,430	\$1,369,870	\$2,255,169	12.72%	\$2,542,109

Junior Livestock Revenue	GL LINE	Administration		Interim Facility Rentals								Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget			
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget	Fair Event							
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget			C 2023 Actual	2024 Proposed Budget						
209	49600 Junior Livestock Revenue																		0		
210	Vegetable Auction																\$0		0		
211	JLA Revenue	49600															\$93,253	\$94,000	\$93,253	0.80%	94000
212	JLA Other Revenue	49700															\$31,411	\$30,000	\$31,411		30000
213	JLA BBQ Income	26101.302															\$26,101	\$30,000	\$26,101		30000
214	Dairy Heifer Auction Rev	49900															\$21,230		\$21,230		0
215	Prior Year Revenue																-\$5,600		-\$5,600		0
216																			0		
217																			0		
218																			0		
219	Subtotal JLA Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$166,396	\$154,000	\$166,396	-7.45%	154000

Humboldt County Fair Association

	GL LINE	Administration		Interim Facility Rentals						Non Fair Event		Annual Fair Event		C 2023 Actual	% Change			
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Stalls		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget				Fair Event	
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget						C 2023 Actual	2024 Proposed Budget
220	Expenses																0	
221	95000 Junior Livestock Auction Expenses																0	
222	Junior Livestock Expenses																0	
223	JLA Contracted Services																\$38,548.81	
224	JLA Supplies																\$24,190.75	
225	JLA Seller Payments																\$0	
226	JLA BBQ																\$0	
227																	\$0	
228																	\$0	
229	Total Premium and Junior Livestock Expense																\$65,000	

	GL LINE	Administration		Interim Facility Rentals						Non Fair Event		Annual Fair Event		C 2023 Actual	% Change	Total Calendar Year 2024 Budget		
		C 2023 Actual	2024 Proposed Budget	Bldg/Grounds/Ops		Horse Arena and		RV Campgrounds		(Hindley)		C 2023 Actual	2024 Proposed Budget				Fair Event	
				C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget	C 2023 Actual	2024 Proposed Budget						C 2023 Actual	2024 Proposed Budget
230	Expenses																	
231	Indirect Association Expenses																	
232	Other Expense																	
233	Prior Year Op Exp Adjust																\$5,000	
234	General Exp Adjustments																\$0	
235	Prior Year Bad Debt																\$3,000	
236	Subtotal Prior YR Operating Expense Adjustment																\$8,000	
237	Transportation																\$0	
238	Cash Over/Under																\$0	
239	Uncategorized Expenses																\$0	
240	Total Indirect Expenses																\$16,000	
241	Capital Expenditures																\$0	
242	ADA Improvements																\$10,000	
243	Facility Improvements (over \$15,000)																\$25,000	
244	Grandstand Reimbursement to County of Humboldt																\$10,000	
245	Loan Long-Term Principal																\$20,400	
246	Loan Long-Term Interest																\$0	
247	Total Capital Expenditures																\$65,400	
248																		
249	Total Expenses																\$2,688,509	
250	Net Income (Loss)																-\$111,641	

Humboldt County Fair Association

Date	2025/26 Ice Rink Milestone	In-Progress	Completed
1/1/25	Research Past Years Ice Rinks		X
1/10/25	Create a Ice Rink Business Plan		X
1/18/25	Present to HCFA Board		
1/20/25	Acquire a used rink for sale		X
2/1/25	Create Sponsor and Donor package		X
2/1/25	Pursue Sponsorships and Donations	X	
2/1/25	Pursue Financing	X	
3/1/25	Sign purchase contract for Ice Rink		
3/1/25	Create Sponsorship Brick Program and Garden path	X	
4/1/25	Start Booking of Winter School/Group Field Trips		
4/1/25	Start Booking Private Parties		
4/1/25	Create Poster and advertising items		
7/25	Order Fair-time Promotional Winter Fair Advertising		
7/25/25	Order all sponsor/donor Wall logos for rink		
7/30/25	Collect all sponsors/donor banners for display		
8/1/25	Rink Delivery		
TBD	Rink Summer Fair Instillation		
TBD	First Open to Public at Summer Fair Season		
TBD	Winter Fair Advertising at Summer Fair		
9/1/25	Summer Fair Rink removal		
10/1/25	Book Entertainment for Ice Rink		
10/1/25	Book Weekly Food Vendors for kitchen Space in Belotti Hall		
10/20/25	Winter Rink installation in Belotti Hall		
10/30/25	Winter Fair Advertising		
11/1/2025	Seasonal Hiring and Training		
11/10/2025	Chiller Rental arrival		
11/10/2025	Wall Decor Install		
11/10/2025	Finishing Decor		
11/15/25	First Day of Open to Public ice Skating		
1/15/25	Last Day of Open to Public ice Skating		
1/20/25	Removal and storage of ice rink		
1/20/25	Event Evaluation		

H. C. Fishermans Marketing Association



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

H. C. Fishermans Marketing Association

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/19/2025

Contact Information

Contact Person Name

Ashley Vellis

Contact Person Title

Association Member

Contact Email

ashleysseafood@gmail.com

Contact Phone

707-498-4524

Contact Address

275 Rock Pit Road Fieldbrook, Ca. 95519

Organization Information

Organization Name

Humboldt Fishermen's Marketing Association

Director / CEO

Harrison Ibach/ Board President

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The Humboldt Fishermen's Marketing Association is a 501c3 nonprofit organization representing commercial fishermen of Humboldt Bay. It is a member-led organization that meets to communicate seafood price, industry regulations, safety training, and retrieval programs for lost gear. Our Association is very active on a state and national level regarding offshore wind, dungeness crab regulations, advocating for salmon and rockfish conservation and changes to allowed fishing opportunities at sea. As we look forward to the future of maintaining our local industry, HFMA is looking at ways in which we can support our members with changes in markets, climate, and both on and offshore wind development impeding on active fishing grounds and port infrastructure.

Authorization and Acknowledgement

Authorized representative name*

Harrison Ibach

Authorized representative title

President

Signature

H. C. Fishermans Marketing Association

Harrison Beach

Budget Information

Total current year organizational budget

\$87,580.85

Number of full-time employees

2

Amount of HWF requested

\$35,000.00

Total project cost

\$70,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
03/01/2025

Grant timeline: end

12/31/2026

Project timeline: start

Please provide the timeline of your project
03/01/2025

Project timeline: end

12/31/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

If yes, please explain when, how much funding was awarded, and for what purpose

We have not applied directly but RREDC applied for micro grant funds for our Fishermen's Dockside Market project. The Dockside project supports our organization and its members. The Dockside Market Project is being organized by North Coast Growers Association and Ashley's Seafood.

Project Information

Project title*

HFMA Offloading Services

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$70,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
HFMA Offloading Services Project will offer affordable offloading to commercial seafood buyers allowing fishermen to negotiate prices for their catch with lower overhead fees. This will generate a larger amount of income to local fishermen and less to larger companies where companies charge more to the fishermen, extracting more income out of our rural region. Offering lower offloading fees will entice more seafood companies to buy more of our sustainably caught seafood direct from the fishing fleet which in Humboldt County has always been less than any other port coast wide due to a monopoly on hoist access. In addition to financial resiliency to our fishing fleet, our project aligns with the Fishermen's Dockside Market and the integration with the North Coast Growers Association Food Hub and distribution program. Our partnership will allow access to hoists, freezers, and forklifts to support their work in our food systems and food security for our community.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services
 Management and Innovation Services
 Niche Manufacturing

H. C. Fishermans Marketing Association

- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other
 - Seafood and Distribution

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

HFMA launched this project after a slew of events that took place in 2024. First was the abrupt closure of Pacific Choice laying off 73 of their employees early in the 2024 season. Pacific Choice is one of our 3 localized crab buyers. Second, private companies having a monopoly on local hoists in the area resulted in less price per pound paid to the fishermen due to higher than normal offloading fees from another localized buyer. In addition to monopoly's, and seeing the cost of everything increasing, our ice plant operators, Pacific Choice, increased the price of our flake ice from \$90/ton to \$350/ton. This ice machine was paid for (\$500,000) by County of Humboldt Headwaters grant and (\$300,000) City of Eureka tax funding, to maintain jobs after a private business closed. HFMA has put together a working group of board members and members along with the employment of Jeff Huffman, hired to manage the program with 47 years of industry experience, to collectively navigate the program in the best interest of the commercial fishermen, both members and non-members. Without the support of Headwaters funding our operations will continue to move forward and we will continue to request support from our community partners. Without our organization providing our Offloading Services we are restricting the resiliency of the industry within our port as we navigate the decline in infrastructure, fishing grounds, fishing regulations, marketing changes, loss of localized seafood buyers, and more.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Our Hoist Offloading Services will support the HFMA members providing income to the association to help pay for overhead costs and supportive services that are vital for the fleet such as safety support, hoist access, and affordable bait. Members and non-members will be able to receive competitive wages for seafood as the staff and working group negotiate prices with incoming buyers for fair market value to any fishermen being offloaded under our hoists. Our project will support our partnership with the North Coast Growers Association and their support to develop our Humboldt Fishermen's Dockside Market and their Food Hub Operations, allowing networking for seafood distribution into our local schools, university, assisted living facilities and tribes. Uniting our food industries will support community food resilience including support for a regional cold storage facility.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

We are planning our project timeline in a 2 year phase. Phase 1 will be for equipment purchases and permitting . Phase 2 will be constructing infrastructure for a covered awning over our working dock. We are working with the City of Eureka to determine what will be needed for permitting from the City and Coastal Commission for an awning. During this time we are being open to the potential of any changes in waterfront tenants leaving existing infrastructure that we are able to be flexible in utilizing existing infrastructure.

4) Describe how this project (or the outcome) will be sustained into the future.

The hoist fees charged to the offloading company/or fishermen will cover the cost of the operation which includes rent, utilities, wages, and servicing equipment. Fishermen will be paid competitive wages and be charged less for bait in an effort to keep fishing a viable career in our port. This project will help maintain the value of the seafood, which will keep fishermen working and dollars local. By our local association providing this service we are employing 4 part time dockworkers, paying more to local fishermen that employ local crewmen, who sell their seafood to local restaurants and community members. This project is a stepping stone in the direction of having a localized resilient food system, vital to Humboldt and surrounding counties

H. C. Fishermans Marketing Association

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

HFMA has a strong relationship with our port associations coast wide. We are actively communicating with Crescent City's port association regarding our Hoist Offloading Services Project as they are experiencing similar hardships with the loss of their flake ice operators and seafood buyers. Both ports feel as though the HFMA Offloading Service's Project has helped Crescent City commercial fishermen maintain a higher price because our project brings healthy competition to our rural area. Our Dockside Market partner - NCGA and Ashley's Seafood have been actively networking together with the Noyo Harbor Fuel Dock and Del Norte Sea to Market Project through the development of their projects and we are working towards supporting each others efforts in strengthening our ports and food systems. Our goal is to make local sustainably caught seafood accessible to the community through our partnership with NCGA and be an example to other ports of the possibilities when we strengthen local food systems through collaboration. We are actively working with the Humboldt Bay Harbor and Conservation District for matching funds from their grant that they received for a CBA agreement. We currently have a promise for \$5000 and the Harbor District staff are working on a plan for distributing CBA funds for the full \$35,000 in match funding. We are actively working on additional forms of matching funds in case the Harbor District is not able to assist our project with the full match: We have secured a 1200 IN KIND match from an anonymous donor to apply towards our dock crew safety vests. In addition to our secured funds we are waiting to hear back from the following: As part of Redwood Region Rise, North Coast Growers Association's Catalyst application for their North Coast Food Systems Network, we are expecting to receive \$5000.00 to help fund supporting implementation for the Humboldt Fishermen's Dockside Market from their \$75,000 project ask. We are working with California Sea Grant for collaborative support for our Offloading Service's, hoping to use our project as an opportunity to share with other ports through their network and we plan to partner with Ashley's Seafood and NCGA with a grant through the Coastal Conservancy to strengthen our food systems. As a result of our project, we will bring seafood buyers from all over to buy seafood from our Offloading Service. Our buyers are distributing our seafood all over the world, and our services are able to keep these dollars locally by growing and maintaining our workforce, helping our fishermen increase their income, and circulating profits back into securing our future and success in the fishing industry.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

HFMA is directly employing 4 part time employees during the Dungeness Crab season. Indirectly we support the increase of all crew wages. Captains and crew wages are based off the total value of seafood caught. Currently HFMA Offloading Services is able to pay equal to or higher prices than, all localized seafood buyers are offering. With this increase in price per pound it directly impacts the entire crew's wages. Our prices are always fluctuating up and down based off the market price so this average is subject to change. Making the average salary of a crew increase will encourage people seeking work in the fishing industry. We hope to maintain/grow our staff in the future to full time positions as we develop our program and our distribution networks with our community partners.

7) Describe who supports this project and in what ways?

We have received support and funding from the Northern California Fishermen's Cable Committee to purchase equipment to start the Offloading Services Project. We have received additional support and guidance from our members of HFMA, NCGA, City of Eureka, Pacific Coast Federation of Fishermen's Association, Crescent City's Marketing Association, Noyo Harbor District, and Humboldt Bay Harbor and Conservation District. We have received overwhelming support for our project from our buyers who have promised commitment to purchase seafood from us when we need to them to: Anna's Seafood Santa Rosa, Fathom Seafood Tacoma WA., Ocean King Los Angeles, Southern California Seafoods Watsonville, and Tucker Seafoods of Los Angeles.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

The anticipated total cost of HFMA Hoist Offloading Services Project is \$100,600. Our Association was able to purchase \$18,600 in existing equipment from a previous tenant on the dock, in addition to a \$12,000 donation from the North Coast Fishermen's Cable Committee to launch our operations. We are applying for \$35,000 from the Headwaters Grant to purchase a CARB compliant propane forklift that will not only service our needs on the dock with loading and unloading crab, moving bait and heavy equipment and fishing gear, but it will help service our Fishermen's Dockside Market in partnership with North Coast Growers Association. Humboldt Bay Harbor and Conservation District is promising \$5000 and intending to match remaining match funding once they receive a grant that will support tenants impacted by offshore wind development. We should know more on this match in March 2025. Matching funds will be used to purchase the remaining equipment, that we are currently borrowing from our association members and seafood buyers. We are receiving additional support from an anonymous donor for our request for inflatable vests in the amount of \$1200.00. Please see attached timeline of the project. The future financial structure of our project will supported from the fees charged to seafood buyers. As of 1/30/2025 have unloaded approximately 300,000 pounds of Dungeness Crab with a gross income of \$81,000 within our first 3 weeks (at .27 per pound). This will slow as the season continues but we project that it will cover the cost of the Offloading Services Project. Our other Association costs will continue to be covered by our member paid dues. Each active member pays up to \$1000.00 in Crab Assessments. Fishermen who unload at the HFMA hoists their Assessments are included. Please see our attachment for our Annual Operating Budget. We project that HFMA Offloading Project will unload approximately 400,000lbs. of crab for the 2025 season.

9) Complete the budget template to demonstrate the financial structure.

Please see attachments that break down our Project Budget and our Annual Operating Budget.

10) Describe how you will acknowledge the Headwaters Fund in your work.

We plan to have a sign on our weigh shed on the dock that displays our operation are is funded and supported by the Headwaters Fund and we plan to describe our project and our community support that Headwaters has offered us through this grant opportunity with any and all media coverage. We truly appreciate the opportunity and thank the board for their time and consideration.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

H. C. Fishermans Marketing Association

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project’s needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	5,000	2,000	3,000	United Way Grant
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				
Other (describe)				
Total Project Cost				
% of Total Project Cost		%	%	

Governance

List of your board of directors or council members.

(PDF preferred) max file size 10 MB

Support Letters

H. C. Fishermans Marketing Association

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letter of Partner Commitment, and/or Memoranda of Understanding.

COE Letter of Support_HFMA Hoist Operations Project.pdf	396.68KB
NCFCC HFMA support letter.pdf	868.21KB
NCGA.LOS (1).pdf	1.2MB
2025_Jan_HFMAHoist_Support.pdf	189.75KB
HFMA LOC HWF 01 2025 (1).pdf	586.47KB
IRS tax status certification	
most recent (for non-profits only)	
HFMA-501C(6).pdf	138.27KB
(PDF preferred) max file size 10 MB	
Annual operating budget	
Marketing Assoc. Hoist Operations - 2025 Annual Operating Budget.pdf	72.88KB
(PDF preferred) max file size 10 MB	
Timeline with expected project milestones and completion dates	
sample below	
Marketing Assoc. Hoist Operations - Milestone and Timeline.pdf	32.35KB
(PDF preferred) max file size 10 MB	

Expand to see Sample Timeline ▼

Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel
(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

H. C. Fishermans Marketing Association

Headwaters LOS.pdf

50.67KB

(PDF preferred) max file size 10 MB

H. C. Fishermans Marketing Association

Project Budget and Timeline Year 1 Year 2

Year 1	Breakdown	Total	Funds	Product To Be Ordered From
Equipment	(over \$5,000)			
Forklift - Hyster Propane Model: H50A	1 x \$34,500 (9.25% tax = \$3,191.25)		\$37,691.25	\$35,000 Headwaters \$2691.25 from Matching Funds Pape Eureka
Aeration Pump	1 x \$5000		\$5,000.00	*Waiting to hear back regarding more matching funds via a grant the Harbor District is expecting for Community Benefits and will also be working on additional grant oportunities through the Coastal Conservancy Rogers Machinery
	TOTAL		\$42,691.25	
Supplies				
Submersible Pump	1 x \$2600		\$2,600.00	*Waiting to hear back regarding more matching funds via a grant the Harbor District is expecting for Community Benefits and will also be working on additional grant oportunities through the Coastal Conservancy Rogers Machinery
Inflatable life vests	6 x \$300		\$1,200.00	IN KIND Match from Anonymous Donor
Dump Bin	2 x \$2607		\$5,215	*Matching Funds from Humboldt Bay Harbor North Coast Fabricators
Banner	2 x \$200		\$400.00	*Waiting to hear back regarding more matching funds via a grant the Harbor District is expecting for Community Benefits and will also be working on additional grant oportunities through the Coastal Conservancy. Scrappers Edge
Cleaning Supplies			\$500.00	*Waiting to hear back regarding more matching funds via a grant the Harbor District is expecting for Community Benefits and will also be working on additional grant oportunities through the Coastal Conservancy. Mendes Supply/ Uline
	TOTAL		\$9,915.00	
Year 2	Breakdown	Total		
Metal Covered Area 24' x 36' x 12'	1 x \$10,340.00 plus anchors \$450		\$10,790.00	Matching Funds from Humboldt Bay Harbor
	TOTAL		\$10,790.00	
	TOTAL DIRECT		\$83,398.25	
	INDIRECT (10%)		\$8,339.83	
	TOTAL FUNDING ASK		\$89,735.88	

H. C. Fishermans Marketing Association

Humboldt Fishermen's Marketing Association Member List (Board, Active Members, and Non-Active Members)

Board Members							
Harrison Ibach		President					
Nick Colazas		Vice President					
Travis Michel		Treasurer					
Jake McMaster		Secretary					
Emanuel Silveira		Board of Directors					
Paddy Davis		Board of Directors					
Maurice Vland		Board of Directors					
Jared Bergstrom		Board of Directors					
Brenden Semmes		Board of Directors					
Steve Salo		Board of Directors					
Mark Morris		Alt Board Of Directors					
Patrick Burns		Alt Board Of Directors					
Kevin Collins		Alt Board Of Directors					
David Helliwell		Alt Board Of Directors					
Active Members							
Last Name	First	Address	City	State	Zip	Phone	Boat Name
Bates	Ken	PO Box 660	Eureka	CA	95502	707-498-1904	Ironic
Beer	Jack	PO Box 1203	Blue Lake	CA	95525		
Bergstrom	Jared	PO Box 422	Hydsville	CA	95547		Celtic Aire
Bishop	James	1218 Gross Street	Eureka	CA	95503		Rubicon
Bits	David	2679 Sunny Grove Ave	McKinleyville	CA	95519		Elmarue
Bravo	Lanny	815 Metropolitan Road	Fortuna	CA	95540		Lucky Lady
Burns	Patrick	PO Box 5694	Eureka	CA	95502		Comet
Byrd	Adam	6171 Beechwood Drive	Eureka	CA	95503		Aimee June
Byrd	Bruce	6171 Beechwood Drive	Eureka	CA	95503		Aimee June
Call	Kevin	2025 Redwood Street	Eureka	CA	95503		Calypso
Campbell	Carl	PO Box 323	Eureka	CA	95502		Madeline
Colaxas	Nick	3302 Gross Street	Eureka	CA	95503	707-601-9308	Refuge
Collins	Kevin	PO Box 721	Eureka	CA	95502	707-498-2740	Rae Ann
Creps	Scott	1320 Hatchery Road	Arcata	CA		707-496-0196	Calypso
Cunningham	Mike	3173 Greenwood Hts Apt 3	Arcata	CA		707-445-3658	Sally K
Davi	Kristophe	203 Newell Drive	Fortuna	CA	95540	707-834-3072	Snow White
Davis	Patrick	944 Bayside Road	Arcata	CA	95521		Cynthia
Davis	John	944 Bayside Road	Arcata	CA	95521		Cynthia
Dennon	Jason	PO Box 5045	Eureka	CA	95502	707-502-8599	Nanbellis Jo
Fulkerson	Tom	PO Box 7069	Eureka	CA	95502	707-499-0964	Rose Marie
Ghera	Ron	3441 Albee St	Eureka	CA	95503		Gerry B
Helliwell	David	850 Greenwood Hts	Kneeland	CA	95549		Corregidor
Hildabrand	Linda	PO Box 660	Eureka	CA	95502		Ironic
Hofman	Mark	1042 Obstruction Pass Rd	Olga	WA	98279		Flying Finn
Ibach	Harrison	1736 A Ave	McKinleyville	CA	95519	707-601-8701	Haida Queen
Lindstrom	David/ Dale	8363 West End Road	Arcata	CA	95521		Josie L
McDonald-Vellis	Travis	275 Rock Pit Road	Fieldbrook	CA	95519		Aguero
McMaster	Jake	1734 Linda Way	McKinleyville	CA	95519		Captain Banjo
Michel	Travis	PO Box 1144	Ferndale	CA	95536		Soko
Miller	Russ	350 Solaris Lane	Bayside	CA	95524	707-834-5277	Sunlight
Mooslin	Gary	PO Box 318	Carlotta	CA	95528		Blue Dolphin
Morris	Mark	1164 Poplar Drive	Arcata	CA	95521		Billy Laye, Mary Stuart
Needham	Peter	2650 Pidgeon Point Road	Eureka	CA	95503		Albatross
Newman	Aaron	3150 F Street	Eureka	CA	95503		Maria Isabell
Nicolini	Troy	2573 1/2 Broadway Street	Fairhaven	CA	95564		Inua
Paugh	Jerry	4612 Totten Lane	McKinleyville	CA	95519		Mary C
Pellegrini	Paul	45 Ackerman Lane	Carlotta	CA	95528		Celtic Aire
Points	James	17000 Ocean Drive	Fort Bragg	CA	95437		Black Hawk
Salo	Steven L.	1669 Holly Drive	McKinleyville	CA	95519		Jeanette P
Scheffler	John	2201 C Street	Eureka	CA	95501		Lola
Semmes	Brendan	839 Liscom Hill Road	McKinleyville	CA	95519		Marlene Rose
Seplveda	Tony	1077 Vista Drive	McKinleyville	CA	95519		Shelback
Silveira	Manny	2785 Bay School Road	Arcata	CA	95521		My Lady
Silveira	Nuel	2785 Bay School Road	Arcata	CA	95521		My Lady
Sjolund	James	3447 Mitchell Hts Drive	Eureka	CA	95503		Trio 3
Standley	Don	PO Box 58	Eureka	CA	95503		One And All
Smith	Charles	18100 Georges Lane	Fort Bragg	CA	95437		Scorpio
Trainor	Jim	PO Box 8193	Eureka	CA	95502		Tempest
Vland	Maurice	PO Box 163	Fields Landing	CA	95537		N/A
Wallace	Tom	PO Box 6233	Eureka	CA	95502		Pacific Seas
Zidell	Steve	1493 Faye Ave	Samoa	CA	95564		Chief Joseph
Non Active Members							
Anderson	Mike	1166 Fickle Hill Road	Arcata	CA	95521		Frances
Anderson	Carl	PO Box 1015	Trinidad	CA	95570		Mariah
Angelo	Jeffery D	PO Box 151	Samoa	CA	95564		Cheif Joseph
Anthony	Phillip	2803 Leonard Drive	Everett	WA	98201		Miss Jesse
Baird	Alan	PO Box 38	Douglas City	CA	96024		Molly
Ballew	Lary	2249 Union Street	Eureka	CA	95501		Silver Bullet
Bay	Kenneth	6333 Loma Ave	Eureka	CA	95503		
Beauchamp	Daryl	20515 Nottingham Ct	Fort Bragg	CA	95437		Mae
Boldt	Alan	PO Box 422	Redway	CA			Lolo
Boley	Scott	26595 Sebastian Lane	Gold Beach	OR	97444		Frances
Borck	Bob	483 Madison Street	Eureka	CA	95503		
Bravo	Lance	PO Box 403	Scotia	CA	95502		Lucky Lady
Corley	Randy	2575 Alliance Rd Apt 3M	Arcata	CA			Calypso
Groszmann	Gilbert	2114 E Street	Eureka	CA	95519		West Coast
Hatten	Chad	142 Meadowbridge Lane	Rio Dell	CA	95562		Active 2
Jack	Steve	3980 Lissa Drive	Eureka	CA	95503		Mad Dog
Kemp	Ron	3700 Palomino Ct	Fortuna	CA	95540		Ossian
Lane	Sam	2008 I Street	Eureka	CA	95501		Christine
Lytle	James K	6457 Loma Ave	Eureka	CA	95503		Rose Ann
Moranda	James B	1110 Riverside Drive	Rio Dell	CA	95562		Jenny M
Repair	Bob	5027 Cummings Rd	Eureka	CA	95503		Denise/ Gladnik
Roberts	James	710 Main	Fortuna	CA	95540		Shamrock
Toller	John	2841 Van Duzen Street	Fortuna	CA	95540		Elin Lane
Walsh	Thomas	3831 Elston Drive	San Bruno	CA	94066		Miss Jesse
Yearwood	John		24657 Fort Bragg	CA	95564		Abe

H. C. Fishermans Marketing Association

January 28, 2025

RE: Headwaters Grant Application for the Humboldt Fishermen's Marketing Association Hoist Operations Project

Dear Headwaters Fund Board Members,

On behalf of the City of Eureka, I am writing to express our strong support for the Humboldt Fishermen's Marketing Association (HFMA) and their application for a Headwaters Fund grant to support the Hoist Operations Project. This initiative is critical in fostering a sustainable and accessible working waterfront while addressing the longstanding challenges our local fishing community faces.

HFMA is implementing an Association-led offloading service utilizing hoists leased from the City of Eureka. By taking this proactive approach, HFMA aims to create a more efficient and affordable system for offloading seafood. This service will provide competitive prices to fishermen, ensuring they receive fair market value for their catch while enhancing the economic vitality of our local fishing industry.

The Hoist Operations Project aligns closely with the community's broader goals of supporting local food systems and ensuring emergency access to locally sourced seafood. By reducing offloading fees, HFMA is fostering greater affordability and accessibility, which benefits both producers and consumers. This effort is further amplified by HFMA's collaboration with the Fishermen's Dockside Market project and the North Coast Growers Association. Together, these projects will provide critical infrastructure, including forklifts, freezers for fish waste storage, and hoist access, all essential to maintaining a functional and sustainable working waterfront.

The lack of reliable and affordable hoist access has been a persistent challenge for Eureka's waterfront and local fishing community. This project represents a meaningful and innovative solution to this issue, directly supporting the livelihoods of our fishing fleet while contributing to the overall resilience of our local economy. By investing in these services, the Headwaters Fund would significantly contribute to the long-term viability of Humboldt County's working waterfront and regional food systems.

The City of Eureka is proud to partner with HFMA in this effort and recognizes the positive impact this project will have on our community. We urge you to give full consideration to HFMA's application and provide the support necessary to help bring this critical project to fruition.

Thank you for your attention and commitment to advancing initiatives that support our local economy and community resilience. Please get in touch with me directly at 707-441-4195 or MSlattery@EurekaCA.Gov if you have any questions or require additional information.

Sincerely,



Miles Slattery
City Manager



H. C. Fishermans Marketing Association



01/30/2025

Headwaters Fund
825 5th St. #112
Eureka, CA 95501

Subject: Support for Humboldt Fishermen's Marketing Association's Offloading Service Project

Dear Headwaters Fund Board:

On behalf of the Pacific Coast Federation of Fishermen's Associations (PCFFA), I am writing in strong support of the Humboldt Fishermen's Marketing Association (HFMA) and their efforts to secure funding for the HFMA Offloading Service Project in Humboldt Bay. PCFFA represents active commercial fishermen of all gear types in all California working ports and is committed to ensuring that the fishing industry remains viable, sustainable, and well-equipped to continue its economic, cultural, and food production contributions to our communities.

Investments in industry-managed infrastructure, such as the HFMA Offloading Service Project, align with PCFFA's long-standing support for increasing fishermen's access to markets and improving working conditions for our fleet. Reliable, industry-led solutions are critical to ensuring that commercial fishing remains adaptable, resilient, and a key contributor to local economies. This project will allow fishermen, regardless of gear type, to benefit from a stable offloading service, helping to reduce costs, improve market opportunities, and sustain working waterfronts.

PCFFA has always stood with our member organizations in advocating for industry-driven solutions that empower fishermen to adapt and thrive. With the loss of infrastructure and increasing regulatory constraints putting continued pressure on the industry, initiatives like the HFMA Offloading Service Project are essential for keeping fishermen competitive and economically secure. This project represents a significant step toward maintaining the strength and independence of Humboldt's commercial fishing fleet, and we respectfully request your support.

Sincerely,
Lisa Damrosch
Executive Director
Pacific Coast Federation of Fishermen's Associations (PCFFA)

Lisa Damrosch • Executive Director • lisa@pcffa.org • 650-255-2063 • www.pcffa.org

H. C. Fishermans Marketing Association



January 30, 2025

To: Headwaters Board

RE: Headwaters Grant Application for the Humboldt Fishermen's Marketing Association Hoist Offloading Services Project

I am writing on behalf of the North Coast Fishermen's Cable Committee (NCFCC) for the Humboldt Fishermen's Marketing Association (HFMA). NCFCC is an organization which engages in activities to educate and inform the public, particularly the fishing community, of the locations of undersea fiber optic cables which land ashore near Samoa, CA., whose board is made up of trawl and non-trawl fishermen. We believe this project will increase the fishermen's access to better pay and stabilize markets, regardless of fishing method (ie, trawl, hook and line, or trap). The project will better prices for the fishermen as cost of equipment and fuel continue to increase while the industry continues to struggle due to loss of infrastructure and more strict access to fisheries.

We feel this is a great opportunity to boost the local fishing industry and that a fishermen operated hoist will support our workforce by offering better pay to keep our crews happy and to keep our boats working while providing sustainable caught seafood. The HFMA Offloading Service Project is accessible to all commercial fishermen. NCFCC has recently granted HFMA \$12,000 toward this project for the purchase of a forklift. The project will be an example for the fishing industry to utilize to help uplift ports struggling to maintain their industry.

Sincerely,

Travis Hunter, president NCFCC

H. C. Fishermans Marketing Association



North Coast
Growers' Association

Humboldt County Farmers' Markets

www.northcoastgrowersassociation.org

PO Box 4232 Arcata CA 95518

(707) 441-9999

January 13th 2025

RE: Headwaters Grant Application for the Humboldt Fishermen's Marketing Association Hoist Operations Project

Dear Headwaters Board,

I am writing to express the North Coast Growers' Association's (NCGA) support for the Humboldt Fishermen's Marketing Association's (HFMA) Hoist Operations Project proposal. This project has already had immediate and deeply felt benefits for Humboldt's blue economy and food system, so by increasing the funding that this project can access it will continue to provide economic benefits to our industrial fishermen and allow for the planned expansion of workforce to support hoist operations and dock hands.

The HFMA's ownership and operation of these hoists is important because:

- The Humboldt Fishermen's Marketing Association is working towards building services to support their workforce.
- The Hoist Offloading Service project will keep dollars local and be reinvested into the community.
- The Hoist offloading Service will support the Fishermen's Dockside Market, offering access to the hoists, forklift, and cold storage and the Dockside Market's goal for zero (fish)waste plan to connect farmers with nutrient rich fish waste for their soil.
- Marketing and sales can be increased through collaboration with NCGA and our food distribution system through the Harvest Hub.
- Hoists are valuable pieces of infrastructure and the Hoist Offloading Services is a way to secure infrastructure needed to sustain the local fishing industry.

The fishing community experiences similar challenges and barriers as farmers; middle of the supply chain entities exude large and inappropriate control over critical food infrastructure. This allows processors to set low prices for food producers while increasing margins to wholesale buyers, generating huge benefits for these companies at the expense of food producers. In the case of hoist operations, corporations located on Humboldt Bay have historically been able to extract much higher offload fees than what matches the industry norms. This has prevented our fleet from thriving and providing high quality, sustainably harvested fish to our community. The reclamation of the hoists that are now operated by fishermen for fishermen represents a one-of-a-kind business plan that will be more resilient to shifts in the economy, bay infrastructure, as well as the environmental and political climate.

Thank you for your consideration,

A handwritten signature in black ink, appearing to read 'Megan Kenney'.

Megan Kenney, Harvest Hub Director

megan@northcoastgrowersassociation.org

Attachment 6

Page 228 of 457

H. C. Fishermans Marketing Association



Jim Hurst
Chair

Richard Shoemaker
Vice Chair

Dan Platt
Commissioner

Grant Downie
Commissioner

Domenick Weaver
Commissioner

Anna Neumann
Harbormaster

Headwaters Fund
825 5th Street #112
Eureka, CA 95501

Dear Headwaters Board

RE: Support for Humboldt Fishermen's Marketing Association's Hoist Operations Project

I am writing to express my support for the Humboldt Fishermen's Marketing Association's Hoist Operations Project. This initiative will provide fishermen with greater access to capital in an industry heavily influenced by weather conditions and evolving regulations.

The installation of a hoist will offer several key benefits:

- It will grant fishermen greater independence in managing their businesses, reducing reliance on the traditional fish buyer-fishermen relationship.
- By enabling access to new markets, it will help fishermen diversify their operations and increase annual revenues.
- This project has the potential to transform a struggling fishing industry into a thriving one, ensuring long-term sustainability.

Beyond the direct benefits to fishermen, this initiative will positively impact the broader community by increasing access to locally and sustainably caught seafood. Seafood is an excellent source of protein and plays a crucial role in a healthy diet. Additionally, sourcing seafood locally reduces the carbon footprint associated with food transportation, contributing to environmental sustainability.

I strongly encourage support for this project, as it will provide economic, environmental, and nutritional benefits to the region.

Sincerely,

Anna Neumann
Harbormaster
Noyo Harbor District

H. C. Fishermans Marketing Association

COMMISSIONERS
1st Division
Aaron Newman
2nd Division
Greg Dale
3rd Division
Stephen Kullmann
4th Division
Craig Benson
5th Division
Jack Norton

Humboldt Bay
Harbor, Recreation and Conservation District
(707) 443-0801
P.O. Box 1030
Eureka, California 95502-1030



January 31, 2025

Headwaters Fund
825 5th Street #112
Eureka, CA 95501

Re: Letter of Commitment to Humboldt Fishermen's Marketing Association

Dear Honorable Board Members,

We are pleased to strongly support the Humboldt Fishermen's Marketing Association (HFMA) Hoist Operation Pilot Project grant application and offer our commitment of \$5,000.00 in matching funds. The Hoist Operations Pilot Project provides fishers with additional offloading opportunities here in Humboldt Bay and access to a much more competitive wholesale market to sell their fresh catch.

Our local fishing fleet provides wild-caught and sustainable products while also contributing to our regional food independence and supporting our rural way of life. Yet local fishers have limited choices when selling products, sometimes left to accept subpar rates for the sale of their catch. These low rates diminish the value of their labor, leaving limited funds for reinvestment in their operations or to provide for their families.

Through their bootstrapping efforts and regional support, HFMA commenced initial facility operations, acquiring some gently used equipment and hiring a qualified and experienced facility manager; however, there is much more work to do to grow and sustain these operations. HFMA staff, its board, and its members have been networking with seafood buyers up and down the West Coast, bringing in a variety of committed buyers to the area, allowing fishers strength to negotiate for crab and fresh seafood prices, and offering financial resilience to our port.

We reiterate our wholehearted endorsement of the HFMA's efforts to secure funding that will empower their fishing community. This funding is not just a financial investment but a commitment to our region's future resilience and sustainability.

Sincerely,

A handwritten signature in blue ink that reads 'Chris Mikkelsen'.

Chris Mikkelsen
Executive Director

H. C. Fishermans Marketing Association



STATE OF CALIFORNIA
FRANCHISE TAX BOARD
PO Box 1286
Rancho Cordova CA 95741-1286

Original

HUMBOLDT FISHERMENS MARKETING ASSOCIATION INC
3 COMMERCIAL STREET
EUREKA CA 95501-0241

Date: 07.12.18
Case: 31600664877650926
Case Unit: 31600664877650930
In reply refer to: 760:LMK:F120

Regarding	: Tax-Exempt Status
Organization's Name	: HUMBOLDT FISHERMENS MARKETING ASSOCIATION INC
CCN	: 0303460
Purpose	: Professional association or society
R&TC Section	: 23701e
Form of Organization	: Incorporated
Accounting Period Ending	: 05/31
Tax-Exempt Status Effective	: 06/01/2013

501 c (6)

Exempt Determination Letter

We have determined the organization is tax-exempt from California franchise or income tax as stated in the above Revenue and Taxation Code (R&TC) section.

To retain tax-exempt status, the organization must be organized and operating for nonprofit purposes within the provisions of the above R&TC section. An inactive organization is not entitled to tax-exempt status.

We have based our decision on the information submitted and the assumption that the organization's present operations will continue unchanged or conform to those proposed in the organization's application. In order for us to determine any effect on the tax-exempt status, the organization must immediately report to us any change in:

- Operation
- Character
- Purpose
- Name
- Address

Our determination may no longer be applicable, if these changes occur:

- Material facts or circumstances relating to the organization application.
- Relevant statutory, administrative, or judicial case law.
- Federal interpretation of federal law in cases where our decision was based on such interpretation.

H. C. Fishermans Marketing Association

Page 2 of 2
It is the organization's responsibility to be aware of these changes should they occur. This paragraph constitutes written advice, other than a chief counsel ruling, within the meaning of R&TC Section 21012(a)(2).

For filing requirements, get Pub. 1068, *Exempt Organizations - Filing Requirements and Filing Fees*. Go to ftb.ca.gov and search for 1068.

This exemption is for state franchise or income tax purposes only. For information regarding sales tax exemption, contact the California Department of Tax and Fee Administration at 800.400.7115, or go to their website at cdtfa.ca.gov.

Lynne Kiriakidis
Telephone: 916.845.4171
Fax: 916.843.2567

cc: GLEN H. SPAIN (ATTORNEY)

H. C. Fishermans Marketing Association



State of California
Franchise Tax Board
PO Box 1286
Rancho Cordova CA 95741 1286

HUMBOLDT FISHERMENS MARKETING ASSOCIATION INC
3 COMMERCIAL STREET
EUREKA CA 95501-0241

Date: 06.08.18
Case: 31600664877650926
Case Unit: 31600664877650930
In Reply, Refer to: 760:LMK:F120

Regarding: Exempt Application
CCN: 0303460
Taxpayer's Name: HUMBOLDT FISHERMENS MARKETING ASSOCIATION INC

We have reviewed the application for exemption from tax of the above named organization. Before your application can be processed, the items listed below are required:

You are required to file the 199N, *California e-Postcard* for tax years ending **05/31/2014 to 05/31/2017**.

Go to ftb.ca.gov and search for **199N**. There is no cost to submit this form.

Organizations eligible to submit an e-Postcard may choose to file a paper Form 199, *Exempt Organizations Annual Information Return*.

The 199N is not accepted until you 'submit' the form and receive a confirmation page.

Please respond within **30 days**.

Call the number below if you have questions about this letter. When you call, have the organization's name, corporation or organization number (if available), and the reference code (shown in the upper right corner of this letter).

Done

H. C. Fishermans Marketing Association

Crab Assesments /Dues	Based on 2024 Assesments	\$6,886.60
Unloading Fee	Projected Gross total landing 400000lbs @ .27/ lb	\$108,000.00
TOTAL EXPECTED REVENUE		\$114,886.60

*This is based on 2024 crab assessments paid to the HFMA estimated income from 1/2 the fishing fleet that will stay with their current seafood buyers. Fishermen have .02 cents deducted from wages from seafood buyers for Crab Assessments. Fishermen pay up to \$1000 in Crab Assessments.
* This is projected gross and the staff and board members feel confident that we will reach for the 2025 crab season .

Regular Expenses (Annual cost NOT INCLUDING Offloading Services)		
Office Rent		\$5,100.00
Insurance		\$1,325.00
Tax Preparations		\$490.00
Dues and Subscriptions		\$645.00
Property Tax		\$295.25
Other Expenses		\$244.00
TOTAL REGULAR EXPENSES		\$8,099.25

Regular Expenses are expenses that are exclusively standard expenses of the HFMA. This excludes all Hoist Offloading Services.

Offloading Services Expenses		
Accounting-OPC		150.00
Bus Licenses & Permits		155.00
Consumable Supplies		1,140.73
Fuel		303.27
Insurance		683.44
Office Supplies and Software		566.49
Outside Services		800.00
Employer Payroll Taxes		407.57
Wages		12,000.00
Workers Compensation		3,000.00
TOTAL ESTIMATED HOIST OFFLOADING EXPENSES		19,206.50

*These expenses are projected based on what HFMA has paid for the License fees and business expenses to launch the Project. These were paid between November 2024-2025 and expect these to be recurring.

Personnel BREAK DOWN			
Jeff Huffman, Dock Sales Coordinator	50% FTE at \$25/hr (6mo)	\$3,000.00	
Employee #2	50% FTE at \$25/hr (6mo)	\$3,000.00	#REF!
Employee #3	50% FTE at \$25/hr (6mo)	\$3,000.00	
Employee #4	50% FTE at \$25/hr (6mo)	\$3,000.00	
TOTAL		\$12,000.00	
Fringe	25%		
TOTAL		\$3,000.00	
TOTAL WAGES		\$15,000.00	

ANNUAL OPERATING EXPENSES		\$27,305.75
TOTAL PROJECTED NET INCOME FOR 2025		\$87,580.85

H. C. Fishermans Marketing Association

Date	Milestone
1/27/2025	Discussion on permitting with City of Eureka for Dock Cover
1/27/2025	Design Consultation for Dump Box with North Coast Fabricators
2/3/2025	Order Automatic inflatable live suits for dock workers
2/13/2025	Meet with North Coast Fabrications for Design Drawings
2/17/2025	Get board approval on Dumb Box Design
2/25/2025	Confirm Design Drawings with North Coast Fabrications
3/4/2025 or ASAP	Purchase Equipment: Forklift, Submersible Pump, Aerator Pump, Cleaning Supplies, Banners
3/15/2025	Schedule Meeting with HFMA and Coastal Commission and start the process of applying for the permitting of the metal awning. We are unsure of how long this will take and the full process until we meet with the Coastal Commission
9/15/2025 - 9/15/2026	Upon Permitting: Purchase Awning through Central Avenue Service Center McKinleyville. We hope that we can expect to see this be built before crab season 2026 but are planning that it could take longer and are trying to account for more time. We are also considering the potential that our operation might be able to utilize existing infrastructure. If existing infrastructure is available we will work with the Headwaters board in communicating a change in need or will still plan on building the awning in a different location.
10/15/2025 - 10/15/2026	Awning built on the Dock. The company offers this with the purchase of their buildings. This happens typically 3-4 weeks after purchase

Humboldt Made



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Humboldt Made

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Charlene Cook

Contact Person Title

Program Director

Contact Email

info@humboldtmade.com

Contact Phone

215.873.4320

Contact Address

1271 Fieldbrook Road Mckinleyville, CA 95519

Organization Information

Organization Name

Humboldt Made

Director / CEO

Rosa Dixon

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other
in the process of getting 501(c)3 status reinstated

Summarize the organization's mission

provides support to Humboldt County businesses through impactful marketing, advocacy, networking, and resources. Our goal is to promote our local artisans, food makers and small businesses, helping them succeed within Humboldt County and beyond.

Authorization and Acknowledgement

Authorized representative name *

Charlene Cook

Authorized representative title

Program Director

Signature

Budget Information

Total current year organizational budget	Number of full-time employees
	1
Amount of HWF requested	Total project cost
Grant timeline: start	Grant timeline: end
Please provide the timeline of Headwaters Funds to be utilized 07/01/2025	09/30/2025
Project timeline: start	Project timeline: end
Please provide the timeline of your project 07/01/2025	09/30/2026
Has the organization previously applied for and received Headwaters funding?	
<input type="radio"/> Yes <input checked="" type="radio"/> No	

Project Information

Project title*
Industry Trade Show Initiative

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost
(Required 50% match)

Please provide a brief summary of the project
how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
Humboldt Made's Trade Show Initiative helps local businesses expand beyond the region by providing support for industry trade show participation. The program recruits and prepares businesses through branding workshops, booth design assistance, and market expansion strategies. By increasing market access, the initiative strengthens local businesses, drives sales growth, and boosts Humboldt County's economic visibility.
This project aligns with Humboldt County's Comprehensive Economic Development Strategy (CEDS) by supporting business expansion, workforce development, and regional economic resilience. It benefits base industries, including value-added agriculture, food and beverage production, and specialty manufacturing, helping them access larger markets and drive long-term economic sustainability.
250 words maximum

Which industry is your project working with? (check all that apply)

Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services
 Management and Innovation Services
 Niche Manufacturing
 Tourism
 Forest Products
 Arts and Culture
 Alternative Agriculture
 Other

Humboldt Made

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Many Humboldt County businesses produce high-quality goods but face challenges expanding beyond the region. As a rural area, limited access to major industry trade shows, making it difficult for local businesses to connect with national buyers and distributors. Without access to these events, businesses struggle to scale, limiting job creation and economic growth.

This project will provide 10-15 Humboldt County businesses with the opportunity to participate in major trade shows in 2026 including Natural Products Expo West, a Health and Beauty Show, and a Gift Basket Show. Humboldt Made will lead this initiative, covering booth fees, branded materials, and business support to ensure successful participation.

Without this support, many local producers can't afford to attend these events, missing out of crucial growth opportunities. Alternatives, such as digital marketing, lack the direct buyer engagement that trade shows provide.

Humboldt Made will lead the project in partnership with local businesses and industry mentors, including our own ED, Rosa Dixon, who is a trade show expert. Without Headwaters funding, participation would be severely limited, reducing the program's impact on the regional economy.

This initiative will create new sales opportunities, strengthen industry networks, and establish Humboldt County as a hub for innovative, high-quality products.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

This project will have a transformative impact on Humboldt County's small business community by helping 10-15 local businesses break into national markets. Direct beneficiaries include participating businesses, which will gain access to major trade shows, connect with national buyers, and expand their distribution networks.

Indirectly the regional economy will benefit as these businesses grow, creating new jobs, increasing revenue, and driving demand for local services. Employees, creative professionals, and service providers—such as designers, photographers, and printers—will see expanded opportunities. However, as businesses scale, they may also face challenges sourcing materials and supplies locally, highlighting the need for stronger regional supply networks. Additionally, Humboldt County's reputation as a hub for high-quality products will grow, attracting further investment and opening new doors for local entrepreneurs.

The impact will be measured through key performance indicators such as revenue growth for participating businesses, new buyer accounts and distributing partnerships secured, and an increase in wholesale orders tracked over 12-18 months.

Humboldt Made will track these metrics through business surveys, sales reports, and buyer engagement data to assess the program's long-term economic impact.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

This project will be implemented in four phases over the course of one year, ensuring businesses are well-prepared for successful trade show participation.

Phase 1 (Q3 2025): Recruitment and selection of 10-15 Humboldt County businesses that are market-ready and have strong potential for scaling if given the opportunity. Identify the most strategic trade shows that align with their goals.

Phase 2 (Q4 2025): Booth design workshops and logistical preparation to ensure businesses are ready to showcase their products effectively. Mentorship from industry experts on pitching their products effectively. This phase will also provide participants with funding for displays, signage and other marketing materials needed for a successful trade show presence.

Humboldt Made

Phase 3 (Q1-Q2 2026): Businesses will attend major trade shows, connect with buyers, and establish new distribution channels. After attending trade shows, businesses will be supported in following up with leads and securing wholesale orders. Additional guidance will be provided on best practices for post-show engagement, such as personalized outreach, sample distribution, and ongoing communication with potential buyers.

Phase 4 (Q3 2026): Project evaluation and impact assessment through participant surveys, sales reports and direct follow-ups. We will include tracking revenue growth, new buyer accounts, and wholesale order increases. To gain deeper insights, we will conduct one-on-one debrief sessions with participants to assess challenges, successes, and lessons learned.

4) Describe how this project (or the outcome) will be sustained into the future.

This project is designed to create long-term economic benefits for participating businesses and the broader Humboldt County community. By securing new wholesale accounts, expanding distribution networks, and increasing brand visibility, businesses will generate sustained revenue growth beyond the initial trade show participation.

Humboldt Made will continue to support businesses by providing ongoing mentorship, facilitating connections with buyers, and offering branding and marketing resources. The relationship built through this initiative—both among participating businesses and with industry partners—will strengthen regional business networks, creating new collaboration and funding opportunities.

Additionally, insights gained from post-event impact tracking will help refine and improve future trade show participation strategies. With demonstrated success, Humboldt Made will pursue additional funding from grants, sponsorships, and industry partners to continue bringing local businesses to national markets.

By empowering businesses with the tools, experience, and connections needed to scale, this project will have a lasting impact on the region's economic development.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

This project requires \$70,000 to cover key expenses, including booth fees, trade show materials, marketing support, and logistical coordination. Humboldt Made will provide staffing, mentorship, and business development resources to ensure participants are well-prepared to maximize their trade show experience.

Beyond this initial investment, the project will bring new capital into Humboldt County as participating businesses secure wholesale orders, national partnerships, and increased sales. Many of these companies will gain access to buyers and funding sources outside the region, creating long-term economic growth.

Additionally, this initiative will position Humboldt businesses for future grant and investment opportunities by demonstrating market viability and scalability. Humboldt Made will continue to seek additional funding sources—including industry sponsorship and grants—to sustain and expand trade show participation for local entrepreneurs.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

While this project does not directly fund new jobs, it will enable participants to scale, leading to job creation and increased demand for local services. Many of our local businesses are small or solo operated, but as they expand to national markets, some will need to hire additional staff for production, order fulfillment, or administrative tasks. We estimate that this project will help create or sustain 15-25 jobs across the region.

The project will also create indirect economic benefits by increasing demand for local service providers such as bookkeepers, website developers, and branding consultants. In a rural region with limited access to these resources, this growth can provide new income for skilled workers and small service-based businesses.

Additionally, participants will gain valuable industry knowledge and professional development through branding workshops and tradeshow experience, equipping them with skills to strengthen their businesses and long-term career prospects. Beyond their individual growth, this experience will also prepare them to mentor and support the next generation of entrepreneurs seeking to break into the national markets, fostering a cycle of shared knowledge and success within the local business community.

7) Describe who supports this project and in what ways?

This project is backed by a strong network of local businesses, industry partners, and economic development organizations committed to expanding market opportunities for Humboldt County entrepreneurs.

Many Humboldt-based businesses have expressed strong interest in participating in trade shows, recognizing this as a great opportunity to break into national markets and scale their operations. Their enthusiasm underscores the critical need for this initiative.

Experienced professionals—including past trade show participants, local wholesale buyers, and business development experts from the North Coast SBDC whom we partner with—will provide mentorship, strategic advice, and networking support to help participants maximize their trade show experience.

Economic development organizations including our local chambers of commerce, RREDC and North Edge support this project as part of broader efforts to strengthen Humboldt County's economy, increase market access, and create sustainable job opportunities.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

This project is part of the broader Redwood Coast Makers Development Initiative, a regional effort to expand economic development for Humboldt County businesses through market access, branding, and industry networking. While the Makers Development Initiative is a larger, multi-phase project, this trade show participation program is a stand alone component that will deliver immediate, high impact results.

The total cost of the project is \$70,000, with funding requested entirely from the Headwaters Fund. These funds will be used to cover the essential costs of trade show participation, branding support, and travel support.

The funds will be allocated as follows:

Booth Fees (\$30,000): Covers costs of securing exhibitor space at major trade shows.

Booth Design and Printing (\$20,000): funds professional booth setups, banners, and promotional displays.

Branding Materials (\$10,000): Supports the creation of product catalogs, brochures, and marketing materials.

Travel Supports (\$10,000): Assists businesses with travel expenses to ensure equitable participation.

This project is designed to be fully funded by the HWF and also serves as supplemental funding within the larger Makers Development Initiative. While we are actively

Humboldt Made

seeking additional funding for other components of the broader initiative, this trade show project is structured to stand alone and deliver measurable impact regardless of other funding outcomes.

Additionally, we will prioritize businesses that can contribute their own resources to enhance their trade show participation, ensuring that businesses selected for the program are financially committed and prepared to maximize this opportunity.

9) Complete the budget template to demonstrate the financial structure.

attached

10) Describe how you will acknowledge the Headwaters Fund in your work.

Humboldt Made will prominently recognize the Headwaters Fund's support throughout this project. The Fund's contribution will be acknowledged in all marketing and promotional materials, including trade show booths, brochures, and branded collateral. Additionally, we will highlight it's role in making this initiative possible through digital outreach, including Humboldt Made's website, social media platforms, and email newsletters.

The Headwater's Fund will also be featured in press releases, media coverage, and presentations related to the project, ensuring broad public recognition. Finally, it's support will be formally acknowledged in the final impact report, which will be shared with stakeholders and funders to demonstrate the long-term outcomes of this initiative.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Detailed_Budget Humboldt Made trade show.xlsx - Sheet1.pdf

29.6KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Humboldt Made

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project’s needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
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Governance

List of your board of directors or council members.

Board + Staff .pdf 95.38KB
 (PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

HumboldtMade Letter of Support_SBDC.Wil.docx.pdf 688.35KB

HWF Letter of Support RREDC.pdf 559.03KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)
 (PDF preferred) max file size 10 MB

Annual operating budget

_2025 Humboldt Made Budget - Sheet1.pdf 52.12KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Tradeshow Timeline - Sheet1.pdf 30.56KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline ▼

Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Humboldt Made

Optional Attachments

Resumes

brief resumes of key personnel

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Humboldt Made

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages				
Program Coordinator (Part Time) oversees trade show logistics, coordinates with participating businesses, and manages event time lines	\$5,000	\$5,000	0	
Marketing & Outreach (Part Time) manages digital campaigns, event promotions, and media engagement before and after trade shows.	\$3,000	\$3,000	0	
Benefits & Payroll Taxes	\$800	0	\$800	HM will cover this
Consultant, contractor or professional fees:				
Booth Design and photography	\$7,500	\$4,500	\$3,000	Participants will contribute to photography service fees.
Graphic Design for branding materials	\$7,500	\$4,500	\$3,000	Participants will contribute to design service fees.
Travel:				
Admin Travel for Trade Show Coordination	\$5,000	\$5,000	0	N/A
Booth Shipping & Handling	\$5,000	\$5,000	0	N/A
Business Travel for Participants	\$20,000	\$0	\$20,000	Participants will pay their travel own fees
Booth Fees	\$60,000	\$30,000	\$30,000	Participants will contribute to booth fees
Materials and supplies:				
Banners and Booth Signage	\$10,000	\$5,000	\$5,000	Participants will contribute to the cost of their Materials
Booth Furniture/Display Rental and Setup	\$10,000	\$3,000	\$7,000	Participants will contribute to the cost of their Materials

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Printed Marketing Materials	\$7,000	\$5,000	\$2,000	Participants will contribute to the cost of their Materials
Other (describe)				
Total Project Cost	\$140,800	\$70,000	\$70,800.00	
% of Total Project Cost				

Humboldt Made

Board of Directors

Humboldt Made is guided by a dedicated and experienced Board of Directors committed to fostering economic growth, supporting small businesses, and promoting the unique entrepreneurial spirit of Humboldt County. Our board brings together a diverse range of expertise in business development, marketing, finance, and community engagement to ensure the success of our programs and initiatives.

Board Members

Meredith Maier, President

Meredith Maier is the co-owner of Six Rivers Brewery and a dedicated community advocate. She actively supports local organizations through sponsorships and donations and serves on the Board of Directors for the Eureka Chamber of Commerce. Her leadership and commitment to local business growth make her a valuable asset to Humboldt Made.

Meredith Matthews, Vice President

Meredith Matthew is a dedicated community leader with a strong background in economic development and civic engagement. She has served on the Economic Development Committee for three years, including one year as chair, and is the Executive Director of the Arcata Chamber of Commerce. Meredith is also a core team member of Cooperation Humboldt, and works with the Redwood Coast Energy Authority. A former Mayor of Arcata, she also serves on the President's Advisory Committee at Cal Poly Humboldt, bringing deep regional expertise and leadership to Humboldt Made.

Katie Wheeler, Treasurer

Katie Wheeler is an experienced bookkeeper who provides financial management services for multiple nonprofit organizations. With a strong background in accounting and fiscal oversight, she helps ensure financial stability and transparency. Her expertise in nonprofit bookkeeping and commitment to supporting local organizations make her a valuable asset to Humboldt Made.

Don Banducci, Trustee

Don Banducci is the founder of Yakima and a seasoned marketing consultant with deep roots in Humboldt County. Born and raised in the region, he brings decades of experience in branding, business strategy, and market development. His expertise and lifelong commitment to the local community make him a valuable contributor to Humboldt Made's mission.

Humboldt Made

Ashley Vellis, Trustee

Ashley Vellis is the owner and operator of Ashley's Seafood, dedicated to building a network of sustainable small fishers to serve the local community. She is actively working on a dockside market to create direct-to-consumer sales opportunities for local fishermen. In addition to her business, Ashley serves on the Humboldt County Workforce Development Board and is deeply engaged in community initiatives supporting local food systems and economic growth.

Megan Kenney, Trustee

Megan Kenny is the Director of Operations for the North Coast Growers Association's Harvest Hub and a dedicated grant writer specializing in food security, working lands, and workforce development. She co-chairs the Food Access Working Group in the Humboldt COAD and is a registered and certified Trainer with the Produce Safety Alliance through Cornell University. Her expertise in agriculture, food systems, and community resilience makes her a vital contributor to Humboldt Made.

Bill Prescott, Trustee

Bill Prescott has been involved with Humboldt Made since its inception, bringing extensive experience in sales and marketing to help local entrepreneurs grow their brands and expand beyond Humboldt County. He is the Sales Manager for Bloomia.com, a large tulip farm in Virginia, and previously held key roles at Sun Valley Floral Farms and Lost Coast Communications. Bill also runs Prescott Designs, a marketing consulting firm, and has been featured in the Huffington Post, HGTV, and the HGTV DIY Network, making him a valuable resource for business development and strategic growth.

Clint Victorine, Trustee

Clint Victorine is the owner and operator of Eel River Organic Beef, dedicated to sustainable ranching and high-quality organic beef production. He is deeply involved in the local community, supporting numerous organizations through donations and partnerships.

Alanna Goldsmith, Secretary

Alanna Goldsmith brings extensive experience in organizational leadership and strategic planning, having served as General Manager for multiple manufacturing companies in Humboldt County. As a former Executive Director of Humboldt Made, she led initiatives to promote local businesses and regional economic development.

Humboldt Made

Currently, she is the CEO of Radio Paradise, a globally recognized internet radio station, and produces Radio 2050.

Staff

Rosa Dixon, Executive Director

Rosa Dixon is the co-owner of Natural Decadence, a gluten-free pie company carried in supermarkets nationwide. With deep expertise in the CPG food industry, she provides mentorship to emerging food and beverage entrepreneurs, helping them navigate business growth and market expansion. As an original Humboldt Made supporter, Rosa brings a wealth of knowledge, leadership, and a passion for fostering local business success.

Charlene Cook, Program Director

Charlene Cook is the owner and operator of Fringe & Clay and has been an active member of the Humboldt County small business community for the past six years. With a degree in Social Science and Marketing, she brings a strong foundation in business development, community engagement, and strategic communications. She also serves on the Board of the Arcata Chamber of Commerce, advocating for local businesses and economic growth. As Program Director for Humboldt Made, she is dedicated to fostering connections, providing resources, and creating impactful programs that support the success of regional entrepreneurs.

Humboldt Made



**SMALL
BUSINESS
DEVELOPMENT
CENTER**
NORTH COAST

Headwaters Grant Fund Review Committee

Humboldt Area Foundation
363 Indianola Road
Bayside, CA 95524

Letter of Support for Humboldt Made's Trade Show Initiative

Dear Headwaters Fund Review Committee,

I am writing on behalf of North Coast SBDC to express our strong support for Humboldt Made's Trade Show Initiative, which seeks funding from the Headwaters Fund to help Humboldt County businesses expand into national markets. This initiative directly aligns with our mission to help businesses start, grow and thrive.

Humboldt County is home to incredible makers and small businesses producing high-quality goods, but as a rural area, they face significant barriers to reaching larger markets. This project will provide 10–15 local businesses with the opportunity to participate in major industry trade shows, helping them secure wholesale accounts, increase sales, and grow their businesses. By covering critical expenses such as booth fees, branding materials, and travel costs, this initiative will give local entrepreneurs a platform to compete on a national level—an opportunity many would not have without this support.

Our organization is proud to support this effort and recognizes the long-term economic impact it will have on our region. By connecting Humboldt businesses with national buyers, this project will drive revenue growth, create job opportunities, and enhance our local economy. Additionally, the hands-on training and mentorship provided through this initiative will equip participants with valuable skills that will continue to benefit them beyond the trade show experience.

We fully endorse this project and encourage the Headwaters Fund to support Humboldt Made's efforts to strengthen our local economy, support small businesses, and showcase the innovation and quality of Humboldt County's makers.

Sincerely,

NORTH COAST SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

NORTHCOASTSBDC.ORG

ADMIN@NORTHCOASTSBDC.ORG

HUMBOLDT COUNTY: (707) 445-9720, 876 7th Street, Arcata, CA 95521

DEL NORTE COUNTY: (707) 445-9720, By Appointment

Humboldt Made



**SMALL
BUSINESS
DEVELOPMENT
CENTER**
NORTH COAST

Wil Franklin
Director of North Coast SBDC
Office (707) 445-9720
wil@northcoastsbdc.org

NORTH COAST SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

NORTHCOASTSBDC.ORG

ADMIN@NORTHCOASTSBDC.ORG

HUMBOLDT COUNTY: (707) 445-9720, 876 7th Street, Arcata, CA 95521

DEL NORTE COUNTY: (707) 445-9720, By Appointment

Humboldt Made



Redwood Region Economic Development Commission
325 2nd Street, Suite 203, Eureka, California 95501
Phone 707.445.9651 Fax 707.445.9652 www.rredc.com

The County of Humboldt Headwaters Fund
825 Fifth Street
Eureka, CA 95501

Re: Letter of Support for Humboldt Made's Trade Show Initiative

Dear Headwaters Fund Review Committee,

I am writing to express my strong support for Humboldt Made's Trade Show Initiative to help Humboldt County businesses expand into national markets. This initiative directly aligns with RREDC's mission to support the growth of local business by expanding markets beyond our region.

As you know, Humboldt County is home to incredible makers and small businesses producing high-quality goods, but as a rural area, they face significant barriers to reaching larger markets. This project will provide 10–15 local businesses with the opportunity to participate in major industry trade shows, helping them secure wholesale accounts, increase sales, and grow their businesses. By covering critical expenses such as booth fees, branding materials, and travel costs, this initiative will give local entrepreneurs a platform to compete on a national level—an opportunity many would not have without this support.

I am proud to support this effort and recognizes the long-term economic impact it will have on our region. I've seen the value of projects like this previously sponsored by Humboldt Made and the Small Business Development Center. By connecting Humboldt businesses with national buyers, this project will drive revenue growth, create job opportunities, and enhance our local economy. Additionally, the hands-on training and mentorship provided through this initiative will equip participants with valuable skills that will continue to benefit them beyond the trade show experience.

I fully endorse this project and encourage the Headwaters Fund to support Humboldt Made's efforts to strengthen our local economy, support small businesses, and showcase the innovation and quality of Humboldt County's makers.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gregg Foster', is written over a circular scribble.

Gregg Foster
Executive Director



Cities Arcata · Blue Lake · Eureka · Ferndale · Fortuna · Rio Dell · Trinidad
Community Services Districts Humboldt · Manila · McKinleyville · Orick · Orleans · Redway · Willow Creek
Harbor, Recreation and Conservation District · Humboldt Bay Municipal Water District
County of Humboldt · Hoopa Valley Tribe · Redwoods Community College District

Humboldt Made

Humboldt Made 2025 Budget													
UPDATED 12/1/24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Income													
Consulting/ membership		4,000.00	4,000.00	4,000.00	4,000.00								16000
Contracted Donations	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	30,000.00
Donations	30	30	30	30	30	439.35	30	1,496.36	738.75	10,000.00	60	60	12,974.46
Event Income				190							5,450.00		5,640.00
Bar Income					2.82	29,956.42	37,272.41	19,634.64	10,095.60				96,961.89
Event Space Rental				37,847.33	15,352.10	5,411.44	3,450.85	1,832.20					63,893.92
Total Event Income	\$2,530.00	\$6,530.00	\$6,530.00	\$44,567.33	\$21,884.92	\$38,307.21	\$43,253.26	\$25,463.20	\$13,334.35	\$12,500.00	\$8,010.00	\$2,560.00	225,470.27
Sponsorship					7,500.00	11,500.00				7,500.00			26,500.00
Stripe Income													0.00
Total Income	\$2,530.00	\$6,530.00	\$6,530.00	\$44,567.33	\$29,384.92	\$49,807.21	\$43,253.26	\$25,463.20	\$13,334.35	\$20,000.00	\$8,010.00	\$2,560.00	\$251,970.27
Cost of Goods Sold													0.00
COGS - Alcohol				1,562.00		3,487.40	7,336.40	8,401.48	2,288.00		2,292.00		25,367.28
COGS - Event Consumables		775			1,039.76	1,660.53		481.42					3,956.71
COGS Event Entertainment				200		4,100.00	3,500.00	3,750.00	1,900.00		143	333.6	13,926.60
COGS Event Expenses		448.17			1,663.13	1,156.99	1,032.03	3,038.06		309.39	2,252.72	107.42	10,007.91
COS Contract Labor													0.00
Cost of Goods Sold					2,648.07								2,648.07
Total Cost of Goods Sold	\$0.00	\$1,223.17	\$0.00	\$1,762.00	\$5,350.96	\$10,404.92	\$11,868.43	\$15,670.96	\$4,188.00	\$309.39	\$4,687.72	\$441.02	55,906.57
Gross Profit	\$2,530.00	\$5,306.83	\$6,530.00	\$42,805.33	\$24,033.96	\$39,402.29	\$31,384.83	\$9,792.24	\$9,146.35	\$19,690.61	\$3,322.28	\$2,118.98	\$196,063.70
Expenses													0.00
Loan payment	275	275	275	275	275	275	275	275	275	275	275	275	3,300.00
Advertising & Marketing		456.54			357.07	286.44			497.98		2,716.39	734.33	5,048.75
Bank Charges				35	0		5						40.00
Melio Service Fees	1.5			35.26									36.76
Square Fees						397.01		405.75	194.13				996.89
Stripe Fees	1.69	1.69	1.69	1.69	1.69	133.99	1.69	2.69	1	1	3.38	3.38	155.58
Total Bank Charges	\$3.19	\$1.69	\$1.69	\$71.95	\$1.69	\$531.00	\$6.69	\$408.44	\$195.13	\$1.00	\$3.38	\$3.38	1,229.23
Donations.									250		323		573
Insurance													0
Business Policy		1,288.10					1,310.80				1,288.10		3887
Commercial Umbrella					586								586
D&O policy							2,170.00						2170
Total Insurance	\$0.00	\$1,288.10	\$0.00	\$0.00	\$586.00	\$1,310.80	\$2,170.00	\$0.00	\$0.00	\$0.00	\$1,288.10	\$0.00	6,643.00
Meals	200	200	200	200	200	200	200	200	200	200	200	200	2400
Restaurant Meals													13.97
Total Meals	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Memberships and Dues		185.1											185.1
Payroll Expenses													0
Taxes	204.41	204.41	204.41	204.41	204.41	204.41	204.41	204.41	204.41	204.41	204.41	204.41	2452.92
Wages	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	24,000.00
Worker's Compensation	262.67			262.67			782.67						1308.01
Total Payroll Expenses	\$2,467.07	\$2,204.41	\$2,204.41	\$2,467.07	\$2,204.41	\$2,204.41	\$2,987.07	\$2,204.41	\$2,204.41	\$2,204.41	\$2,204.41	\$2,204.41	\$27,760.90
Permits and Lic for events						900							900
Phone											266.89		266.89
Postage & Shipping			85										85
Professional Fees													0
Bookkeeping Payroll	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	4,200.00
Rosa	2,500.00	2,500.00	2,500.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	52,500.00
Total Professional Fees	\$3,625.00	\$2,875.00	\$2,500.00	\$3,250.00	\$7,775.00	\$7,775.00	\$7,775.00	\$7,775.00	\$6,550.00	\$5,350.00	\$5,000.00	\$5,000.00	\$65,250.00

Humboldt Made

Humboldt Made 2025 Budget													
UPDATED 12/1/24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Purchases					878.42						29.51	29.5	937.43
Rent or Lease	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	262.5	3150
Software/Apps	762.16	706.87	82	70	373.99	510.24	504.72	2,131.59	562.2	112	604.22	723.87	7143.86
Supplies						670.24					520.24	39.99	1230.47
Taxes & Licenses							20						20
Penalties and Fees			100	100									200
Total Taxes & Licenses	\$1,024.66	\$969.37	\$444.50	\$432.50	\$1,514.91	\$1,462.98	\$767.22	\$2,394.09	\$824.70	\$374.50	\$1,416.47	\$1,055.86	\$12,681.76
Travel													0
Gas - travel to sites													0
Total Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Uncategorized Expense													0
Total Expenses	\$7,316.73	\$7,536.88	\$5,348.91	\$6,349.57	\$12,280.32	\$12,953.19	\$13,899.29	\$12,573.50	\$9,779.11	\$8,128.91	\$10,108.98	\$8,460.27	\$114,735.66
Net Operating Income	-\$4,786.73	-\$2,230.05	\$1,181.09	\$36,455.76	\$11,753.64	\$26,449.10	\$17,485.54	-\$2,781.26	-\$632.76	\$11,561.70	-\$6,786.70	-\$6,341.29	\$81,328.04
Other Income													0
Interest Earned	0.9	0.29		0.28	0.59	1.76	2.99	3.02	2.79		2.23	1.73	16.58
Total Other Income	\$0.90	\$0.29	\$0.00	\$0.28	\$0.59	\$1.76	\$2.99	\$3.02	\$2.79	\$0.00	\$2.23	\$1.73	\$16.58
Net Other Income	\$0.90	\$0.29	\$0.00	\$0.28	\$0.59	\$1.76	\$2.99	\$3.02	\$2.79	\$0.00	\$2.23	\$1.73	\$16.58
Net Income	-\$4,785.83	-\$2,229.76	\$1,181.09	\$36,456.04	\$11,754.23	\$26,450.86	\$17,488.53	-\$2,778.24	-\$629.97	\$11,561.70	-\$6,784.47	-\$6,339.56	\$81,344.62

Humboldt Made

Timeline (Quarter/Year)	Phase	Milestone		
Q3 2025 (July)	Phase 1: Recruitment & Tradeshow Selection	Launch outreach campaign to recruit businesses		
Q3 2025 (August)	Phase 1: Recruitment & Tradeshow Selection	Host informational sessions and application process for business selection		
Q3 2025 (September)	Phase 1: Recruitment & Tradeshow Selection	Finalize participating businesses and identify trade shows		
Q4 2025 (October)	Phase 2: Branding, Booth Design & Preparation	Conduct branding and marketing workshops for selected businesses		
Q4 2025 (November)	Phase 2: Branding, Booth Design & Preparation	Design booth layouts, develop marketing materials, and provide pitch coaching		
Q4 2025 (December)	Phase 2: Branding, Booth Design & Preparation	Finalize logistics, including travel arrangements and promotional strategies		
Q1-Q2 2026 (January – June)	Phase 3: Trade Show Participation	Businesses attend selected trade shows, representing Humboldt County		
Q1-Q2 2026 (Ongoing)	Phase 3: Trade Show Participation	Provide on-site and virtual support, track performance, and gather feedback		
Q3 2026 (July)	Completion: Evaluation & Reporting	Conduct post-show debrief meetings with participants to assess outcomes		
Q3 2026 (August)	Completion: Evaluation & Reporting	Analyze data on business connections, sales leads, and market expansion		
Q3 2026 (September)	Completion: Evaluation & Reporting	Compile a final report detailing impact, success stories, and recommendations		

Mattole Valley Community Center



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Mattole Valley Community Center

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Amanda Malachesky

Contact Person Title

Grant Writer

Contact Email

amanda@confluencenutrition.com

Contact Phone

707-599-3825

Contact Address

PO BOX 112 Petrolia, CA 95558

Organization Information

Organization Name

Mattole Valley Community Center

Director / CEO

Marika Ennis, Board Chair

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The Mattole Valley Community Center's mission is to create an engaged, resilient community built through celebration, cooperation, and stewardship of our place, and the people connected to it.

Authorization and Acknowledgement

Authorized representative name*

Amanda Malachesky

Authorized representative title

Grant Writer

Signature

Mattole Valley Community Center

Budget Information

Total current year organizational budget

\$150,926.00

Number of full-time employees

0

Amount of HWF requested

\$40,544.00

Total project cost

\$84,569.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
07/01/2025

Grant timeline: end

07/01/2026

Project timeline: start

Please provide the timeline of your project
07/01/2025

Project timeline: end

07/01/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Mattole Valley Job Creation and Emergency Resilience Project

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$84,569.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
The Mattole Valley Community Center (MVCC) requests \$40,544 to hire our first-ever Executive Director to develop a direct service program and further funding to provide economic development activities in the specialty food, flowers and beverages, tourism, arts and culture, and diversified health care markets. The program will support existing small businesses to develop or expand their offerings, help clients create new small businesses, and provide a variety of business support training. The Director will also conduct emergency resilience planning and development in collaboration with the Petrolia Volunteer Fire Department and the Mattole Valley Resource Center to decrease our community's risk from natural disasters like wildfires and earthquakes. Residents of the extremely rural and remote Mattole Valley will be the primary beneficiaries of the newly established economic development program.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Mattole Valley Community Center

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The Mattole Valley Community Center (MVCC), a nonprofit organization located in Petrolia, CA, proposes to hire an Executive Director for the first time to engage in economic development activities that have not previously been within our reach nor offered in our remote location.

The MVCC was founded in 1976 to promote social welfare through charitable, educational, and recreational activities in the remote Mattole Valley. The organization's hall is a hub for community engagement, arts, culture, and tourism, and the organization directly promotes these activities in the valley. The MVCC meeting hall also serves as an emergency response location as needed after natural disasters and extended power outages. Our organization is also the lead for maintaining and annually updating the NEST (Neighborhood Emergency Services Teams) list, and serves as a fiscal sponsor for the Mattole Valley Preschool. All of these activities have until now been provided with volunteer labor.

With the recent changes in the cannabis economy, our valley is once again experiencing a "bust" cycle. Local employment has evaporated, local businesses have folded, and many of our remaining residents are either under or unemployed. Mattole Elementary School and Mattole Triple Junction High School enrollment is down from a high of approximately 60 students in 2019 to approximately 12 students in this current school year. Our general store has been struggling to keep inventory in stock and gasoline in the pumps. The remaining significant employers in the valley include the Mattole Unified School District, restoration economy non-profits (the Mattole Restoration Council and the Mattole Salmon Group), and seasonal opportunities, such as Lost Coast Camp. Residents with digital economy skills may be employed remotely.

Fifty-six percent of respondents to a 2024 Mattole Valley Resource Center survey said financial security was their number two concern, second only to transportation and roads.

Despite this economic downturn, our valley's remaining residents are resourceful and engaged in finding new pathways to making a successful living. Over many years, ideas for sustainable economic support and development have been discussed at community meetings and other venues, such as transportation cooperatives, a website to display and sell local art, commercial kitchen certification to help local farmers promote value-added cottage industry products, supporting hospitality and lodging services aimed at tourists, and developing opportunities to recruit home health care workers to support our population of aging seniors.

The successful funding of an Executive Director position would enable the Mattole Valley Community Center to provide the needed hours to investigate these and other possibilities, and bring much-needed opportunity to our dispersed and isolated community.

An Executive Director would be hired to:

- * Explore and develop programs to support local entrepreneurship and microeconomy opportunities in our rural valley, centering around the visual arts, food production/farming, value-added products, needed home health care services, and hospitality.
- * Research, apply for, and secure funding for rural economic development and to continue the Executive Director position.
- * Explore additional opportunities for collaboration with emergency and social support services, such as the Petrolia Volunteer Fire Department and the Mattole Valley Resource Center, to provide additional community resilience support services, such as a downtown disaster-proof wi-fi network or emergency response plan.
- * Pursue and secure funding to disaster-proof our utilities for our facility, such as for a solar-powered battery backup system and heat-pump system.

We currently have a Redwood Region Rise Catalyst Funding grant application pending for half of an Executive Director position (16 hours per week for a full year). The Mattole Valley Community Center is a co-applicant for that grant with nine other regional non-profits to promote more pathways to working lands careers in rural places. Headwaters Grant funding would provide the other half of the funding required to create a living wage Executive Director position in the Mattole Valley. The project may proceed without the Headwaters Fund grant if we receive the RRRISE funding, albeit at half of the salary, and half of the expected impact.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Mattole Valley Community Center

This project is designed to directly benefit some of the most underserved residents of Humboldt County by offering them access to support for starting or expanding a local enterprise, accessing job retraining or new job opportunities, and business support services.

The Executive Director will develop and offer direct program services for Mattole watershed residents who need support creating, developing, or expanding an existing business, or finding local employment. In the first year, we expect to gather an assessment of their needs, provide trainings, resources, and support, and to help at least five local business form from scratch, or expand their existing offerings.

Successful, small local businesses in our valley make a huge difference for residents' mental health, perceptions of place, and a feeling of security. They provide livelihoods, allow people to stay in our valley and prevent "brain drain," help people contribute to our community by making it a nice place to live, and keep money circulating in our local economy. These impacts translate to a more robust and resilient community.

The Executive Director will measure success by tracking:

- * The number of individuals participating in the assessment phase.
- * The number of individuals or businesses served with business support services.
- * The number of trainings offered.
- * The number of grant applications submitted.
- * The total of grant dollars secured.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

This project will have funding for one year of program development. This project requires a short period of setup, to recruit and hire an Executive Director (Phase 1), followed by 11 months of implementation (Phase 2). We propose for both of these phases to be supported by this proposal.

The work described in the project description will be completed one year past the award date. As soon as grant funds are released from RRRISE, and/or from Headwaters Fund, the MVCC will begin the project by seeking and hiring an Executive Director. Please see the project timeline for specifics of the work plan.

4) Describe how this project (or the outcome) will be sustained into the future.

A significant duty of the Executive Director will be to work on securing additional programmatic grant funds to support the work long term. Should we receive the RRRISE funding, our consortium of nine nonprofits is almost guaranteed additional grant funds from their second round of funding. Additional funding will be researched and pursued using the Foundation Directory Online and GrantWatch as research tools, as well as through collaboration and connection with other nonprofits and government entities.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The primary resources needed for this project are the funding for the position, along with training resources. Currently, all requested funding is based in Humboldt County. Training resources will most likely be imported from the North Coast Small Business Development Center, the Arcata Economic Development Corporation, the Redwood Region Economic Development Commission, USDA Rural Development, or other similar resources based in the Humboldt Bay Area, depending on the needs of our program participants.

Future grant funds may come into Humboldt County from a wide variety of sources, including funding from the State of California, the US Federal government, and private foundations throughout the US.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

Funding this project will in itself create one living-wage job. Beyond the Executive Director position, the intention of this project is to create jobs or pathways to future jobs in the lower Mattole Valley. Some valley residents already have cottage-based businesses that produce skin care products, value-added food products like fruit leather, mayonnaise, or hot sauce, and animal products like beef or pork. Farmers produce fruit and vegetables for sale, while others promote services, such as mowing, chainsaw work, brush clearing, firewood gathering, and more. Still others provide hospitality for visitors, such as catering services, cake baking, or lodging. There has also been an ongoing need for home health workers to care for seniors or homebound people.

However, the difference between a side hustle and a true home-based business that generates a living-wage income can sometimes be a giant leap, requiring compliance with regulations, inspections, licenses, permits, certifications, and more. These types of requirements can be obstacles for our very rural residents.

The project will conduct activities to help residents move their business ideas forward so they can employ themselves directly. These businesses will also potentially create additional future local job positions.

7) Describe who supports this project and in what ways?

Three local nonprofit organizations have offered letters of support for this project. These include the Mattole Valley Resource Center, the Petrolia Volunteer Fire Department, and the Mattole Restoration Council.

The Mattole Restoration Council co-sponsored our organization in the recent Redwood Region Rise Catalyst grant application process and helped us shepherd our proposal over the finish line. They recognize the need to provide job opportunities that go beyond the restoration economy, especially to provide access points for tourists to interface with the good work they are doing to repair and restore fisheries, water quality, and forests.

The Mattole Valley Resource Center sees firsthand the impacts of under or un-employment in our community as they provide human services in our valley. They know how badly economic opportunities are needed by all members of our community, especially our youth. The MVRC has a small annual operating budget and remains exclusively focused on filling in service gaps for basic needs. It does not currently have the staff time or funding available to explore economic development activities.

The Petrolia Volunteer Fire Department is interested in collaborating with local organizations that can help them improve our community's resilience and safety. They

Mattole Valley Community Center

recognize how vulnerable our community could be in an emergency if we are cut off from communications and power supply for extended periods of time. The PVFD and the MVCC have been discussing ways to improve our emergency preparedness for at least five years. The PVFD would very much like to see our emergency resilience projects move forward, and are prepared to support us in any way possible, including by collaborating on grant projects to fund the needed improvements. PVFD has also been developing employment opportunities in the Mattole by creating fee-for-service emergency response and prescribed fire jobs, and could be a potential recipient of economic development services.

And finally, area residents are concerned about their economic opportunity, and would like to have more help and support creating access to healthy, sustainable employment.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

The total estimated cost for this project is \$84,569. This amount would fund the Executive Director position and its associated costs. Roughly half of the funding would come from the Headwater's Fund grant, while the other half of the funds would come from the Redwood Region Rise grant. The Mattole Valley Community Center would include a small portion of In-Kind funding. Should only one or the other grant be awarded, the position would simply be half of the proposed amount, until the Director could source and secure more funds. (See the budget for greater detail).

The Headwaters grant funds would be used for:

(1) Executive Director: 0.8 FTE at \$60,000 in 2025-26 (\$30,000 requested). Supervised by the Board of Directors. Responsible for assessing community economic development needs; developing new microeconomy businesses and helping residents expand existing businesses; exploring and securing grant funding for program and position continuation; providing direct service to community members; hosting trainings or facilitating access to resources as appropriate; developing funding for emergency resilience; collaborating with other local emergency response entities. One month allowed for recruitment and hiring.

(2) Bookkeeper: 0.075 FTE at \$6,000 in 2025-26 (\$3,000 requested). Supervised by Board of Directors and Executive Director. Responsible for setting up payroll services, tracking grant expenses, submitting invoices, tax filings.

(3) Benefits, Payroll Taxes, Insurance: \$8,544 for 2 weeks paid time off and payroll taxes (\$4,544 requested). Most job positions in our area do not come with any benefits. ED position would be responsible for developing future benefit options.

(4) Travel: \$2,000 is allotted for travel (\$1,000 requested) To collaborate with regional nonprofits on economic development, to meet with economic development consultants or service providers in Eureka or additional locations; travel to meet with project beneficiaries. Mileage will be reimbursed at a rate of \$0.67 per mile.

(5) Materials and Supplies: \$4,000 (\$2,000 requested) for subscriptions to Candid's Foundation Directory Online to research and access potential grant opportunities; Advertising; Printing; Postage.

(6) Rent and Utilities: \$4,025 (\$0 requested, provided as in-kind match from MVCC). Covers space usage for program, telephone and internet service, electricity, and propane.

9) Complete the budget template to demonstrate the financial structure.

See attached budget.

10) Describe how you will acknowledge the Headwaters Fund in your work.

MVCC will verbally acknowledge the Headwaters Fund at public listening session meetings, on any printed materials advertising jobs, public meetings, or events, and will also acknowledge the Headwaters Fund at our organization's annual meeting and fundraising events (once annual Cabaret).

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

MVCC Headwaters Grant Budget 2025 - Sheet1.pdf

92.08KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Mattole Valley Community Center

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				
Other (describe)				

Governance

List of your board of directors or council members.

MVCC Board of Directors 2025.pdf

64.26KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

LOS_MRC_Headwaters_2025.pdf

191.14KB

MVRC Letter of Support MVCC Job Creation 1.28.25.pdf

177.47KB

PVFD Letter of Support Headwaters.pdf

2.76MB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

Mattole Valley Community Center 501(c)(3) Status Verification.pdf

162.9KB

(PDF preferred) max file size 10 MB

Mattole Valley Community Center

Annual operating budget

MVCC 2025 Org Budget.pdf

107.91KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

MVCC Headwaters Grant Timeline.pdf

63.29KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Mattole Valley Community Center

Headwaters Grant Fund Budget				
Mattole Valley Community Center Mattole Valley Job Creation and Disaster Resilience Project				
January 2025				
Project Expense Item	Total Cost	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds
Executive Director - 0.8 FTE (32 hours @ \$40/hour, 50 weeks)	\$60,000	\$30,000	\$30,000	
Bookkeeper: .075 FTE (3 hours @ \$40/hour 50 weeks)	\$6,000	\$3,000	\$3,000	
Sub Total all Direct Salaries and Wages	\$66,000	\$33,000	\$33,000	RRRISE (Pending)
Benefits and Payroll Taxes: 2 weeks PTO (\$2,560), \$5,440 payroll taxes, insurance)	\$8,544	\$4,544	\$4,000	
Travel- 1,340 miles at \$0.67/mile for travel to collaborate with regional nonprofits and to coordinate economic development services	\$2,000	\$1,000	\$1,000	
Materials and supplies - \$450 Candid Foundation Directory Online Subscription, \$200 Grant Watch Subscription, Advertising, paper, postage \$300	\$4,000	\$2,000	\$2,000	
Rent and Utilities -	\$4,025	\$0	\$0	MVCC (In Kind)
Total Project Cost	\$84,569	\$40,544	\$40,000	RRRISE (Pending)
% of Total Project Cost		47%	53%	

Mattole Valley Community Center

Mattole Valley Community Center Board of Directors 2024-2025

Marika Ennis

Board Chair

St. Joseph's Hospital Emergency Medicine

Petrolia

Nieves Rathbun

Vice Chair & Fundraising Committee

By Nieves

Petrolia

Nancy Calhoun

Board Secretary

Fundraising Committee

Journeyworks Publishing

Petrolia

Gabrielle Cohen

Board Treasurer

Self-Employed

Petrolia

Malia Freedlund

Fundraising Committee

Mattole Unified School District

Petrolia

Nicole Gagliano

Rentals and Reservations

Wild and Wise Herb CSA

Petrolia

Kathy Radke

Retired

Petrolia

Jane Lapiner

Retired

Petrolia

Emily MacDonald

Mattole Restoration Council

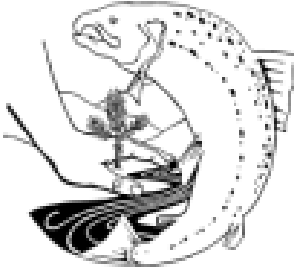
Petrolia

Ysi Southard

Self Employed

Petrolia

Mattole Valley Community Center



Mattole Restoration Council

www.mattole.org

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PO Box 160, Petrolia, CA 95558
Phone: (707) 629-3514
Fax: (707) 629-3577
mrc@mattole.org

Upriver Office
PO Box 223, Whitethorn, CA 95589
Phone: (707) 986-1078
Fax: (707) 986-7374
upriver@mattole.org

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Jane Lapiner
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Gary "Fish" Peterson
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Rob Roscoe
Edwin Smith
Maria Vollmar

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*Mattole Field Institute
Project Coordinator*

Terra Bridges
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*Accounting Manager & Senior Contract
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Christina Cortez
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Hollin DeProspero
ERP Plants Crew Leader

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Hugh McGee
Restoration Ecologist

Emily McDonald
Office Manager & Contract Manager

Joseph Sandoval
Forest Restoration Project Coordinator

Theresa Vallotton
Nick's Interns & Step-Up Coordinator

Sarah Walton
Executive Director

Headwaters Fund Grant Committee
825 5th Street, #112
Eureka, CA 95501

January 30, 2025

Dear Headwaters Grant Fund Committee,

I'm writing on behalf of the Mattole Restoration Council (MRC) to express our enthusiastic support for the Mattole Valley Community Center Job Creation and Emergency Resilience Project.

The MRC is a non-profit dedicated to understanding, restoring, and conserving the Mattole River watershed. We are a collaborative organization doing watershed-wide fuels reduction, habitat restoration, environmental education, forest health, and resilience work.

For more than 40 years, the MRC has rented the upstairs office space in the Mattole Valley Community Center. We were grateful for the office and building expansion project the Community Center completed in 2005. Besides keeping our office space here, we have rented the main hall for many training and fundraising events over the years.

As an organization dedicated to restoration and resilience in place, the MRC would love to see the Community Center succeed in creating more job opportunities for our extremely rural valley, as well as upgrading its backup electricity and communications systems to improve our resilience during future weather or fire-related emergencies.

Our valley is extremely remote, and making sure we can provide people with resources during our common heavy rainfall events, road washouts, earthquakes, and potential wildfires is important to all of us.

True resilience does not depend on one project or organization, but rather on mutual support, cooperation, and collaboration. We wholeheartedly support the Mattole Valley Community Center's proposal and urge you to fund their request.

Sincerely,

Ali Freedlund
Interim Executive Director, Mattole Restoration Council

Mattole Valley Community Center



PETROLIA VOLUNTEER FIRE DEPARTMENT

Headwaters Fund Grant Committee
825 5th Street, #112
Eureka, CA 95501

January 30, 2025

Dear Headwaters Grant Fund Committee,

I'm writing on behalf of the Petrolia Volunteer Fire Department (PVFD) to express our support for the Mattole Valley Community Center Mattole Valley Job Creation and Emergency Resilience Project.

PVFD provides the primary wildland and structure fire and emergency medical response for the residents of the Lower Mattole Valley until help from 1-2 hours away can arrive. PVFD has been a committed community partner of the Mattole Valley Community Center for more than 40 years.

Our volunteer fire department uses the Community Center for training events, fundraisers to support our annual budget, and as an emergency response staging area during winter storms, earthquakes, and other natural disasters.

The Community Center provides essential and irreplaceable services for our community of isolated residents, including during emergencies. However, it risks losing power supply and communications service during a major natural disaster or emergency, such as an earthquake or wildfire.

PVFD believes that our valley needs to upgrade key emergency response assets, such as the Community Center, to respond to emergencies adequately. The proposed Community Center Executive Director would be tasked with finding and applying for financial resources to ensure our ability to stay online during emergencies. We support the Mattole Valley Job Creation and Emergency Resilience Project because it would allow the Community Center to leverage funding from Redwood Region Rise to complete these emergency resilience projects.

I urge you to fully fund the Mattole Valley Community Center's request to improve our ability to respond to emergencies in the future.

Sincerely,

Chris Gilda, Chief
Petrolia Volunteer Fire Department

Mattole Valley Community Center



P.O. Box 191/167 Sherman St, Petrolia, CA 95558 phone (707) 629-3348 fax (707) 440-8042

Headwaters Fund Grant Committee
825 5th Street, #112
Eureka, CA 95501

January 30, 2025

Dear Headwaters Grant Fund Committee,

I write this letter of support on behalf of the Mattole Valley Resource Center for the Mattole Valley Community Center's proposed Mattole Valley Job Creation and Emergency Resilience Project. I strongly advocate for this project, which has great potential to address many community resilience needs recently identified within and by our community.

The Mattole Valley Resource Center is a local 510(c)(3) non-profit organization that provides a wide range of services and programs to promote, support, enrich, and sustain resilient individuals, strong families, and a healthy community. This includes connecting community members to resources; providing health, wellness, and educational programs, activities, and support groups; and creating opportunities to enhance and sustain community life.

The Mattole Valley Resource Center provides supportive services and programs directly to seniors, pregnant people, and children, as well as unhoused, housing-insecure, and ESL community members. Most of our residents are low-income (ours is an AB 1550-Designated Low-Income Community). With the recent changes in the cannabis economy, many of our residents are newly under or unemployed, and our organization has seen an increase in requests for support and services in the last two years.

We believe that developing economic opportunities in our remote valley would help our residents have healthier lives and better outcomes. It is also vital that we take action to ensure our community resources will be available in the event of natural disasters or emergencies.

The Mattole Valley Community Center's plan to invest in an Executive Director position is a significant step towards exploring how to bring economic opportunities and better disaster preparedness to our remote valley. We are excited about the potential benefits this project could have for local residents, to increase their resilience, potential, and well-being.

I urge you to support the Mattole Valley Job Creation and Emergency Resilience Project to provide crucial opportunities for our county's most disadvantaged residents.

Sincerely,

Emily Herman

Emily Herman
Executive Director

Mattole Valley Community Center ^{# 84514}

Internal Revenue Service
District Director

Department of the Treasury

Date: AUG 23 1984

Our Letter Dated:
February 27, 1979
Person to Contact:
Taxpayer Service Representative
Contact Telephone Number:
(800) 424-1040

▷ Mattole Valley Community Center, Inc.
P.O. Box 72
Petrolia, CA 95558

EIN:
94-2324496

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section *170(b)(1)(A)(vi) Your exempt status under section 501(c)(3) of the code is still in effect.

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section *170(b)(1)(A)(vi) status, or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section *170(b)(1)(A)(vi) organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,

Michael Sassi
District Director

509(a)(1) and *.....

P.O. Box 36040, San Francisco, Calif. 94102

Letter 1050 (DO) (7-77)

mam

Attachment 6

Page 268 of 457

Mattole Valley Community Center
Internal Revenue Service
District Director
Department of the Treasury

SF:EO:79-260

Date: FEB 27 1979

▷ Mattole Valley Community Center, Inc.
P. O. Box 72
Petrolia, Ca. 95558

Employer Identification Number:
94-2324496
Accounting Period Ending:
September 30
Foundation Status Classification:
170(b)(1)(A)(vi)
Advance Ruling Period Ends:
September 30, 1983
Person to Contact:
L. Yee
Contact Telephone Number:
(415)556-1585

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably be expected to be a publicly supported organization described in section 509(a)(1) and 170(b)(1)(A)(vi).

Accordingly, you will be treated as a publicly supported organization, and not as a private foundation, during an advance ruling period. This advance ruling period begins on the date of your inception and ends on the date shown above.

Within 90 days after the end of your advance ruling period, you must submit to us information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, you will be classified as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, you will be classified as a private foundation for future periods. Also, if you are classified as a private foundation, you will be treated as a private foundation from the date of your inception for purposes of sections 507(d) and 4940.

Grantors and donors may rely on the determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you submit the required information within the 90 days, grantors and donors may continue to rely on the advance determination until the Service makes a final determination of your foundation status. However, if notice that you will no longer be treated as a section 170(b)(1)(A)(vi) organization is published in the Internal Revenue Bulletin, grantors and donors may not rely on this determination after the date of such publication. Also, a grantor or donor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section 170(b)(1)(A)(vi) status, or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section 170(b)(1)(A)(vi) organization.

Mattole Valley Community Center

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

Generally, you are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contribution Act. If you have paid FICA taxes without filing the waiver, you should call us. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

You are required to file Form 990, Return of Organization Exempt from Income Tax, only if your gross receipts each year are normally more than \$10,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, when a return is filed late, unless there is reasonable cause for the delay.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,

Michael Anzoni
District Director

See attached sheet.

Mattole Valley Community Center

Mattole Valley Community Center Organizational Budget 2025	
INCOME	Amount
Contributions	\$10,394
Fundraising Events	\$11,773
Membership Fees	\$760
Grants**	\$100,544
Rental Income	\$16,853
Pre-School Income (Fiscal Sponsorship)	\$6,307
Interest Income	\$4,295
TOTAL	\$150,926
<i>** Includes \$20,000 secured for water system upgrades, \$40,000 requested from RRRISE, and \$40,000 Requested from HF for Executive Director Position</i>	
EXPENSES	
Program Expenses (Proposed Executive Director/Development Position)	\$84,569
Events	\$1,064
Contract Services	\$13,241
Supplies	\$524
Communications	\$1,677
Maintenance	\$1,991
Equipment	\$800
Utilities	\$3,336
Pre-School Program (Fiscal Sponsorship)	\$7,027
Insurance	\$3,340
NEST List Printing	\$660
General Admin	\$993
TOTAL	\$119,221

Mattole Valley Community Center

Mattole Valley Community Center Headwaters Grant 2025-26 Timeline

PHASE 1, Month 1: Set Up

1. Advertise the Executive Director position and recruit potential applicants.
2. Set up employment structures (payroll, insurance, etc.)
3. Interview and hire Executive Director.

PHASE 2, Month 2-12: Implementation

4. **(Monthly) Board of Directors to provide direction and duties to Executive Director**, and provide oversight of work via monthly or bi-weekly check-ins.
5. **(Month 2-12) Develop a job creation program** to support local residents in developing jobs in the visual arts, food production/farming, value-added products, needed home health care services, and hospitality.
 - a. **Community Outreach and Interviews (Month 2-3):**
 - i. Two listening sessions with local residents
 - ii. One-on-one outreach to interested residents, or residents who might be missed by typical outreach activities.
 - b. **Develop Support Services (Month 3-5):** Define options, develop access to needed trainings, certifications, etc.
 - i. **Open access to business support services (Month 5-12)** to community members by setting regular office hours and advertising how to connect.
 - ii. **Provide information meetings or workshops (Month 5-12)** as needed.
 - iii. **In one year, support at least five local residents or groups of residents** to pursue a new microeconomy endeavor or to further develop an existing endeavor. **(Month 5-12)**
 - c. **Funding Development (Month 2-12):**
 - i. **Complete in-depth grant research** for economic development funding partners and continuation of the Executive Director position and program. **(Month 2-3 and ongoing)**
 - ii. **Secure grant funding** for economic development. **(Month 4-12)**
6. **Participate in Community Disaster Preparedness Activities (Month 2-12):**
 - a. **Complete the Annual NEST List update** and distribute to all local residents. **(Month 2-3)**
 - b. **Work to Disaster-Proof Community Emergency Response Assets (Month 3-12)** in collaboration with Petrolia Volunteer Fire Department and Mattole Valley Resource Center.

Mattole Valley Community Center

- i. Secure and develop funding to disaster-proof power and communications services in downtown Petrolia. **(Month 2-12)**

NCGA (Aquilli Metzli)



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

NCGA (Aquilli Metzli)

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Adriana Salgado

Contact Person Title

Project Director

Contact Email

aquillimetzli@gmail.com

Contact Phone

206 276 5301

Contact Address

359 wilder rd, carlotta

Organization Information

Organization Name

North Coast Growers' Association, Aquilli Metzli

Director / CEO

Portia Bramble

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other
 - Fiscally sponsored by NCGA

Summarize the organization's mission

North Coast Growers' Association supports Humboldt County's farmers and artisan producers in building a robust and resilient local food system.

Aquilli Metzli Masa Coop seeks to establish a sustainable, seed-to-table masa cooperative for the North Coast region. By leveraging our collective networks, we aim to support Latinx and Indigenous families and cultural bearers in their agricultural endeavors while preserving and revitalizing our cultural heritage. Our mission is to create a thriving community that promotes economic stability, food security, and cultural continuity.

At the heart of our work is our relationship with the land and our traditional Milpa practices. A Milpa is a diversified farm plot that traditionally has the ability to provide all cultural material from food, medicines, fibers, and timber. The Milpa has been practiced throughout what is now called the Americas for thousands of years.

Authorization and Acknowledgement

NCGA (Aquilli Metzli)

Authorized representative name *

Megan Kenney

Authorized representative title

Harvest Hub Director

Signature

megan kenney

Budget Information

Total current year organizational budget

\$0.00

Number of full-time employees

0

Amount of HWF requested

\$72,000.00

Total project cost

\$140,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
07/01/2025

Grant timeline: end

07/01/2026

Project timeline: start

Please provide the timeline of your project
03/01/2025

Project timeline: end

07/01/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

2025 Catalyst Year for Small Latinx and Indigenous Business Incubator

Type of project*

Planning Implementation Technical Assistance

Planning / Technical Assistance: Total project cost

\$72,000.00

(Required 25% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDs) or benefit base industries

Our project is a planning year to create a Small Latinx and Indigenous Business Incubator program that will provide business education, resources and support to Latinx and Indigenous farmers and post-harvest artisans. This education will include culturally relevant farming and post-harvest production practices. Planning the incubator includes registering a non-profit, creating a curriculum, working collaborating organizations like the NCGA, organizing research and experimentation in farm practices and post-harvest products, organizing volunteers. With a year to prepare ourselves and create this program we will be ready to launch our first cohort of Small Latinx and Indigenous Business Incubator in 2026.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services
 Management and Innovation Services
 Niche Manufacturing
 Tourism

NCGA (Aquilli Metzli)

- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Aquilli Metzli Masa Coop is an ecosystem of small businesses. The Masa process cannot happen without a farmer growing Maize and without a masa artisan shaping and cooking the masa. And there are many other products that come out of the Milpa (beans, squash, tomatoes, peppers, tomatillos, potatoes, herbs, flowers, fibers, beads etc) that require storage, processing, and resale to the public that will require small post-harvest businesses. In order to best create and support this Milpa ecosystem/economy Aquilli Metzli is creating a non-profit arm of the Coop. This arm will provide Milpa education and research including farmer training and creating farming standards for coop participation. This arm will run a land trust to ensure that Milpa land remains Milpa land through the generations, to ensure the continuation of our community and culture into the future. This arm will also run a small Latinx and Indigenous business incubator to provide business education, support, and resources for cultural startups in our community.

This application is asking for funds to begin to build our non-profit, specifically focusing on our small Latinx and Indigenous business incubator. As a masa coop we are nothing without Milpa farm businesses, and post-harvest businesses. We are an ecosystem that relies on one another to exist. 2025 is a catalyst year of preparation for the Latinx and Indigenous business incubator. We need to hire staff to focus on this project. We need to create workshops, find collaborators, gather resources, experiment with different scales of Milpa farming so we know best practices for different contexts, network with cultural bearers to share their knowledge. It takes a lot of work to create a program that will follow through and support small businesses into stability. And work takes time which is money so that we can feed and house our children.

The small Latinx and Indigenous business incubator objectives encompass several key initiatives aimed at fostering agricultural sustainability and cultural preservation. First, the development of Traditional Organic Agriculturalists will involve assisting new farmers in accessing land and essential growing materials, such as heirloom seeds, while providing educational workshops on the milpa growing process to promote traditional agricultural practices. This initiative aims to produce a variety of non-GMO crops, including quelites (wild greens), chiles, and cempasúchil, benefiting Indigenous and Latinx communities. Second, the creation of post-harvest businesses aims to establish a sustainable business model that supplies masa products and other Milpa products at government-subsidized prices, accepting WIC and EBT to serve low-resource families. Third, the project seeks to build land-based milpa culture and communities by revitalizing and promoting land-based practices that foster healing traditions and well-being, ensuring that organic non-GMO crops are grown within farming cooperatives and considering local Tribal communities in all cooperative efforts. Finally, the initiative will support culture bearers by collaborating with them to create economic and cultural opportunities that honor their contributions to the community. All while providing business education support and resources to ensure that our community and culture have access to economic

There is a great need for a small Latinx and Indigenous business incubator program run by Latinx and Indigenous people. Traditional training programs have historically not been inclusive of our communities because of language barriers, fear, lack of time for education, lack of culturally relevant farming practices, lack of land access, lack of monetary resources etc. At the same time our cultural knowledge and people have been the backbone of the American industrial food system. A community run small Latinx and Indigenous business incubator for the community will have perspective and experience dealing with these barriers. We can provide culturally relevant education that helps cross the distance between culture and business allowing our community to be the benefactors of our traditions and labor for once, breaking the cycles of exploitation.

The need for this project is critical, especially in light of the current attacks on brown immigrant communities and the rampant presence of I.C.E. in our nation's cities. Our Latino community—both migrant and citizen—is experiencing heightened uncertainty regarding their safety and future. At Aquilli Metzli we are creating un Familia, an ecosystem of families relying on one another to daily recreate our culture through land tending food and other cultural materials for ourselves. These material cultural practices should provide us with economic stability. Economic stability and space to practice our land based cultures as a community is our goal. The building of this ecosystem within the Latinx/Indigenous community is supported by already well established local resources.

NCGA (Aquilli Metzli)

Leading these efforts are Adriana Salgado and Octavio Acosta. Adriana Salgado is Indigenous andean farmer in Humboldt county. They come from a background of public anthropology with a focus in indigenous traditional ecological knowledge. Adriana has previous experience planning and putting on conferences for the Slow Food Indigenous Terra Madre Network. Octavio Acosta, a seasoned community organizer, is co-directing this effort. His previous work includes co-directing Centro del Pueblo during the 2020 pandemic, and he is the founder and visionary behind the ever-present Jardin Santuario. Today, he also owns and co-manages La Ciendita, a Latino and Indigenous boutique and community space.

This grassroots project will continue with or without the Headwaters Fund. We have a comitted core group of volunteers and we are working closely with the NCGA who through their capacity and services can reduce admin expenses while we organize the incubator. This will allow for sustainable capacity to be built internally as the program grows.

However, our immediate capacity and reach can be exponentially greater with funding. At the core of our funding needs is the ability to honor the time it takes our coordinators to establish networks, collect resources, and tend to sites and relationships. As community members with families, more time can be committed to this project if their families can be supported by it.

We are currently in the pre-planning trial year but have established an initial network of farmers, culture bearers, restaurants, volunteers, donors, and business partners. We have also gained access to land for new farmers, including an acre in Hupa at Briar Patch Wine, a plot at Redwood Roots Farm Cooperative, and several pending offerings. We plan to use these Milpa spaces to start experimenting with different practices and crops in order to create Milpa standards for teaching future farmers.

Funding will not only allow us to pay our lead organizers but also create resources for the masa-producing members in our community, aid in the startup costs of farming for individual farmers, and help us honor the time of culture bearers who must travel to participate in our programming.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Aquilli Metzli's small Latinx and Indigenous business incubator will address the urgent needs of the Latinx community by creating sustainable job opportunities that enhance food security and bringing cultural belonging to our communities. We are connecting interested farmers and volunteers who have been excluded from land access community networks, while also providing them access to seasoned farmers and post-harvest artisans who can guide beginning farmers and post-harvest artisans

Many Latinx families struggle to access the resources necessary for successful agricultural practices and business development. Our initiative will provide a structured approach to overcoming these challenges, fostering economic independence and cultural pride.

We are also assisting home businesses and cottage food vendors who have not had access to quality Maize and other Milpa products. Many households currently source their corn for making tortillas and masa from local feed stores. Maize is the foundation of many traditional North, Central and South American cuisines, including tamales, pupusas, arepas, tortillas, and atole. By providing access to quality maize, beans, vegetables, herbs etc, cottage food vendors will enhance their offerings and ensure their success as food vendors within the community.

As a grassroots organization, we understand the synergy between volunteer work and beneficial experiences. We are dedicated to creating a robust volunteer network that our coop members can access, providing possible job opportunities that match volunteers with farmers. It is also crucial for us to develop pathways for advancement within the field.

This catalyst year's capacity to financially support our coop business partners (farmers and artisans) will honor our farmers and contribute to family nutrition while preserving local ethnic cuisine tied to our traditions. As a rural community, we often face challenges in accessing institutional resources, but we are rich in opportunities for land access and community collaboration.

The program will begin to build the ecosystem of the coop and will provide the Latinx community with access to some of our basic cultural needs, such as masa, land access, fresh milpa produce, and post-harvest products while also addressing business illiteracy and increasing access to business resources and support. We will closely monitor the progress of these businesses and gather feedback throughout the process to improve the project for future years.

To measure the impact, we will track metrics such as the number of farmers and vendors participating, the volume of quality maize supplied, the sales generated by cottage food vendors, and the number of job placements created through our volunteer network. Additionally, we will conduct surveys and interviews with participants to assess their experiences and identify areas for improvement.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

2025 Incubator catalyst year.

We have already begun organizing and planning.

We have desk work to do this year:

Grant writing

Writing a business plan

Creating curriculums for business incubator

Building collaborations with other organizations

We have hand on experiences that will help us build our curriculums:

3-5 farm plots to plan and organize labor around

Post-harvest educational workshops

Hosting fundraising events

We have community networking to bring the community together:

NCGA (Aquilli Metzli)

Coop meetings

Creating networks and collaborations amongst ourselves

Creating spaces to dream and problem solve collectively

All with the goal of ending 2025 with a fully created incubator program that is ready to go into action in 2026.

4) Describe how this project (or the outcome) will be sustained into the future.

This application is to ask for financing for a catalyst year of Aquilli Metzli's small Latinx and Indigenous business incubator. The catalyst year will provide us with space to create an incubator that is well planned, well researched, well funded, and ready to be a valuable resource for our community. Financing our catalyst year will give us the chance to sustain this project into the future. A good program needs time to develop, to build networks, gather resources, people, and gain knowledge through experience. This catalyst year will sustain this project into the future through the development of workshop curricula and trainers for that program, plus continuing the training farmers and processors, help with land match and access to equipment, and connection to market opportunities.

Our vision of success for this year includes the cultivation of non-GMO maize and other traditional produce from several established coop farms and new farmers. It is the responsibility of the collective to ensure the local selling potential of locally grown, non-GMO, organic, and culturally sensitive products. As farmers begin to benefit from the production of these crops, the yearly growing cycle will not only continue but also expand. This sustainable approach will create a self-reinforcing cycle that supports both the economic stability of the farmers and the cultural significance of the produce, fostering long-term sustainability for the project and the community.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The resources needed for this project which are already obtained include:

Organizational Leadership for steering this project (Volunteer based presently)

Diverse Networks including : Culinary, Agricultural, Student, Cultural, Business, and Scientific

Land and water resources - Acre in Hupa at Briar Patch Wine, a plot at redwood roots farm cooperative, and more offerings in discussion

Network of farmers dedicated to growing our corn or cultural product ; Wild Rose Farms, Wilder Natural Farms, Wild Ranch Farms, Reyna y sus Maravillas, Granja Girasol.

Buyers of produce and seeds - La Ciendita, Mar y Tierra, The Humboldt Tortilla Depot

Sites for storing community stone grinders in three locations throughout Humboldt ; La Ciendita (Arcata), Reyna y sus Maravillas (eureka), Wilder Natural Farm(Carlotta)

Rental for convening spaces - Donation of space by La Ciendita and Farms

Resources needed for this project:

Financial compensation for leadership time

Task: Networking, material drop off, grant writing, program development, interpersonal safety development, troubleshooting, storage organization, travel, and orientation of volunteers.

Stone Grinders

Allocated funds for our experimental plots

Seed for growing (farmers) and to distribute to masa artisans

Gas Cards to honor the time culture bears take away from their families to participate.

Funds for buying portions of corn grown in the first year of production.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

There aren't a lot of Latinx and Indigenous farm operators in Humboldt. And many of the few don't have access to large enough plots to grow a Milpa. Being able to provide access to farm plots, seeds equipment will increase the ability of our Latinx and Indigenous communities to being farm operators. There are displaced farm workers who think all they can do is dream of having a farm. Within our own county we've had recent closures, such as Sun Valley, that have left farm workers out of work. The Aquilli Metzli Masa Coop small Latinx and Indigenous business incubator can offer displaced farm workers and land tenders an opportunity for business training, resource sharing, and networking. This project will create local businesses that are able to scale up and create employment opportunities. Through the years, this project will build an ecosystem of small Latinx and indigenous businesses that support and work with each other to create a stable and flourishing latinx community that has food and economic sovereignty.

7) Describe who supports this project and in what ways?

Aquilli Metzli has garnered strong support from various stakeholders in the community, including:

- North Coast Growers' Association: NCGA is our fiscal sponsors while we work on registering the masa coop as a business. NCGA as fiscal sponsor: will receive funds, assist with work plan creation and budgeting, assist with creating systems for tracking progress for reporting, reimburse expenses and assist with submitting reports. They have been essential in submitting grant applications. The NCGA has many programs (including land match, farmer training, and farmer networking) that will be important for our community.

- La Ciendita: La ciendita is a latinx boutique that is working hard to support local latinx artisans as both a consignment shop and a space for artisan pop ups.

- Mar Y Tierra: Committed buyers prioritizing Latinx farmers and their products.

- Community Partnerships: Collaborations with local organizations to ensure shared resources and support.

- Reyna y sus Maravillas - Farm, pilot food truck tortilla vendor, culture bearer.

-We have been offered plots and support from a handful of farms: Briar patch wine has offered us an acre, Redwood roots farm collective has offered us a plot, and we are in conversation with more. Crazy river ranch, wilder natural farm, and wild rose farm have offered us support as well.

This network of support enhances our credibility and showcases the community's commitment to this initiative. We are also in discussions with local schools and universities to facilitate educational workshops that would further engage our target audience.

As of now the Masa Coop and all of its programming (Itzcaltia education program and the small latinx business incubator) and organizing is being planned and enacted by volunteers. As volunteers we are past capacity, especially without being paid. We need this work to happen, but we also need to be able to pay our bills and feed our children. We are a community based start up with nothing but our ability to labor. Headwaters funds will help us focus on this project. Without payments down the road our volunteers are going to have to find opportunities that pay them and take time away from building this Masa Coop dream. If we can get paid and get money to build our ecosystem of businesses then we can keep doing this work.

NCGA (Aquilli Metzli)

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Our financial structure for this project:

NCGA as fiscal sponsor: they will receive funds, assist with work plan creation and budgeting, track progress for reporting, reimburse expenses and submit reimbursement requests to Headwaters.

Octavio and Adrianna, project directors: will track all deliverables and expenses and submit payment requests to NCGA

Our total ask is for \$72,000

Our match funds come from the resources of our community:

Adriana and Octavio are volunteering a minimum of 10 hrs/week @ \$20/hr equating to around \$1600 of labor a month. We have other volunteers as well participating in the creation of this organization, coming to meetings, participating in working groups.

We have access to multiple plots donated by farmers that they could be making profit off of.

La Ciendita and the Harvest Hub have donated their space resources to provide a communal space for Aquilli Metzli to hold meetings, fundraisers, and workshops.

Farms have donated portions of their last season's corn for us to experiment with.

And as a rural community we are spending money on gas to get together and organize.

Headwaters funds will be used to fund our catalyst year. We will use the funds to pay staff to create the program. We will use funds to support our 3-5 farm plots, their farmers, and their volunteers. We will use funds to purchase 2 molinitos and other equipment so that we can experiment with the product and provide some product for sale.

9) Complete the budget template to demonstrate the financial structure.

see attached budget

10) Describe how you will acknowledge the Headwaters Fund in your work.

Headwaters will be acknowledge as one of our supporting organizations like the NCGA. The small Latinx and Indigenous business incubator will be labeled as funded with support from the Headwaters Fund.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

aquilli metzli Project_Budget.xlsx

9.2KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

NCGA (Aquilli Metzli)

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	5,000	2,000	3,000	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				

Governance

List of your board of directors or council members.

Application (1).pdf

56.32KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

_Letter of support wilder natural farm.pdf

38.49KB

La.Ciendita.Letter.pdf

40.54KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

NCGAIRSTaxExemptLetter 501 c 3.pdf

2.05MB

(PDF preferred) max file size 10 MB

Annual operating budget

NCGA 2025 Budget - 2025.pdf

95.86KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

aquillimetzli_Timeline_Template.xlsx

8.08KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

NCGA (Aquilli Metzli)

Timeline Sample

Date	Milestone
<i>01/20/2024</i>	<i>Traffic Study</i>
<i>04/05/2024</i>	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel
(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

NCGA (Aquilli Metzli)

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)
Staff 1: Adriana Salgado	20,000	18,000	10,000
Staff 2: Octavio Acosta	20,000	18,000	10,000
Travel: gas cards to help support farm volunteers	10,000	5,000	1000/month
Equipment: 2 x Molinos	5,000	5,000	2,000
Farm stipends to support purchase of seeds, farm equipment, and purchase of Maize and other products (numbers for five plots)	75,000	24,000	75,000
Stipend for cultural barers facilitating knowledge shares	10,000	2,000	5,000
Total Project Cost	140,000	72,000	102,000
% of Total Project Cost			

NCGA (Aquilli Metzli)

Source of Matching Funds
10hr a week volunteer work
10hr a week volunteer work
cost of gas to attend weekly meetings and bi monthly workshops
the volunteer labor of using donated hand mills to grind corn
donated farm plots
volunteer hours

NCGA (Aquilli Metzli)

Governance: Board of Directors

Melanie Cunningham, owner Shakefork Community Farm. Board President

Chris Moore, owner Woody Ryno Farm. Board Vice-President

Lauren Riley, owner I and I Farm. Board Secretary

Mike Connors, community member. Board Treasurer

Emma Zierer, Flora Organica Farm and Buttermilk Floral Design

Francis Drachenberg, Fern Mountain Eats

Mike Egan, owner Mycality Mushrooms

NCGA (Aquilla Metzli)

Date: 1/28/2025

To Whom it May Concern,

Connor and Adriana Gadek Salgado are writing in support of Aquilla Metzli Masa Coop's small Latinx and Indigenous business incubator

As a small business owner of Wilder natural farm I was invited to be part of this amazing project. At Wilder Natural Farm we focus on growing traditional andean and specialty crops, aiming to be an example of a regenerative micro-scale diversified community farm. Bringing small farmers together to be able to provide for a community at scale has been a long term dream of ours.

Aquilla Metzli Masa Coop is a project centered by this dream of building food sovereignty through working the land as a community. Milpa farming allows for vast diversity of processes and products while still being a collective tradition of farming we can experiment and grow together as a community. We're really excited to have access to communal space for growing crops we don't usually have access to space or labor to do ourselves.

I support this project because Aquilla Metzli Masa Coop is organizing the next step in regenerative farming, the diversified regenerative communal farms. Their small Latinx and Indigenous business incubator program focuses on building our communities both economically and culturally. This program continues the work of Campesino a Campesino, spreading traditional ecological knowledge through sharing the roots of our much loved cultures while also ensuring we have business savy. As a small struggling farmer without much access to land small Latinx and Indigenous business incubator could help a farm like ours to access more land and have access to business resources, where business is not our strong suit.

We recommend Aquilla Metzli Masa Coop's proposal for their small Latinx and Indigenous business incubator for this grant because we know how impactful this project will be for our community.

Thank You,

Connor and Adriana Gadek Salgado
Wilder Natural Farm
wildernaturalfarm@gmail.com

NCGA (Aquilli Metzli)

La Ciendita

La Ciendita

655 9th St.

Arcata Ca. 95521

To whom it may concern,

La Ciendita is a Latinx and Indigenous boutique situated in the heart of Arcata, California. Beyond retail, La Ciendita functions as a community hub, offering complimentary use of its patio for events, pop-ups, and classes.

As a business, we are dedicated to supporting Aquilli Metzli by providing a space for demonstrations, events, and classes. We are also willing to serve as a distribution point for goods intended for communities. Lastly, we are eager to offer a market for farmers and individuals connected to Aquilli Metzli who wish to sell their locally cultivated cultural products.

Sincerely

Octavio Acosta

Jessica Vanessa Olivera

NCGA (Aquilli Metzli)

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Income	
Cash Over/Short	0.00
Cooking Class Income	173.77
Donation Income General	10,000.00
Donation event	
fundraising campaign	20,000.00
Friends of the Farmers Market	0.00
Total Donation Income	30,000.00
EBT - Income	261,000.00
Farmers Market Bucks Income	71,000.00
Grant & Contract Income	
DHHS CalFresh Outreach Contract Income	121,346.00
Grants & Awards, CA State	
BFFTP Grant Income	162,788.74
College Corps Hosting Income	0.00
Redwood Region RISE stipend	600.00
Total Grants & Awards, CA State	163,388.74
Grants & Awards, Federal	
AMS Data Gathering Project	0.00
BFRDP Grant Income	221,804.76
CA Alliance of FMs	1,500.00
CDFA (CNIP Expansion)	144,983.22
CNIP/GusNIP Market Match Grant Reimbursement	324,610.87
LFPP Grant Income	118,961.56
NRCS - HCRCD	0.00
NRCS Conservation	58,926.67
OPPE Grant	85,736.75
RFSI Grant	219,855.54
RFSP Grant	45,262.44
SBDC Contract Reimbursement	5,000.00
SCBG Income	36,751.05
Total Grants & Awards, Federal	1,263,392.86
Grants & Awards, Private	
American Ag Credit	18,000.00
Humboldt Area Foundation Income	1,000.00
Redwood Region Economic Development/Dockside I	0.00
Other Private Grants/Awards	10,000.00
Total Grants & Awards, Private	29,000.00
Total Grant & Contract Income	1,577,127.60
Total Harvest Box Sales	88,000.00

NCGA (Aquilli Metzli)

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Harvest Hub Order Income	745,600.00
Membership	20,225.00
Merchandise Sales	37,000.00
Music Sponsorship	2,500.00
Open Door Vouchers	0.00
Rental Income	
Freezer Rental Income	4,175.00
Office Rental Income	66,055.50
Total Rental Income	70,230.50
Stall Fees - all	195,310.59
Total Income	3,098,167.46
Total Cost of Goods Sold	25,351.92
Gross Profit	3,072,815.54
Expenses	
Total Advertising	15,000.00
Auto Expenses	1,000.00
Auto Insurance	7,000.00
Maintenance & Repairs	4,000.00
Registration	2,000.00
Total Auto Expenses	15,000.00
Bank Charges	0.00
Building Maintenance expenses/warehouse expenses	1,200.00
Casual Labor	0.00
CDFA Fees	5,600.00
CNIP/GusNIP Market Match Tokens	219,170.00
Composting	1,500.00
Contributions	0.00
Cooking Class expenses	0.00
Dues	1,500.00
EBT-Expense	250,560.00
Employee Compensation	
Employee Health Benefits	62,400.00
Payroll taxes	52,763.91
Wages - Staff	651,406.25
Workers Comp	34,198.83
Total Employee Compensation	800,768.98
Event-Meetings	6,500.00
Facilities - Rent, Parking, Storage	152,000.00
Farmers Market Bucks expenses	68,160.00

NCGA (Aquilli Metzli)

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Harvest Hub Vendor Payments	705,226.00
Interest Expense	4,000.00
Kitchen Supplies	
Total Liability Insurance	3,500.00
License & Permits	18,000.00
Market Match Vouchers Redeemed	118,300.00
Total Music	30,000.00
Office Expenses	12,000.00
On-Site Supplies & Equipment	38,500.00
Outreach materials and supplies	14,155.00
Total Payment Processing Fees	3,300.00
Postage	750.00
Professional Services	
Accounting & Bookkeeping	11,000.00
Cleaning Service	1,425.00
Dockside Market Project	
Freight Hauling	
Outside Contract Services (grant contractors, etc.)	
BFFTP	139,574.37
BFRDP	84,103.57
LFPP	17,000.00
OPPE	3,000.00
RFSP	20,000.00
Total Outside Contract Services	
Portable Toilets	7,000.00
Reusable Dishware Service	11,250.00
translation & interpretation	
Total Professional Services	294,352.94
Program Workshop Expenses	13,557.00
Taxes	5,000.00
Training/Conference	10,000.00
Total Travel/Transportation	24,250.00
Uncategorized Expense	0.00
Utilities	17,500.00
Answering Service	252.00
Internet-Tablets	4,716.00
Manage My Market	3,456.00
Security System Monitoring	1,000.00
Web Site/Social Media	800.00
Total Utilities	27,724.00

NCGA (Aquilli Metzli)

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Total Expenses	2,859,573.92
Net Operating Income	213,241.62
Other Income	
Interest Income	800.00
Total Other Income	800.00
Total Other Expenses	200,000.00
Net Other Income	(199,200.00)
Net Income	14,041.62

NCGA (Aquilli Metzli)

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: OCT 29 2009

NORTH COAST GROWERS ASSOICATION
PO BOX 4232
ARCATA, CA 95518

Employer Identification Number:
77-0212408
DLN:
17053023315009
Contact Person:
TYRONE THOMAS ID# 95046
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
509(a)(2)
Form 990 Required:
Yes
Effective Date of Exemption:
February 2, 2008
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

NCGA (Aquilli Metzli)

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: OCT 29 2009

NORTH COAST GROWERS ASSOICATION
PO BOX 4232
ARCATA, CA 95518

Employer Identification Number:
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DLN:
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Contact Person:
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Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
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Letter 947 (DO/CG)



Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

N. C. Health Improvement & Information Network

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/30/2025

Contact Information

Contact Person Name

Jessica Osborne-Stafsnes

Contact Person Title

Chief Operating Officer

Contact Email

josborne@humboldtifa.com

Contact Phone

707.443.4563, ext. 160

Contact Address

2315 Dean Street, Eureka, CA 95501

Organization Information

Organization Name

North Coast Health Improvement & Information Network (NCHIIN)

Director / CEO

Rosemary DenOuden

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

NCHIIN's mission is to improve the health of the people of Humboldt County with health information exchange and support for community health improvement.

Authorization and Acknowledgement

Authorized representative name *

Tina Tvedt Schaible

Authorized representative title

Project Manager

N. C. Health Improvement & Information Network

Budget Information

Total current year organizational budget

\$1,060,030.00

Number of full-time employees

8

Amount of HWF requested

\$166,080.00

Total project cost

\$514,353.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
04/01/2025

Grant timeline: end

12/31/2025

Project timeline: start

Please provide the timeline of your project
06/01/2024

Project timeline: end

01/31/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

If yes, please explain when, how much funding was awarded, and for what purpose

NCHIIIN was awarded seed funding to start the health information exchange program in 2010.

Project Information

Project title*

Bridging Health: North Coast HIE Expansion

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$514,353.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
North Coast Health Improvement and Information Network (NCHIIIN) is submitting a request for funding support expansion of the transformative health information exchange (HIE) project in Humboldt County. NCHIIIN serves as the region's foremost HIE, fostering real-time data sharing among healthcare and social service providers. To expand essential connectivity, we are requesting \$166,080 to support one-time, key project components, including infrastructure expansion (server acquisition), enhanced connectivity (local and national network interfaces), and sustainable operations (interoperability licensing). The connectivity established between regional and national partner organizations will help support the capacity of NCHIIIN to better meet the needs of local patients and healthcare providers. This funding will directly impact patient care by improving timely access to data, reducing medical errors, and strengthening care coordination, ultimately breaking barriers in healthcare access across our community. Moreover, this project supports small private practices and hospitals to achieve compliance with the state's new Data Exchange Framework (DxF) requirements in a cost-effective way by using NCHIIIN as the regional hub to support mandated connectivity for the DxF.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services
 Management and Innovation Services
 Niche Manufacturing
 Tourism
 Forest Products

N. C. Health Improvement & Information Network

- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The North Coast Health Improvement and Information Network (NCHIIIN) is spearheading a critical initiative to enhance electronic health record (EHR) interoperability across Humboldt County, aligned with California's Data Exchange Framework (DxF) mandate. The new DxF mandate requires real-time health record sharing among all healthcare organizations to improve patient care.

In early-2024, NCHIIIN was awarded a DxF Technical Assistance grant from the California Center for Data Insights and Innovation (CDII) to assist five independent medical practices (Ikigai Physicians, Redwood Pediatrics, Fortuna Family Medical Group, Priority Care Center, and Mad River Community Hospital) in meeting DxF requirements. Progress to date includes hiring a Project Manager, upgrading the Mirth Connect interface engine, and work to establish secure interface connections with some of these grant-funded participants.

One critical unfunded component of this project is the technology needed to connect with national health information networks, such as the Patient Centered Data Home, enabling partner practices to query and retrieve electronic health records (EHRs) from providers beyond NCHIIIN's local network, as well as connections with referral providers.

A recent Capabilities Assessment (summary attachment provided) revealed that local partner practices face significant challenges and gaps. These include:

- Local healthcare providers struggle to obtain medical records from major healthcare organizations such as UCSF, Adventist, Sutter, Stanford, and Providence in a timely manner that does not put excessive burden on staff to go to multiple web portals or reliance on antiquated faxes to gather the documents.
- Priority Care Center's and Mad River Community Hospital's EHR vendors have additional, unanticipated project costs.
- Referral providers, such as Providence Medical Specialists Group and Mad River Community Hospital, don't automatically share consult notes and visit summaries with referring providers to meet DxF compliance and support continuity of care.

NCHIIIN currently lacks the necessary national connectivity, local provider linkages and performance monitoring tools to fulfill these requirements. Therefore, we are requesting funding from Headwaters to support interface development costs, enabling seamless integration with local providers and national health information networks.

NCHIIIN will expand upon its role as a centralized hub for cost-effective and compliant health data exchange. This initiative will drive more efficient healthcare service delivery, ensuring providers can expand access to medical care, improve patient outcomes, and save lives by making comprehensive medical information available at the point of care.

Without Headwaters Fund support, completing this project will be challenging. These activities are critical to fulfilling the deliverables of the DxF Technical Assistance grant and meeting regulatory requirements. If NCHIIIN is unable to facilitate this process, individual practices would face significantly higher costs to establish national connections independently and most organizations don't have the IT expertise to successfully interface with outside healthcare organizations.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Independent private practices are grappling with increasing financial and regulatory pressures, which threaten their sustainability and the overall stability of the local healthcare system. Without targeted support, further disruptions to healthcare access in Humboldt County may occur.

Through this project, NCHIIIN is alleviating the burden on local providers by facilitating DxF compliance and implementing seamless IT solutions. The Office of the National Coordinator for Health IT highlights key benefits of enhanced EHR interoperability, including:

- Improved patient care quality and safety by reducing medical errors.
- Increased efficiency by eliminating redundant paperwork.
- Enhanced clinical decision-making tools for healthcare providers.
- Reduced unnecessary testing and improved public health monitoring.
- Lower healthcare costs through more streamlined record-sharing.

Specifically, this project will strengthen the North Coast economy by enhancing healthcare efficiency, reducing administrative burdens on medical practices, and creating

N. C. Health Improvement & Information Network

job opportunities in health IT and data management. By streamlining electronic health record exchange, local healthcare providers can operate more efficiently, reducing costs and allowing them to expand patient services. Additionally, the project supports skilled job growth by funding interface development roles, technical support positions, and administrative staff needed to maintain and optimize data-sharing systems. These improvements will help sustain independent medical practices, ensuring continued access to quality healthcare while contributing to the region's economic stability.

Project impact will be measured by:

- Reduced time required for medical records retrieval.
- Increased provider satisfaction with national record-sharing functionality.
- Successful integration with national networks and referral specialists.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

This initiative follows a structured five-phase approach during the estimated project period from April 2025 through December 2025:

- Plan/Design (Months 1-2): Secure necessary hardware/software and contract with partner organizations.
- Build/Config (Months 3-7): Establish secure connections with new network partners and phased interface build activities.
- Test & Train (Months 5-8): Conduct testing of interfaces and provider training.
- Production/Go-Live (Month 6-9): Activate interfaces and ensure seamless operations.
- Monitor/Adjust (Months 6-9): Address post-implementation feedback and refinements.

Once awarded, NCHIN will purchase the hardware and software needed for the health information exchange expansion and launch into contracting with the Patient Centered Data Home (PCDH National Network), eClinical Works, Mad River Community Hospital, Providence Medical Specialist Group, and Zen Insights. Part of the contracting process will include review of the design and scope of the interfaces being built. After contracts are complete, NCHIN will work with the national network and local partners to establish secure connectivity as the foundation for data sharing.

The next steps are to build and test the interfaces. This is the core of the project work and will take 6-8 weeks per interface. To ensure NCHIN has sufficient technical staff dedicated to the interface builds, this phase of the project will be staggered as outlined on the timeline document. A vital component of the interface work during this phase of the project is working with practices to review new and updated workflows and provide staff training. Additionally, NCHIN will program the Zen Insights dashboard and alert system to monitor the interface performance.

After the interfaces are built and the functionality has been sufficiently tested, NCHIN and project partners will proceed with go-live in the production environment. During this phase, NCHIN will work closely with the local health care practices to ensure the interfaces are working properly and refine the flow of information sharing, as needed. After the production phase, there is a post go-live feedback period, when NCHIN's team will stay in regular communications with project partners to confirm the interfaces are optimized to meet the needs of the local healthcare partner organizations.

4) Describe how this project (or the outcome) will be sustained into the future.

Once interfaces are live, ongoing maintenance requirements are minimal. NCHIN will continue monitoring and optimizing interface performance through its existing interface development team, funded by HIE Participant fees. Future EHR updates will be supported through fee-based interface development services, ensuring long-term sustainability.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

The key resources that will be utilized for this interface expansion project include NCHIN's existing personnel and health information exchange (HIE) technology. The personnel working on this project include NCHIN's Project Manager, Tina Tvedt Schaible, and NCHIN's Healthcare Integration Engineer, Eric Eichelberger. Both individuals have extensive experience, as detailed on the attached resumes/bios, to support successful project implementation. Moreover, the cornerstone of the interface development is NCHIN's Mirth Connect interface engine software technology which is the backbone of the HIE and is utilized to create and maintain interface channels and securely share records in real-time with project partners.

NCHIN has a solid foundation in supporting electronic records exchange for healthcare organizations across the North Coast and acknowledges the Headwaters Fund for being one of the initial funders for the HIE network development back in 2010. In addition to local funding support, this project will bring external funding and expertise into Humboldt County, strengthening healthcare IT infrastructure. To enhance interface work, NCHIN collaborates with key industry partners, including the Center for Data Insights and Innovation (CDII) for DxF policy and funding support.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

Although not listed as an itemized expense on the project budget, this project will support IT-related jobs in Humboldt County. Project partners will utilize internal and external health information technology personnel to complete the interface build. Partners will rely on NCHIN and EMR vendors for staff training and workflow development. This project will increase efficiency for local healthcare staff by reducing administrative burdens associated with manual records processing, helping alleviate the frequent staffing shortages experienced by healthcare organizations. Clinicians will have more time for direct patient care, enhancing both workplace efficiency and patient outcomes. Overall, the HIE expansion project will contribute to an environment that supports provider retention by reducing fatigue and burnout caused by current systems.

7) Describe who supports this project and in what ways?

Key project supporters include:

- CDII, providing financial support through the DxF Technical Assistance Grant.
- Local partner medical practices, including those actively engaged in DxF interface implementation (Ikigai Physicians, Fortuna Family Medical, Inc., Redwood Pediatrics and Mad River Community Hospital), as well as new project partners (Priority Care Center and Providence Medical Group)
- Humboldt-Del Norte IPA, offering administrative and staffing support for the HIE.
- Patient Centered Data Home, national network connections, HIE best practices and FHIR-based technical assistance.
- Zen Healthcare IT, performance monitoring integrated with Mirth Connect

N. C. Health Improvement & Information Network

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will

Headwaters funds be used?

The total project cost is \$514,353, allocated as follows:

- Personnel & Benefits – \$196,452
- Subcontracts & Professional Fees – \$163,500
- Equipment – \$15,401
- Other Costs – \$139,000

NCHIIIN is requesting \$166,080 from Headwaters, covering:

- Personnel expenses – \$28,080
- Interface connections (Providence Medical Group, Priority Care Center & eClinical Works, PCDH National Network, Zen Insights) – \$102,500
- Software & hardware purchases – \$35,500

Matching funds from CDII's 20-month Dx/F Technical Assistance Grant include:

- Mirth Connect upgrade, hardware expansion – \$118,901
- Interface engineer labor – \$19,760 + benefits
- Project Manager salary – \$104,960 + benefits
- Partner agency & EHR vendor expenses – \$61,000

9) Complete the budget template to demonstrate the financial structure.

(See attached budget template for detailed financial breakdown.)

10) Describe how you will acknowledge the Headwaters Fund in your work.

Upon award, NCHIIIN will acknowledge Headwaters Fund support through:

- Monthly e-newsletter publications.
- Recognition on NCHIIIN's Data Exchange Framework website.
- Public-facing reports on project progress and outcomes.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Headwaters Grant Budget Jan 2025.xlsx

18.65KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

N. C. Health Improvement & Information Network

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project’s needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	5,000	2,000	3,000	United Way Grant
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				

Governance

List of your board of directors or council members.

NCHIIN Board Members Jan 2025.docx

20.15KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

Combined Letters of Support NCHIIN HIE.pdf

1.45MB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

IRS letter NCHIIN.pdf

55.24KB

(PDF preferred) max file size 10 MB

Annual operating budget

NCHIIN 2024-25 Org Budget.pdf

277.9KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Headwaters Timeline_Jan 2025.xlsx

26.87KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

N. C. Health Improvement & Information Network

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

NCHIIN Bios_Resumes.docx

21.18KB

(PDF preferred) max file size 10 MB

Market Analysis

NCHIIN HIE Market_Capabilities_Assessment 2024.xlsx

23.54KB

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

N. C. Health Improvement & Information Network

North Coast Health Improvement & Information Network
Health Information Exchange Capabilities Review
Fall 2024

EMR Functionality	Mad River Community Hospital	Ikgai Physician Group	Redwood Pediatrics	Fortuna Family Medicine	Priority Care Center
HIT Contact	Dana Johnson djohnson@madriverhospital.com 707-825-4914	Dave Duncan dave@ikigaiphysicians.com Madison - techsolutions@elationhealth.com	Jeremy Shaw support@shawcomputers.com 707-725-6442	Ferndale Tech alan@ferndaletech.com 707-786-1016	Jane Brown QI Manager jbrown@humboldtpta.com
EMR System	CPSI/ TruBridge	Elation Health EHR	Greenway Health, Intergy	Athena	eClinicalWorks, LLC, eCW
Current Connectivity with NCHIN	ADT Out, Labs Out, ED In	Labs In	Labs & Documents In and Labs Out	Labs & Documents In	Labs and Documents In (nothing going out since on the cloud)
Top 3 organization used to exchange medical records	1) Providence (St Joes) 2) Open Door - OCHIN 3) Mercy Medical Center Redding UCSF	1) Providence, 2) Mad River Community Hospital, & 3) LabCorp	1) Providence Medical Group 2) UCSF 3) Lucille Packard Children's Hospital/Stanford	1) RMH & St. Joes - Providence 2) LabCorp 3) Millenium Lab	1) Providence, 2) Mad River & 3) LabCorp
Data needs - what records & from whom	Providence (St Joes) Open Door - OCHIN Mercy Medical Center Redding UCSF Sutter Coast Hospital (pathology orders & results)	Doctor's notes and discharge notes from Mad River & Providence. Consult notes from Providence Medical Group. ADT of outpatient visits with notes from outpatient providers. Notes from providers outside of Humboldt (Sutter, CPMC, Dignity, UCSF, UC Davis, Stanford, Providence outside of Humboldt, Adventist, and St. Helena as well as MD imaging in Redding). Better LabCorp interface (ability to see lab results if ordered elsewhere).	Electronic labs from LabCorp; Acknowledgement the referral was received, reports from specialists (Providence Medical Group), Hospital reports, ER reports, x-ray (radiology) reports, Mad River Hospital reports, outside lab results (LabCorp), JPH ER, Public Health Labs, Open Door CCD	Consult notes and correspondence from Humboldt Medical Specialists. Discharge summaries, ER reports & lab results. Records from Mad River. Vaccination information imported into EHR	Providence Medical Group (specialty notes) - not many available through Carequality & Commonwell; Open Door CHC; Planned Parenthood
Automated transmission of health information that would be most beneficial to your care teams	Transition to using electronic records transmission. Most all communication with other healthcare organizations is via fax and isn't reliable. Would like the ability to query and retrieve records through EMR.	Hospital discharge summaries, lab result integration, vaccine integration, automated rad orders and results from Providence and Mad River, send referrals electronically, referral consult notes, automated data submissions to payers, radiology authorizations	Hospital discharge summaries – Providence & Mad River & JPH Lab result integration – LabCorp and Public Health Referral consult notes - PMG, UCSF, UC Davis, Lucille Packard Children's Hospital	Immunization data Diagnostic summaries Referral consult notes	Specialist consult notes, immunizations, meds, labs & diagnostics (imaging) from ODCHC & SRPP; care plan summary from ODCHC & SRPP; procedures (colonoscopies) - could this be accomplished with bi-directional interface with import to eCW
Most important reasons for your organization to send/receive data	All records should follow the patient. It's difficult for patients to navigate the healthcare systems.	E-fax technology doesn't work effectively; reduce duplication of records being received	Reduce duplicate tests/diagnostics; reduce unnecessary ER, Care coordination during care transitions; improved patient experience - continuity	Reduce Duplicate Tests/results Reduce unnecessary ER visits	Providers have what they need at the point of care, continuity of care, efficiency for outreach for records, patients have knowledge gaps and it would help to already have their historical records, prevent redundant orders

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North Coast Health Improvement & Information Network (NCHIIN)

Bridging Health: North Coast HIE Expansion

Headwaters Fund – January 2025

Attachment: Brief Resumes/Bio Sketches

Tina Tvedt Schaible, Project Manager - Tina Tvedt Schaible brings a wealth of experience and a deep passion for community health to her role as the Project Manager at NCHIIN. With a distinguished career spanning nearly two decades in the healthcare sector, Tina's expertise lies in developing innovative programs and fostering collaborative partnerships that address critical health needs. Before joining NCHIIN, Tina served as the Executive Director of Redwoods Rural Health Center (RRHC) in Southern Humboldt from 2012 to 2024. During her tenure, she was instrumental in expanding the center's impact through the introduction of a diverse array of services and programs. Under her visionary leadership, RRHC launched school-based dental care, established a second dental clinic, introduced perinatal services, and created patient transportation solutions. Tina also spearheaded the implementation of CaAIM ECM and CS programs to support unhoused populations, demonstrating her commitment to addressing health disparities.

Tina's dedication to healthcare began earlier in her career as a Grants and Policy Administrator with the North Coast Clinic Network from 2006 to 2012. This role not only deepened her understanding of the challenges facing health centers but also sparked her enduring passion for community health initiatives. Tina's leadership extends beyond her professional roles; she is a past president of both the Garberville Rotary Club and the Community Health Alliance. These experiences have honed her skills in organizational leadership and community engagement.

Tina holds a Master's in Healthcare Administration (2011) and a Bachelor's in International Business with a minor in Spanish (2005), qualifications that reflect her broad perspective and ability to navigate complex healthcare environments.

Eric Eichelberger, Healthcare Integration Engineer/Programmer- Eric Eichelberger has a background systems administration, database development, and system programming. In 2016, Eric joined Humboldt IPA as an Access Programmer, focusing on backend programming and reporting for insurance systems and eClinicalWorks (ECW). In 2018, he transitioned to North Coast Health Information Network (NCHIIN) as a Programmer supporting Health Information Exchange (HIE) services and earned an Advanced Mirth Connect Certification. In this role, Eric excels at integrating programs and processes to enable seamless communication between healthcare systems. His technical expertise spans HL7, JavaScript, Python, .Net, SQL, medical records, and data sources. Eric's work with the National Institutes of Health (NIH) further enhanced his expertise with interface engines and applications. He has robust experience in validating XML and CCDA messages, database management, data transformation, and ensuring interoperability between Laboratory Information Management Systems (LIMS) and Electronic Health Records (EHRs).

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North Coast Health Improvement & Information Network

Headwaters Grant

Bridging Health: North Coast HIE Expansion

Budget

April-December 2025

Project Expense Item	Total Cost (\$)	Requested Amount from HWF
Direct Salaries & Wages (position title & FTE)		
Project Manager (.8) -\$40/hr.	\$ 104,960	\$ -
Interface Developer (.25)-\$40/Hr.	\$ 40,560	\$ 20,800
Subtotal Salaries & Wages	\$ 145,520	\$ 20,800
Benefits & Payroll Taxes (35%)	\$ 50,932	\$ 7,280
Consultant, Contractor or Professional Fees		
Providence Medical Group	\$ 30,000	\$ 30,000
eClinical Works Hub	\$ 15,000	\$ 15,000
Priority Care Center	\$ 13,000	\$ 13,000
Ikigai Physicians	\$ 13,000	
Redwood Pediatrics	\$ 13,000	
Mad River Community Hospital	\$ 41,000	\$ 19,000
Fortuna Family Medicine, Inc.	\$ 13,000	
PCDH National Network Connection	\$ 16,000	\$ 16,000
Zen Insights - Alerts Dashboard	\$ 9,500	\$ 9,500
Subtotal Contractor Fees	\$ 163,500	\$ 102,500
Travel		
Equipment		
New Server	\$ 13,500	\$ 13,500
Hard Drives & RAM	\$ 1,901	
Subtotal Equipment	\$ 15,401	\$ 13,500
Materials & Supplies		
Other		
Mirth Connect License	\$ 136,500	\$ 19,500
SQL License	\$ 2,500	\$ 2,500
Subtotal Other	\$ 139,000	\$ 22,000
Total Project Cost	\$ 514,353	\$ 166,080
% of Total Project Cost		32%

N. C. Health Improvement & Information Network

ork (NCHIIN)

1

Matching Funds Amount	Source of Matching Funds
\$ 104,960	DxF Technical Assistance Grant
\$ 19,760	DxF Technical Assistance Grant
\$ 124,720	
\$ 43,652	DxF Technical Assistance Grant
\$ 13,000	DxF Technical Assistance Grant
\$ 13,000	DxF Technical Assistance Grant
\$ 22,000	DxF Technical Assistance Grant
\$ 13,000	DxF Technical Assistance Grant
\$ 61,000	
\$ 1,901	DxF Technical Assistance Grant
\$ 1,901	
\$ 117,000	DxF Technical Assistance Grant
\$ 117,000	
\$ 348,273	

N. C. Health Improvement & Information Network

North Coast Health Improvement & Information Network (NCHIIN)

Board of Directors

Bruce Kessler, MD- President

Physician

Wes Rishel- Secretary

Health Information Technologist, Retired

Tim Rine-Treasurer

Executive Director, North Coast Clinics Network

Rosemary DenOuden

NCHIIN CEO

Barron Clark

IT Manager, Mad River Community Hospital

Jeff Ribordy, MD

Medical Director, Partnership Health Plan

Terry Williams

Chief Information Officer, Open Door FQHC

Nancy Starck

Legislative and Policy Manager, Humboldt County DHHS

Sofia Pereira

Public Health Director, Humboldt County DHHS

Steve Engle

Healthcare Administrator (Retired)

Elizabeth Lara O'Rourke

CEO, United Indian Health Services

N. C. Health Improvement & Information Network



January 23, 2025

Headwaters Fund Grant Committee
825 5th St. #112
Eureka, CA 95501

Subject: Letter of Support for NCHIIN's - Bridging Health: North Coast HIE Expansion

Dear Headwaters Fund Grant Committee,

On behalf of Mad River Community Hospital, I am pleased to express our strong support for the North Coast Health Improvement and Information Network (NCHIIN) in their efforts to enhance healthcare data sharing across Humboldt County through the Data Exchange Framework (DxF). As a participating partner in this initiative, we recognize the critical need for seamless and secure health information exchange to improve patient care and operational efficiency in our region.

NCHIIN's DxF project is an essential step toward compliance with California's statewide health information exchange mandate. By establishing electronic health record (EHR) interface connections, NCHIIN is ensuring that local healthcare providers—especially small, independent practices—can meet regulatory requirements and enable providers like us to retrieve and share critical patient data efficiently.

The impact of this project extends beyond compliance. This initiative helps ensure local healthcare providers have access to the necessary information to deliver timely, informed care. By enhancing health information exchange, we anticipate improvements in care coordination, patient safety, and overall healthcare outcomes - benefiting both providers and the communities we serve.

We strongly encourage the Headwaters Fund to support NCHIIN's grant request to complete this essential phase of the project. Please feel free to contact me should you require any additional information.

Sincerely,

Doug Shaw
CEO
Mad River Community Hospital
707.822.3621
das@madriverhospital.com

3800 Janes Road, Arcata CA 95521 | P.O. Box 1115, Arcata CA 95518-1115
Telephone (707) 822-3621 | www.madriverhospital.com

January 24, 2025

Headwaters Fund Grant Committee
825 5th St. #112
Eureka, CA 95501

Subject: Letter of Support for NCHIIN's – Bridging Health: North Coast HIE Expansion

Dear Headwaters Fund Grant Committee,

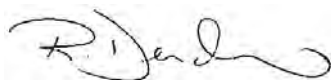
On behalf of Humboldt IPA, I am pleased to express our strong support for the North Coast Health Improvement and Information Network (NCHIIN) in their efforts to enhance healthcare data sharing across Humboldt County through the Data Exchange Framework (DxF). As a participating partner in this initiative, we recognize the critical need for seamless and secure health information exchange to improve patient care and operational efficiency in our region.

NCHIIN's DxF project is an essential step toward compliance with California's statewide health information exchange mandate. By establishing electronic health record (EHR) interface connections, NCHIIN is ensuring that local healthcare providers—especially small, independent practices—can meet regulatory requirements and enable providers like us to retrieve and share critical patient data efficiently.

The impact of this project extends beyond compliance. This initiative helps ensure local healthcare providers have access to the necessary information to deliver timely, informed care. By enhancing health information exchange, we anticipate improvements in care coordination, patient safety, and overall healthcare outcomes - benefiting both providers and the communities we serve.

We strongly encourage the Headwaters Fund to support NCHIIN's grant request to complete this essential phase of the project. Please feel free to contact me should you require any additional information.

Sincerely,



Rosemary Den Ouden, CEO
Humboldt IPA
rdenouden@humboldtipa.com
(707) 443-4563

Humboldt Del Norte Independent Practice Association

2315 Dean Street • Eureka, CA 95501-3208 • www.humboldtipa.com

N. C. Health Improvement & Information Network

[Fortuna Family Medicine Inc.]

[01/28/2025]

Headwaters Fund Grant Committee
825 5th St. #112
Eureka, CA 95501

Subject: Letter of Support for NCHIIN's – Bridging Health: North Coast HIE Expansion

Dear Headwaters Fund Grant Committee,

On behalf of [Fortuna Family Medicine Inc.], I am pleased to express our strong support for the North Coast Health Improvement and Information Network (NCHIIN) in their efforts to enhance healthcare data sharing across Humboldt County through the Data Exchange Framework (DxF). As a participating partner in this initiative, we recognize the critical need for seamless and secure health information exchange to improve patient care and operational efficiency in our region.

NCHIIN's DxF project is an essential step toward compliance with California's statewide health information exchange mandate. By establishing electronic health record (EHR) interface connections, NCHIIN is ensuring that local healthcare providers—especially small, independent practices—can meet regulatory requirements and enable providers like us to retrieve and share critical patient data efficiently.

The impact of this project extends beyond compliance. This initiative helps ensure local healthcare providers have access to the necessary information to deliver timely, informed care. By enhancing health information exchange, we anticipate improvements in care coordination, patient safety, and overall healthcare outcomes - benefiting both providers and the communities we serve.

We strongly encourage the Headwaters Fund to support NCHIIN's grant request to complete this essential phase of the project. Please feel free to contact me should you require any additional information.

Sincerely,

[Nathan Brinckhaus, M.D.]

[CEO]

[Fortuna Family Medicine Inc.]

[rurbina@ffmed.org and nbrinckhaus@ffmed.org]

[707-617-2002 Ext. 108]

N. C. Health Improvement & Information Network

James Killfoil, M.D.
Board Certified in Pediatrics
Care of Infants and Children

Laura Mojica, PNP



Headwaters Fund Grant Committee
825 5th St. #112
Eureka, CA 95501

January 17, 2025

Subject: Letter of Support for NCHIIN's – Bridging Health: North Coast HIE Expansion

Dear Headwaters Fund Grant Committee,

On behalf of Redwood Pediatric Medical Group, I am pleased to express our strong support for the North Coast Health Improvement and Information Network (NCHIIN) in their efforts to enhance healthcare data sharing across Humboldt County through the Data Exchange Framework (DxF). As a participating partner in this initiative, we recognize the critical need for seamless and secure health information exchange to improve patient care and operational efficiency in our region.

NCHIIN's DxF project is an essential step toward compliance with California's statewide health information exchange mandate. By establishing electronic health record (EHR) interface connections, NCHIIN is ensuring that local healthcare providers—especially small, independent practices—can meet regulatory requirements and enable providers like us to retrieve and share critical patient data efficiently.

The impact of this project extends beyond compliance. This initiative helps ensure local healthcare providers have access to the necessary information to deliver timely, informed care. By enhancing health information exchange, we anticipate improvements in care coordination, patient safety, and overall healthcare outcomes - benefiting both providers and the communities we serve.

We strongly encourage the Headwaters Fund to support NCHIIN's grant request to complete this essential phase of the project. Please feel free to contact me should you require any additional information.

Sincerely,

Ciara Smith
Office Manager
Redwood Pediatric Medical Group
clinicmanager@redwoodpediatrics.com
707-725-9355 Ex 3

Redwood Pediatric Medical Group
3305 Renner Dr Fortuna, Ca 95540
Phone-(707) 725-9355 Fax (707) 725-2426

N. C. Health Improvement & Information Network



TAX EXEMPT AND
GOVERNMENT ENTITIES
DIVISION

DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
WASHINGTON, D.C. 20224

Date: OCT 15 2012

North Coast Health Information Network, Inc.
3100 Edgewood Road
Eureka, CA 95501

Employer Identification Number:
27-4520226
Person to Contact and ID Number:
Dave Rifkin, 1002210852
Toll Free Contact Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
509(a)(1) & 170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
October 22, 2010
Contribution Deductibility:
Yes

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. **Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.**

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed *Compliance Guide for 501(c)(3) Public Charities* for some helpful information about your responsibilities as an exempt organization.

Sincerely,

A handwritten signature in black ink, appearing to read "Lois G. Lerner".

Lois G. Lerner
Director, Exempt Organizations

Enclosure: *Pub. 4221-PC, Compliance Guide for 501(c)(3) Public Charities*

N. C. Health Improvement & Information Network

North Coast Health Improvement & Information Network (NCHIIN)

Annual Budget

July 2024-June 2025

<u>Revenue</u>		
	Grants	764,000
	IT Services	31,000
	HIE Services	122,400
	CIE Services	108,000
	Fiscal Agency	33,130
	Dividends/Interest	1,000
	Misc	500
	Total Revenue	1,060,030
<u>Expenses</u>		
	Personnel - IPA Contract Staff	459,500
	Legal/Regulatory Consultant	13,620
	Other Consulting	71,375
	Fiscal Agency	26,040
	Meetings & Travel	7,500
	Training & Education	9,400
	Stipends	2,500
	DxF Subcontracts	30,500
	CIE Sponsorships	1,800
	Marketing	20,000
	Insurance	18,900
	Dues, Subscriptions & Licenses	4,050
	Computer Equipment	3,800
	Software Applications	322,850
	Communications (telephone/internet)	15,000
	Printing	100
	Postage	500
	Misc	200
	TOTAL Expenses	1,007,635
	Net Income	52,395

N. C. Health Improvement & Information Network

North Coast Health Improvement & Information Network (NCHIIN)

Headwaters Grant

Bridging Health: North Coast HIE Expansion

Timeline - Workplan

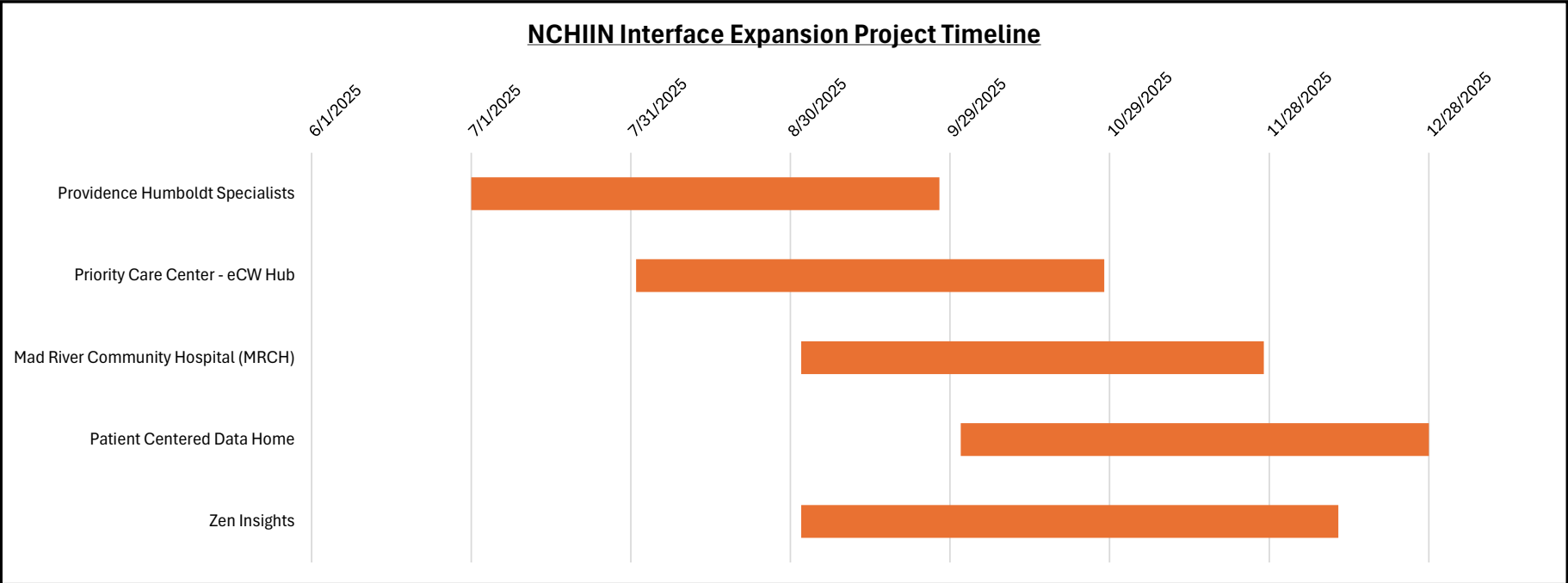
April 2025-December 2025

<u>Project Partner</u>	<u>Phase</u>	<u>Activity</u>	<u>Person Responsible</u>	<u>Start Date</u>	<u>Due Date</u>	<u>Days Needed</u>
Providence Medical Group - Humboldt Specialists	Plan/Design	Design & Contracting	NCHIIN Leadership + Providence Medical Group	4/1/2025	5/31/2025	60
	Build/Config	Establish Connectivity	NCHIIN IT Team + Providence Medical Group + EPIC	6/1/2025	6/30/2025	29
		Build and Configure Interfaces	NCHIIN Interface Engineer + Providence Medical Group + EPIC	7/1/2025	7/31/2025	30
	Test & Train	Testing & Training	NCHIIN IT Team, Providence Medical Group + EPIC	8/1/2025	8/31/2025	30
	Production/Go-Live	Go-Live	NCHIIN IT Team, Providence Medical Group + EPIC	9/1/2025	9/8/2025	7
	Monitor/Adjust	Post Go-Live Feedback	NCHIIN IT Team, Providence Medical Group	9/9/2025	9/30/2025	21
<u>Project Partner</u>	<u>Phase</u>	<u>Activity</u>	<u>Person Responsible</u>	<u>Start Date</u>	<u>Due Date</u>	<u>Days Needed</u>
Priority Care Center - eCW Hub	Plan/Design	Design & Contracting	NCHIIN Leadership + PCC/eCW	4/1/2025	5/31/2025	60
	Build/Config	Establish Connectivity	NCHIIN IT Team + PCC/eCW	6/1/2025	7/1/2025	30
		Build and Configure Interfaces	NCHIIN Interface Engineer + PCC/eCW	8/1/2025	8/31/2025	30
	Test & Train	Testing & Training	NCHIIN IT Team, PCC/eCW	9/1/2025	9/30/2025	29
	Go-Live	Go-Live	NCHIIN IT Team, PCC/eCW	10/1/2025	10/8/2025	7
Monitor/Adjust	Post Go-Live Feedback	NCHIIN IT Team, PCC/eCW	10/9/2025	10/31/2025	22	

N. C. Health Improvement & Information Network

<u>Project Partner</u>	<u>Phase</u>	<u>Activity</u>	<u>Person Responsible</u>	<u>Start Date</u>	<u>Due Date</u>	<u>Days Needed</u>
Mad River Community Hospital (MRCH)	Plan/Design	Design & Contracting	NCHIIN Leadership + MRCH + TrueBridge EMR	1/1/2025	4/30/2025	119
	Build/Config	Establish Connectivity	NCHIIN Leadership + MRCH + TrueBridge	6/1/2025	6/30/2025	29
		Build and Configure Interfaces	NCHIIN Interface Engineer + MRCH + TrueBridge	9/1/2025	9/30/2025	29
	Test & Train	Testing & Training	NCHIIN Leadership + MRCH + TrueBridge	10/1/2025	10/30/2025	29
	Go-Live	Go-Live	NCHIIN Leadership + MRCH + TrueBridge	10/31/2025	11/7/2025	7
	Monitor/Adjust	Post Go-Live Feedback	NCHIIN Leadership + MRCH	11/8/2025	11/30/2025	22
<u>Project Partner</u>	<u>Phase</u>	<u>Activity</u>	<u>Person Responsible</u>	<u>Start Date</u>	<u>Due Date</u>	<u>Days Needed</u>
Patient Centered Data Home - National Health Information Exchange Network	Plan/Design	Design & Contracting	NCHIIN Leadership + PCDH	4/1/2025	5/31/2025	60
	Build/Config	Establish Connectivity	NCHIIN IT Team + PCDH	6/1/2025	6/30/2025	29
		Build and Configure Interfaces	NCHIIN Interface Engineer + PCDH	10/1/2025	10/31/2025	30
	Test & Train	Testing & Training	NCHIIN IT Team + PCDH	11/1/2025	11/30/2025	29
	Go-Live	Go-Live	NCHIIN IT Team + PCDH	12/1/2025	12/8/2025	7
Monitor/Adjust	Post Go-Live Feedback	NCHIIN IT Team + PCDH	12/9/2025	12/31/2025	22	
<u>Project Partner</u>	<u>Phase</u>	<u>Activity</u>	<u>Person Responsible</u>	<u>Start Date</u>	<u>Due Date</u>	<u>Days Needed</u>
Zen Healthcare IT - Insight Integration Monitor	Build/Config	Establish Connectivity	NCHIIN IT Team + Zen	9/1/2025	9/30/2025	29
		Build and Configure Interfaces	NCHIIN Interface Engineer + Zen	10/1/2025	10/31/2025	30
	Test & Train	Testing & Training	NCHIIN IT Team & Zen	11/1/2025	11/15/2025	14
	Go-Live	Go-Live	NCHIIN IT Team & Zen	11/16/2025	11/30/2025	14
	Monitor/Adjust	Post Go-Live Tune Up	NCHIIN IT Team & Zen	12/1/2025	12/15/2025	14

N. C. Health Improvement & Information Network



North Coast Growers Association



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

North Coast Growers Association

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Portia Bramble

Contact Person Title

Executive Director

Contact Email

portia@northcoastgrowersassociation.org

Contact Phone

707-601-2878

Contact Address

PO Box 4232 Arcata CA 95518

Organization Information

Organization Name

North Coast Growers Association

Director / CEO

Portia Bramble

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

North Coast Growers' Association supports Humboldt County's farmers and artisan producers in building a robust and resilient local food system.

Authorization and Acknowledgement

Authorized representative name *

Portia Bramble

Authorized representative title

Executive Director

North Coast Growers Association

Budget Information

Total current year organizational budget

\$2,859,573.00

Number of full-time employees

8

Amount of HWF requested

\$74,995.80

Total project cost

\$103,445.80

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
06/01/2025

Grant timeline: end

11/01/2026

Project timeline: start

Please provide the timeline of your project
06/01/2025

Project timeline: end

11/01/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

North Coast Meat Processing Feasibility Study

Type of project*

Planning Implementation Technical Assistance

Planning / Technical Assistance: Total project cost

\$28,450.00

(Required 25% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

North Coast Growers' Association (NCGA) with support from dozens of collaborators, is building a foundational framework for long-term food system workforce and economic development through the implementation of infrastructure for increasing agricultural production and processing. This effort builds on over 45 years of institutional experience and input from more than 100 key partners. Our key objectives focus on fostering economic resilience, promoting equity, advancing climate action, and driving regional development. NCGA has identified a current crisis facing local ranchers with the closure of the region's only meat-processing facility, Redwood Meats. A feasibility study is necessary to determine the best location, design and management structure for the creation of a new USDA-inspected facility on the North Coast.

This project will identify and outline a feasible pathway for development of a local USDA-inspected meat processing facility. This includes convening regional meat producers, conducting market analyses, reviewing potential locations, identifying operational requirements, and engaging with Tribal and Hmong community groups to address culturally valuable meat processing and specialized slaughter practices.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture

North Coast Growers Association

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

North Coast Growers' Association (NCGA) with support from dozens of collaborators, is building a foundational framework for long-term food system workforce and economic development through the implementation of infrastructure for increasing agricultural production and processing. This effort builds on over 45 years of institutional experience and input from more than 100 key partners. Our key objectives focus on fostering economic resilience, promoting equity, advancing climate action, and driving regional development. NCGA has identified a current crisis facing local ranchers with the closure of the region's only meat-processing facility, Redwood Meats. A feasibility study is necessary to determine the best location, design and management structure for the creation of a new USDA-inspected facility on the North Coast.

North Coast Meat Processing Facility

The North Coast has historically had access to a single meat processor, Redwood Meats, whose capacity was too low to meet the existing needs of the community, leaving ranchers unable to plan for growth within their business. The recent restructuring and closure has left small scale meat producers in the region scrambling to coordinate the delivery of large truckloads of animals to Yreka or Modesto, the 2 closest meat processors in the state. These facilities still do not meet the full needs for local ranchers. This has increased travel times, adding significant cost to the producer as well as stress to the animals. We have already seen wholesale meat prices increase by almost \$2.00 per pound, reducing the ability of local schools and restaurants to access local meat. See Cal Poly Capstone Project, "The Story of Meat Processing in Humboldt," for a comprehensive overview of how this restructuring has negatively impacted numerous small-scale meat producers in our region.

Helianth Partners will play a leading role in the effort to identify and outline a feasible pathway for development of a local USDA-inspected meat processing facility. This includes convening regional meat producers, conducting market analyses, reviewing potential locations, identifying operational requirements, and engaging with Tribes, the Hmong community, and other cultural groups to determine specialized slaughter practices.

NCGA, as part of the North Coast Food System Network project, is accepting proposals from industry expert consultants to investigate the feasibility of establishing a USDA-inspected meat processing facility in the North Coast Region of California, with a goal of locating the facility in Humboldt County where the highest production of beef cattle is concentrated. This feasibility study aims to understand the relevant markets and identify the most appropriately-sized facility and viable business model. This project was also submitted to California Jobs First Catalyst funding opportunity for the North Coast region. If that funding is awarded, NCGA would direct Headwaters funds to the implementation phase for the new meat processing facility and would submit a budget adjustment to demonstrate how the funds would be utilized for CA Environmental Quality Act permitting, building permits and architectural design.

This RFP includes 2 Phases; consultants will be encouraged to apply for one or both phases depending on expertise and availability. Phase 1 will involve stakeholder engagement and research of the current industry landscape to map market opportunities and inform potential operators of this new business. Phase 2 will build on the information collected in Phase 1 and will involve research into potential business models, producing a market study, and identifying operational options and requirements.

The intention of this RFP is to invite a qualified and experienced consultant to perform the work to accomplish the stated goals and objectives.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

NCGA's efforts to develop this new infrastructure expands upon existing and developing relationships to invest in community-based organizations and priority communities. Humboldt County has a prime landscape and climate to support a large number of meat-production ranchers across the region, varying in size and scale. This study will be a collaborative effort with the local farming community to ensure this new facility meets the needs of all scales of production.

The cross-sector benefits to this infrastructure development project include: improved health outcomes through access to regeneratively raised foods, cultural food production development, and climate-resiliency by reducing food miles travelled between ranches, processing facilities and customers.

There are significant community benefits through increased access to locally produced meat.

NCGA nutrition incentive programs will increase local meat availability to 35,000 low-income residents served. We estimate over 21,750 youth benefiting from school food

North Coast Growers Association

program improvements with increased access to local meat. At least 21,000 individuals will be reached by food bank programs offering local meat products. Improved health outcomes through increase in high nutrient density foods benefit the entire community of meat-eaters.

The workforce benefits through expansion and new job creation will be significant, including over 100 agricultural producers served and the creation of at least 50 new jobs at the processing facility. By localizing food system infrastructure and creating ownership opportunities, the creation of this facility will ensure long-term benefits remain within the community while building lasting economic resilience.

The benefits of this project will be measured by the future building of the facility this feasibility study will help create. The creation of new jobs and industry will have significant economic benefits and the significant increase in local agricultural production will result in increase local food security

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Project Scope

Invested Partner Outreach: Engage at least 18 stakeholders to identify key concerns, production scope, and potential enterprise value.

Progress Milestone: Complete and summarize stakeholder interviews.

Conduct Opportunity Analysis: Understand market potential for specialty meat products and identify key producers, distributors, and consumers.

Progress Milestone: Document market opportunities and barriers.

Identify Operational Requirements: Determine infrastructure, permitting, compliance, and throughput control requirements for the facility.

Progress Milestone: Evaluate and identify operational requirements.

Market Study: Conduct a comprehensive market study to assess demand, competition, and opportunities for the facility.

Progress Milestone: Complete and summarize market study findings.

Potential Partners and Operators: Identify potential business partners and operators for the facility.

Progress Milestone: Identify and summarize potential partners and partnerships.

Distribute Study: Conduct community and stakeholder outreach to present the findings of the study.

Progress Milestone: Conduct community outreach and summarize feedback.

Analyze Project Benefits: Evaluate project outcomes and benefits based on feedback from stakeholders and community members.

Progress Milestone: Analyze and summarize project benefits.

Phase I (3-6 months):

Convene Potential Partners and Operators: Identify and convene key informants (ex: large producers, custom exempt butchers) and other likely business partners to discuss potential interests in facility operations, identify insights needed from future planning and research efforts, and identify ongoing involvement in the facility / business planning process. Conduct informational interviews of sector experts (ex: meat processing facility owners/operators). This group is likely to be engaged throughout the process and are key to defining the goals/values that drive the effort.

Progress Milestones: Convene group, gain commitment for ongoing involvement, and summarize potential business partnerships.

Partner Engagement: Engage and convene key stakeholders (including above partnership group) representing producers, jurisdictional authorities (Counties, Cities, Water Districts), lenders/funders, and retail buyers to identify their key concerns and interests as well as the minimum requirements that a USDA-inspected facility must meet to satisfy their unique conditions or needs.

Progress Milestone: Complete and summarize key findings from stakeholder interviews or meetings.

Conduct Assessment of Market Opportunities and Gaps: Identify the potential gross demand for USDA-inspected slaughter and cut-and-wrap services in the region, as well as options for alternative revenue-generating activities associated with a USDA-inspected plant (ex: hides, offal, further processing, regenerative and organic certification). Identify the key gaps and opportunities in existing supply chain infrastructure and capacity needed to support the primary (slaughter) and secondary (cut-and-wrap) processing operations (ex: cold storage, waste hauling, water and wastewater infrastructure). This step shall be completed after the first two have been completed to inform the direction of the assessment. A preliminary outline of the assessment will be determined during the first months deliverable.

Progress Milestone: Document market opportunities and gaps.

At the end of Phase I, the consultant should be able to present a clear picture of the preliminary planning effort, including who was engaged, their key concerns and interests, the market opportunities to be filled, and a committed partnership group (future owner/operator) that will carry forward the next phase of planning.

Phase II (3-6 months):

This phase to be conducted after a likely owner/operator group is identified; steps are likely to be iterative rather than sequential.

Describe Potential Business Model: Based on input from the partnership group, identify a high-level business model for the facility (ex: processing only, aggregation and distribution, marketing under one or more labels, member-owned, non-profit, etc.)

Progress Milestone: One-page business model description or summary

Produce a Market Study: Conduct a comprehensive market study to assess specific demand for processing services, influences on demand (ex: macro economic forces, existing competition), consumer meat demand trends (to inform facility equipment selections), market channels, and specific supply chain dependencies.

Progress Milestone: Complete and summarize market study findings and present to the partner group.

Identify Operational Options and Requirements: Identify and evaluate facility requirements, including options for a brick and mortar as well as modular unit. Include infrastructure, permitting, and regulatory compliance associated with siting the facility. Identify species mix, processing activity (primary/secondary/further), and onsite material handling (carcass, meat, waste). Identify generalized requirements for labor, capital investments, and management capabilities.

Progress Milestone: Complete and summarize operational options and requirements.

Identify Potential Operator(s)

At the end of Phase II, the consultant should be able to present a comprehensive preliminary evaluation of feasibility for a USDA-inspected processing facility that supports a future owner/operator with investment in business planning documents and beginning facility design process.

4) Describe how this project (or the outcome) will be sustained into the future.

The information collected through the feasibility study will lay a roadmap for the implementation phase, allowing NCGA or an operator identified throughout the process, to apply for funding to build out a new facility. The business model employed by Redwood Meats was sustainable for many decades, and owners report that their model was able to be financially sustainable. Financial sustainability planning will be a part of the feasibility study to ensure that the new business structure is able to support its costs. Redwood Meats did not meet all of the needs of local ranchers, and the facility is outdated in many ways. A comprehensive analysis of their operations conducted by several local ranchers determined that purchasing and updating the existing facility was not viable, and that a new facility with value added processing, new machinery, and a larger facility in a more appropriate location is the best path forward.

This infrastructure development project is part of NCGA's larger efforts to strengthen regional economic resilience by developing integrated local food system infrastructure. Key investments in production and processing facilities expand value-added opportunities, with projected revenue growth of 25-50% for participating producers through new market access. The regional food system connects producers, food hubs and direct marketing to customers to ensure operations create sustainable revenue through aggregation and distribution services, processing and value-added production space, emergency resiliency nodes build a regional cold

North Coast Growers Association

storage chain, business development services, and agritourism and hospitality developments.

Supply chain localization reduces external dependencies while creating circular economic benefits to the local region and local communities. The distribution network connects 150+ producers with institutional buyers across the region. The project impacts will be sustained beyond the grant term because it will address the following challenges that the region's food system faces:

Supply chain disruptions during road closures: The North Coast is set apart from the populous, booming central and southern regions of California by a vast stretch of redwood forests and mountain ranges. No interstate runs through the region, making the transportation of goods into and between counties a challenge, especially during extreme weather such as winter storms, associated landslides, and fire evacuations that close roads to through traffic, including incoming food deliveries. At times, all routes into and between the counties are cut off, and the region experiences severe food supply chain issues, disproportionately impacting the high numbers of people living in poverty.

Disproportionate access to food: Much of the region has been designated as a food desert by the United States Department of Agriculture (USDA), meaning they contain low-income census tracts where a substantial number or share of residents have low access to a supermarket or large grocery store. Hunger disproportionately impacts remote and tribal communities who often have to drive 20 miles or more to reach the nearest grocery store, putting them at greater risk of food insecurity and its adverse health outcomes.

Distance barrier between rural producers and distributors: All North Coast counties are classified as "USDA Far and Remote Area 1," meaning the majority of the population lives 60 minutes or more from urban areas of 50,000 or more people. Because of this, food access is a challenge for schools, food banks/panttries, restaurants, and community centers.

Lack of meat processing infrastructure: With the closure of Redwood Meat Company, there is currently no USDA facility for processing meat closer than 200 miles. Across the state and country, meat processors are closing and consolidating at an alarming rate. The impact of these closures is felt most by small scale producers whose price points couldn't compete with industrial feedlots and contained animal feeding operations when more processors were open and serving rural communities. On the North Coast, this impact has already begun to manifest as small farms transitioning away from animal husbandry and the scaling back of herds to only provide enough meat for their families. If this trend continues, the North Coast will become even more reliant on unsustainably raised and transported meat products, which will continue to impact the disproportionate rate of food insecurity experienced by the most vulnerable populations.

Lack of culturally appropriate meat cuts: Currently, there is no meat processor who offers Kosher or Halal processing, in addition to local Tribal nations and the Hmong communities who have expressed interest. There are also many cultural foods, like offal and organ meat, that were historically discarded by Redwood Meat Company.

Product and processing from this waste stream can be created for further profit generation.

This project will specifically include underrepresented communities that have faced historic and systematic discrimination and lack economic opportunity. The US agriculture industry has underserved and oppressed people of color, Indigenous and Native American people, people who are immigrants, undocumented people, people whose first language is not English, women, LGBTQI+ people, and people with disabilities, among others. NCGA strives to operate actively anti-racist programs and services that reduce critical barriers for, and prioritize, historically underserved populations of farmers. NCGA also maintains a strong commitment to justice for the environment and the people of our communities and actively engage in work that supports diversity, equity, and inclusion as well as accessibility and access to healthy food and economic opportunities within the regional food system.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Resources needed for the planning phase includes funding to implement the feasibility study, the knowledge held by local ranchers regarding production capacity, and expert food systems professionals. Local experts and experts from out of the area will be consulted. We have already completed several case studies to learn best practices and identify known risks and barriers, and staff will continue to support the consultants with this type of research. Information that is aggregated and presented by the study will be used to access implementation funding for the facility, which will most likely need to be sourced from a variety of funders, such as state or federal grant programs, foundation support, and philanthropic investment. Once implemented, the facility will have the capacity to process animals raised in Humboldt County, as well as draw regional users from across Northern CA.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The creation of a meat processing facility will create and maintain new jobs for admin staff and facility staff to operate the facility. Many of these jobs involve on-the-job training to develop specific skills for meat processing that could translate to higher paying jobs as those skills are fully developed.

This project will maintain current farmer and ranchers' employment, and expand income generation. Currently, local ranchers are not planning for the expansion of their herd or variety of cuts or value added products, due to the lack of access to a local meat processor. This limits growth potential, and in the face of inflation could even be a reason for downsizing.

This project will help maintain current farmworkers' employment. Especially as the cost of processing, storage, and transportation continue to rise, ranchers are constantly looking for ways to reduce costs. One quick way is to lay off farm workers. The cost reductions provided by moving meat processing back to the county will ease this financial burden and preserve jobs.

A new facility will allow for new farmers and ranchers to begin meat production, which would in turn create more job opportunities for farmworkers. We have seen the loss of numerous meat producers in the region over the past 3 years due to the lack of access to critical infrastructure like meat processing and cold storage. We assume that this trend will continue, rather than improve. By providing access to local meat processing, this project will allow new ranchers to begin meat production knowing that they have a financially viable way to process and add value to their products.

Maintaining and expanding jobs at local butcher shops is critical for local economic stability as well as maintaining the local food supply. Currently, it is very difficult to transport whole animals for professional butcher shops. This provides further cost to ranchers who need to pay higher fees for animals to be broken down on site at meat processing facilities. Butchering is a skill, so the skilled butchers of local grocers will diminish as that task is replaced by pre-packaged meat cuts.

We estimate the creation of 50+ new jobs.

7) Describe who supports this project and in what ways?

This project is supported by:

-Redwood Region Economic Development Commission

-American Ag Credit

-Agricultural support entities such as NCGA, Farm Bureau, UC Cooperative Extension, Community Alliance with Family Farmers, California Center for Rural Policy, Cattlemen's Associations

-Ranchers and small scale meat producers in Humboldt, Del Norte, Trinity, and Mendocino Counties, as well as on adjacent Tribal lands.

-Large scale buyers of locally processed meat, who are being affected by large price increases due to the lack of access to a local processor, such as Food for People and Family Resource Center of the Redwoods, North Coast Co-op, Murphy's Markets, Eureka Natural Foods, K-12 school districts, Cal Poly Humboldt

-Small scale buyers of local meat, such as farmers' market customers, regional tribes, K-12 charter schools

-County and State representatives such as Representative Jared Huffman, Senator Mike McGuire, Humboldt County Supervisors, various City Council representatives

North Coast Growers Association

throughout Humboldt and Del Norte Counties

NCGA has been advocating for local ranchers ever since the crisis with the closure of Redwood Meats occurred and elevating this critical infrastructure need to all of these interested parties for over 9 months. However, the need for a new, advanced and larger facility with value added production capacity, was identified in various economic development planning processes over 20 years ago. The 2010 Humboldt County Community Food Assessment identified meat processing as vulnerable and critical to the local food economy.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Headwaters funds will be used to support the completion of a feasibility study. NCGA is the lead applicant and project manager, who will be responsible for releasing the RFP, hiring a consultant, confirming a work plan and timeline, tracking budget and reimbursements, and submitting the final report.

The \$74,995.80 requested from Headwaters fund includes the whole cost of the feasibility study, support for NCGA staff time, travel to attend focus groups and conduct interviews with critical partners, and 10% indirect. NCGA will provide in-kind match through staff time for 3 key personnel, and facility rental for meetings and focus groups, and cash match in the form of meeting supplies and travel reimbursement for farmer and rancher time to participate in focus groups. Redwood Region Economic Development Commission, Helianth Partners and Foggy Bottoms Boys will each provide match committed for consultation throughout the project period.

9) Complete the budget template to demonstrate the financial structure.

Attached.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Once completed, Headwaters will be thanked in the final report, as well as when seeking funding for implementation, in press releases about the project, and in a physical acknowledgement within the new facility. NCGA staff will present the final report and plans for next steps before the Humboldt County Board of Supervisors.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Project_Budget_NCGA_Headwaters.pdf

109.67KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

North Coast Growers Association

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				

Governance

List of your board of directors or council members.

NCGA Board of Directors 2025.pdf

143.53KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

Letter of Support_NCGA_RREDC.pdf

560.08KB

Letter of Support_NCGA_Headwaters_Foggy Bottoms Boys.pdf

78.86KB

Letter of Support_NCGA_CAFF.pdf

669.12KB

Helianth_LOS_NCGA_Headwaters.pdf

96.89KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

NCGAIRSTaxExemptLetter 501 c 3 2008.pdf

2.05MB

(PDF preferred) max file size 10 MB

Annual operating budget

Headwaters_NCGA 2025 Budget - 2025.pdf

95.54KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

Timeline_NCGA.pdf

78.68KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



North Coast Growers Association

Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

KEY PERSONNEL NCGA.pdf

212.26KB

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

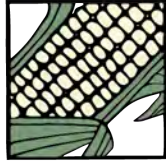
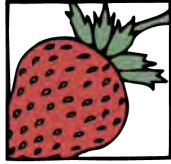
Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

North Coast Growers Association



North Coast Growers' Association

Humboldt County Farmers' Markets

www.northcoastgrowersassociation.org

PO Box 4232 Arcata CA 95518

(707) 441-9999

KEY PERSONNEL

Portia Bramble, Executive Director, North Coast Growers' Association M.A. Social Sciences, Humboldt State University

Portia Bramble holds a Bachelor's Degree in Global Politics and Environmental Policy from Pitzer College (2006) and a Master's Degree in Social Sciences of Environment and Community from Humboldt Polytechnic University (2008). Portia has 17 years of experience as a farmers' market manager and Executive Director for North Coast Growers' Association, a 501 c 3 nonprofit organization with a mission of promoting local agricultural production. Portia has been a lead for numerous CDFA and USDA grant funded projects including:

USDA, Farmers Market Promotion Program-“North Coast Farmers' Market Expansion Program” (Co-PI), in partnership with Humboldt State University, 2014-2015.

CDFA, Specialty Crop Promotion Program- “California Market Match Consortium” (partner), healthy food nutrition incentives, 2013-2014

CDFA, Beginning Farmer and Farmworker Training Program- “North Coast Beginning Farmer Training Program” (Project Manager), 2022

USDA Regional Food Systems Partnership Program- “Building Community Resiliency and Strengthening Local Food Systems During Emergencies in Coastal Northern California,” (Contractor in partnership with University of California Cooperative Extension, Humboldt County Lead Partner), 2023

USDA Office of Partnership and Public Engagement, “Building Partnerships Between Resource Conservation Districts and Community Based Organizations to Better Assist Underserved Farmers and Ranchers in California” (Subawardee, Project Manager), 2023

USDA National Institute of Food and Agriculture, “North Coast Beginning Farmer and Rancher Development Program” (Project Director), 2024

Portia assisted with the development and implementation of the California Market Match Consortium and creation of Market Match through the California Nutrition Incentive Program and federal Gus Schumacher Nutrition Incentive Program funding in Humboldt County and farmers' markets across the state. Portia was a founding member of the Humboldt County Food

North Coast Growers Association

Policy Council, and currently serves as the Coordinator. Portia is a founding member and Steering Committee member of the California Alliance of Farmers' Markets since 2010, and the chair of the Policy Working Group. Portia serves as an appointed Advisory Committee member (currently serving as Chair) of the CA Department of Food and Agriculture Certified Farmers' Market Advisory Committee since 2018. Portia works closely and directly with hundreds of farmers and ranchers across the region, providing direct support for business development particularly to newer and underserved farmers. Portia is actively engaged with policy-making for food access, nutrition, agriculture and land use at the local, regional and national level for the promotion and advancement of small-scale agricultural production. Portia is a leader in the farmers' market industry and leads professional development and manager training annually across the state. Portia is a trusted advocate and supporter of hundreds of local producers and community partners.

Megan Kenney, Harvest Hub Director, North Coast Growers Association

Megan Kenney began working with NCGA 8 years ago as a market manager for 3 farmers' markets. She launched and coordinated the Harvest Box program as a response to the COVID-19 pandemic as a safe way for the community to access local produce. Today, she has grown the program to serve around 100 weekly customers. The successes and remaining gaps that Megan identified through the launch of this program, paired with her experience working for local food distributor Tomaso's Specialty Foods and for executive chef Christine Silver whose restaurants prioritize local food sourcing, led to the development and launch of Harvest Hub. Harvest Hub connects local farmers and ranchers with wholesale market opportunities by providing an online marketplace, centralized cold storage, and delivery systems dedicated to local food. Harvest Hub has the values of prioritizing high quality, non-GMO, regeneratively and locally grown and raised foods, and helps to uplift those values within the supply chain, which usually forces farmers into lower prices, higher output, and extraction of nutrients and labor for the benefit of profit. Value chain coordination is an important addition to our supply chain, and Megan focuses on this aspect within her local food system work. This has led to over \$1 million in extra revenue for local farmers since the launch of Harvest Hub in 2023.

As the director of Harvest Hub, Megan seeks to increase the access our community has to local food infrastructure like cold storage and distribution systems. This includes the coordination of the Harvest Box program (a multi farm CSA style produce box), Farm-to-Freezer project (a freezer for use by NCGA members), and overseeing the operations of Harvest Hub. She sits on the board of Humboldt Made and is the co-chair of the Food Access Working Group in the Humboldt COAD. She is a registered and certified Trainer with the Produce Safety Alliance through Cornell University. Megan is honored to have been awarded the Community Alliance with Family Farmers 2022 Farmers' Market Champion of the Year and is a graduate of the Food Systems Leadership Cohort and Leadership Redwood Coast in 2023.

North Coast Growers Association

Fawn Scheer, Founding Partner, Helianth Partners

Fawn is a community food systems specialist with over 20 years of professional experience spanning regional food and agriculture, rural economic and community development, Tribal food sovereignty, and climate adaptation. Her project management, technical research, fund development, strategic planning, and business consulting clients range from County food banks and Tribal governments to large corporations and private foundations. She helps people understand how systems work (or don't work), particularly in the areas of food, agriculture, arts/culture, community, climate, and policy. She is a trained facilitator and holds a Masters of Science in International Agricultural Development from UC Davis.

Laura Hughes, Director of Operations, North Coast Growers Association M.A. Social Sciences, Humboldt State University

Laura Hughes holds a Bachelor of Arts in Psychology from Oberlin College (2004) and Master of Arts in Social Science: Environment & Community from Humboldt State University. Laura has been involved in local food systems and food justice work since her Americorps Service with the Poughkeepsie Farm Project in Upstate New York in 2002, and has over 14 years of experience working in local food systems in Humboldt County, including as a farm-hand, food bank employee and farmers' market manager. Laura worked at Redwood Roots Farm and Earthly Edibles Farm while completing her Master's degree. She also worked at Food for People, the food bank for Humboldt County for over 6 years, including 4 years as the Local Food Resources Coordinator where she coordinated the gleaning program and worked to link local farmers and growers with funding opportunities to grow food for local communities in need. She has served on the Humboldt Chapter of the Community Alliance with Family Farmers, and sat on the steering committee of the North Coast Community Garden Collaborative for several years, a project of Redwood Community Action Agency. She completed the UC Cooperative Extension Small Farmer and Master Gardener Course, and is a graduate of the Cascadia Center for Leadership at Humboldt Area Foundation. She also completed a course in Leading Organizational and Community Change through Humboldt State University and Humboldt Area Foundation, an extension of the Cascadia Leadership Program.

Laura has worked with the North Coast Growers' Association managing farmers markets for over 14 years, and now serves as the Director of Operations. In her role at NCGA, Laura oversees the management and operations of 10 farmers markets, providing on-boarding, training and support for on-site staff, and working with administrative and market staff to develop best practices for market operations and data tracking. She is also involved in overseeing the implementation of NCGA's nutrition education and outreach programs at markets including CalFresh (SNAP) outreach and application assistance, Market Match and the California WIC & Senior Farmers' Market Nutrition Program. Laura is responsible for oversight and compliance with Federal, State and local regulations pertaining to markets. She also facilitates membership in the association and serves as the main point of contact for market vendors including over 100 local agricultural producers. She works with other NCGA staff to facilitate inclusive and participatory member meetings and working group meetings to help represent the interests of NCGA's diverse membership and guide the work of NCGA. In addition, Laura is responsible for NCGA's bookkeeping and financial oversight, market data tracking, as well as all financial transactions and reporting. As NCGA has grown, she has developed and implemented systems

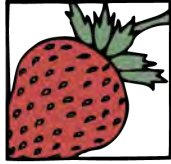
North Coast Growers Association

to sustain increasingly complex record keeping and tracking of restricted grants and program expenses.

North Coast Growers Association

North Coast Growers Association				
Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Staff 1: Portia Bramble, Executive Director. 100 hours x \$50	5000	2500	2500	North Coast Growers Association, USDA
Staff 2: Megan Kenney, Harvest Hub Director. 50 hours x \$40	2000		2000	North Coast Growers Association, USDA
Staff 3: Laura Hughes, Director of Operations. 100 hours x \$50	5000	2500	2500	North Coast Growers Association, USDA
Sub-total: all Direct Salaries & Wages	12000	5000	7000	
Benefits & Payroll Taxes (35%)	4200	1750	2450	
Consultant, contractor or professional fees:				
Feasibility Study- Helianth Partners and additional Consultants	60000	60000		
Economic Development and Financial Planning Consultation time	4500		4500	Redwood Region Economic Development Commission
Project Pre-Development and Planning Consultation time	5000		5000	Helianth Partners
Regional Production Capacity Consultation time	5000		5000	Foggy Bottoms Boys, Thomas Nicholson-Stratton
Travel: \$.70x 340 miles per month x 6 months. Travel to focus group meetings	1428	1428		
Equipment: NA				
Materials and supplies:				
Meeting Room Rentals. 4 meetings x \$500	2000		2000	North Coast Growers Association
Meeting supplies and travel reimbursement for focus group participants	2500		2500	North Coast Growers Association, USDA
Other: Indirect Rate 10%	6817.8	6817.8		
Total Project Cost	103445.8	74995.8	28450	
% of Total Project Cost		72.5%	27.5 %	

North Coast Growers Association



North Coast
Growers' Association

Humboldt County Farmers' Markets

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NCGA Board of Directors 2025

Melanie Cunningham, owner Shakefork Community Farm. Board President

Chris Moore, owner Woody Ryno Farm. Board Vice-President

Lauren Riley, owner I and I Farm. Board Secretary

Mike Connors, community member. Board Treasurer

Emma Zierer, Flora Organica Farm and Buttermilk Floral Design. Board Member

Francis Drachenberg, Fern Mountain Eats. Board Member

Mike Egan, owner Mycality Mushrooms. Board Member

North Coast Growers Association



FAWN SCHEER – FOUNDING PARTNER
fawn@helianthpartners.com
MICHELLE KLIEGER – FOUNDING PARTNER
michelle@helianthpartners.com

TO: Headwaters Fund Board of Directors
Humboldt County

RE: NCGA Feasibility Study for USDA Inspected Meat Processing Facility

DATE: January 30, 2025

I am writing to express Helianth Partners' support and commitment to the project proposed by North Coast Growers' Association (NCGA) to complete a North Coast Feasibility Study for a USDA Inspected Meat Processing Facility.

Helianth Partners will support NCGA's efforts to develop this new infrastructure by playing a leading role in facilitating the activities needed to understand the technical feasibility and community fit of such a facility. We are a locally-owned consulting firm that has conducted several feasibility studies for small meat processing operations across the US and has a network of subject matter experts to bring key knowledge into the project. We are committed to providing a match of \$5,000 in consulting fees and travel costs for this project.

While the closing of Redwood Meats has impacted Humboldt producers, it also provides an opportunity to define a model for meat processing that better serves a wider diversity of needs and customer demands throughout the region. We are working closely with NCGA to outline an approach for this study that focuses on the most important aspects of developing a viable project and directing efforts away from unneeded exploration. This study will be a collaborative effort with the local farming community and other interested stakeholders to develop a new facility that is operationally feasible and meets the needs of our community.

This project will research the capacity and needs for animal harvesting and value-added processing for North Coast ranchers. It will inform the development of a community-focused meat processing facility that fills critical gaps in the economy. The project will explore how to address specific cultural butchering needs of underrepresented groups, expand the ability of ranchers to keep organs and offal, and increase value added processing like cured meats and sausages. Most importantly, it will identify an ownership model and committed parties that can take the results of the study toward implementation.

Thank you for your time and for your consideration of supporting this project which will have lasting and measurable impacts to the local economy and the agricultural community.

Sincerely,

A handwritten signature in black ink that reads "Michelle Klieger".

Michelle Klieger, Founding Partner

A handwritten signature in black ink that reads "Fawn Scheer".

Fawn Scheer, Founding Partner

North Coast Growers Association



Humboldt County
Headwaters Fund, Board of Directors

January 25, 2025

I am writing to offer my support and commitment to the project proposed for Headwaters Fund competitive grant funding submitted by North Coast Growers' Association (NCGA). The North Coast Feasibility Study for a USDA-Inspected Meat Processing Facility is a crucial initiative that will bolster our local economy and strengthen agricultural production, leaving a lasting and measurable impact on our community.

The Community Alliance with Family Farmers (CAFF) is a statewide non-profit that for over forty years has supported family farmers throughout California with on-the-ground programs and policy advocacy. We observe similar processing challenges across the state, stemming from gaps in infrastructure and a lack of coordination, among other factors. We commend the NCGA for its proactive approach in seeking a solution.

NCGA has been a valued partner of ours for nearly twenty years, bringing the drive, networks, and expertise necessary to lead this initiative effectively. We fully support their efforts to develop new infrastructure and strengthen both existing and emerging relationships, with a focus on investing in community-based organizations and priority communities. Humboldt County offers an ideal landscape and climate to support a diverse range of meat-production ranchers, from small-scale operations to larger ones. This study will be a collaborative effort with the local farming community to ensure the new facility meets the needs of producers of all sizes.

This proposed feasibility study will assess the capacity and needs for harvesting and value-added processing, ensuring that North Coast ranchers have access to essential infrastructure. By filling critical gaps in the current system, this study will help increase processing capacity, support underrepresented communities by identifying cultural butchering needs, expand options for ranchers to retain organs and offals, and enhance value-added processing services such as cut and wrap, curing, and sausage production.

CAFF will actively contribute to this effort as needed, including participating in focus groups and connecting their team to statewide resources and networks to facilitate information exchange and collaboration.

Thank you for your time and for your consideration of supporting this incredibly valuable project.

Sincerely,

Michelle Wyler

Farm to Market Director
michelle@caff.org, 707-444-3255

The voice of California's family farmers
P.O. Box 363 Davis, CA 95617

530.756.8518 | info@caff.org | www.caff.org

North Coast Growers Association

FOGGY BOTTOMS BOYS

FARMED IN THE FOG

Humboldt County
Headwaters Fund, Board of Directors

January 1, 2025

I am writing to offer my support and commitment to the project proposed for Headwaters Fund competitive grant funding submitted by North Coast Growers' Association (NCGA). The North Coast Feasibility Study for a USDA Inspected Meat Processing Facility project will have lasting and measurable impacts to the local community by supporting the local economy and agricultural production.

We support NCGA's efforts to develop this new infrastructure and expand upon existing and developing relationships to invest in community-based organizations and priority communities. Humboldt County has a prime landscape and climate to support a large number of meat-production ranchers across the region, varying in size and scale. This study will be a collaborative effort with the local farming community to ensure this new facility meets the needs of all scales of production.

Foggy Bottoms Boys will collaborate with NCGA to support this project through technical expertise and evaluation of our current processing needs and capabilities desired through our added value operation. We will support working with our producer community to collaborate in building a business, use, and need state in order to attract the right partners to develop a facility on the North Coast.

This project, studying the feasibility of a new USDA inspected meat processing facility, will research the capacity and needs for harvesting and value added processing for North Coast ranchers. This study will inform the development of a meat processing facility that will fill critical gaps that are present in the current systems by increasing the number of animals who can be processed, working with underrepresented groups to identify specific cultural butchering needs, expand the ability of ranchers to keep organs and offals, and increase value added processing like cut and wrap, curing, sausage processing, and more.

Thank you for your time and for your consideration of supporting this incredibly valuable project.

Sincerely,



Thomas Nicholson Stratton
CEO
Foggy Bottoms Boys

thomas@foggybottomsboys.com - (707) 499-6157 - 348 Main St. Loleta, CA 95551

North Coast Growers Association



Redwood Region Economic Development Commission
325 2nd Street, Suite 203, Eureka, California 95501
Phone 707.445.9651 Fax 707.445.9652 www.rredc.com

January 30, 2025

The County of Humboldt Headwaters Fund
825 Fifth Street
Eureka, CA 95501

Re: Letter of Support

I am writing to offer my support and commitment to the North Coast Growers' Association proposal for a feasibility study for a USDA Inspected Meat Processing Facility project that could have a lasting and measurable economic impact to the local community by supporting the development of a key piece of infrastructure for local meat producers.

We support NCGA's efforts to develop this new infrastructure and expand upon existing and developing relationships to invest in community-based organizations and priority communities. Humboldt County has a prime landscape and climate to support many meat-production ranchers across the region, varying in size and scale. This study will be a collaborative effort with the local farming community to ensure this new facility meets the needs of all scales of production.

This project, studying the feasibility of a new USDA-inspected meat processing facility, will research the capacity and needs for harvesting and value-added processing for North Coast ranchers. This study will inform the development of a meat processing facility that will fill critical gaps that are present in the current systems by increasing the number of animals who can be processed, working with underrepresented groups to identify specific cultural butchering needs, expand the ability of ranchers to keep organs and offal, and increase value added processing like cut and wrap, curing, sausage processing, and more.

The board of directors of RREDC identified the development and enhancement of local food networks and infrastructure as a key focus for our organization. RREDC will therefore commit to collaborating with the NCGA on this important project by committing up to 30 hours of my time to support the project as needed.

I urge your favorable consideration of this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gregg Foster', is written over the word 'Sincerely,'.

Gregg Foster
Executive Director



Cities Arcata · Blue Lake · Eureka · Ferndale · Fortuna · Rio Dell · Trinidad
Community Services Districts Humboldt · Manila · McKinleyville · Orick · Orleans · Redway · Willow Creek
Bay Harbor, Recreation and Conservation District · Humboldt Bay Municipal Water District
County of Humboldt · Hoopa Valley Tribe · Redwoods Community College District

North Coast Growers Association

INTERNAL REVENUE SERVICE

DEPARTMENT OF THE TREASURY

P. O. BOX 2508

CINCINNATI, OH 45201

Date: OCT 29 2009

NORTH COAST GROWERS ASSOICATION
PO BOX 4232
ARCATA, CA 95518

Employer Identification Number:
77-0212408
DLN:
17053023315009
Contact Person:
TYRONE THOMAS ID# 95046
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
509(a)(2)
Form 990 Required:
Yes
Effective Date of Exemption:
February 2, 2008
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

North Coast Growers Association

INTERNAL REVENUE SERVICE

DEPARTMENT OF THE TREASURY

P. O. BOX 2508

CINCINNATI, OH 45201

Date: OCT 29 2009

NORTH COAST GROWERS ASSOICATION
PO BOX 4232
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December 31
Public Charity Status:
509(a)(2)
Form 990 Required:
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February 2, 2008
Contribution Deductibility:
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Letter 947 (DO/CG)

North Coast Growers Association

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Income	
Cash Over/Short	0.00
Cooking Class Income	173.77
Donation Income General	10,000.00
Donation event	
fundraising campaign	20,000.00
Friends of the Farmers Market	0.00
Total Donation Income	30,000.00
EBT - Income	261,000.00
Farmers Market Bucks Income	71,000.00
Grant & Contract Income	
DHHS CalFresh Outreach Contract Income	121,346.00
Grants & Awards, CA State	
BFFTP Grant Income	162,788.74
College Corps Hosting Income	0.00
Redwood Region RISE stipend	600.00
Total Grants & Awards, CA State	163,388.74
Grants & Awards, Federal	
AMS Data Gathering Project	0.00
BFRDP Grant Income	221,804.76
CA Alliance of FMs	1,500.00
C DFA (CNIP Expansion)	144,983.22
CNIP/GusNIP Market Match Grant Reimbursement	324,610.87
LFPP Grant Income	118,961.56
NRCS - HCRCD	0.00
NRCS Conservation	58,926.67
OPPE Grant	85,736.75
RFSI Grant	219,855.54
RFSP Grant	45,262.44
SBDC Contract Reimbursement	5,000.00
SCBG Income	36,751.05
Total Grants & Awards, Federal	1,263,392.86
Grants & Awards, Private	
American Ag Credit	18,000.00
Humboldt Area Foundation Income	1,000.00
Redwood Region Economic Development/Dockside I	0.00
Other Private Grants/Awards	10,000.00
Total Grants & Awards, Private	29,000.00
Total Grant & Contract Income	1,577,127.60
Total Harvest Box Sales	88,000.00

North Coast Growers Association

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Harvest Hub Order Income	745,600.00
Membership	20,225.00
Merchandise Sales	37,000.00
Music Sponsorship	2,500.00
Open Door Vouchers	0.00
Rental Income	
Freezer Rental Income	4,175.00
Office Rental Income	66,055.50
Total Rental Income	70,230.50
Stall Fees - all	195,310.59
Total Income	3,098,167.46
Total Cost of Goods Sold	25,351.92
Gross Profit	3,072,815.54
Expenses	
Total Advertising	15,000.00
Auto Expenses	1,000.00
Auto Insurance	7,000.00
Maintenance & Repairs	4,000.00
Registration	2,000.00
Total Auto Expenses	15,000.00
Bank Charges	0.00
Building Maintenance expenses/warehouse expenses	1,200.00
Casual Labor	0.00
CDFA Fees	5,600.00
CNIP/GusNIP Market Match Tokens	219,170.00
Composting	1,500.00
Contributions	0.00
Cooking Class expenses	0.00
Dues	1,500.00
EBT-Expense	250,560.00
Employee Compensation	
Employee Health Benefits	62,400.00
Payroll taxes	52,763.91
Wages - Staff	651,406.25
Workers Comp	34,198.83
Total Employee Compensation	800,768.98
Event-Meetings	6,500.00
Facilities - Rent, Parking, Storage	152,000.00
Farmers Market Bucks expenses	68,160.00

North Coast Growers Association

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Harvest Hub Vendor Payments	705,226.00
Interest Expense	4,000.00
Kitchen Supplies	
Total Liability Insurance	3,500.00
License & Permits	18,000.00
Market Match Vouchers Redeemed	118,300.00
Total Music	30,000.00
Office Expenses	12,000.00
On-Site Supplies & Equipment	38,500.00
Outreach materials and supplies	14,155.00
Total Payment Processing Fees	3,300.00
Postage	750.00
Professional Services	
Accounting & Bookkeeping	11,000.00
Cleaning Service	1,425.00
Dockside Market Project	
Freight Hauling	
Outside Contract Services (grant contractors, etc.)	
BFFTP	139,574.37
BFRDP	84,103.57
LFPP	17,000.00
OPPE	3,000.00
RFSP	20,000.00
Total Outside Contract Services	
Portable Toilets	7,000.00
Reusable Dishware Service	11,250.00
translation & interpretation	
Total Professional Services	294,352.94
Program Workshop Expenses	13,557.00
Taxes	5,000.00
Training/Conference	10,000.00
Total Travel/Transportation	24,250.00
Uncategorized Expense	0.00
Utilities	17,500.00
Answering Service	252.00
Internet-Tablets	4,716.00
Manage My Market	3,456.00
Security System Monitoring	1,000.00
Web Site/Social Media	800.00
Total Utilities	27,724.00

North Coast Growers Association

North Coast Growers Association	
2025 Budget	
	2025 - Jan-Dec
Total Expenses	2,859,573.92
Net Operating Income	213,241.62
Other Income	
Interest Income	800.00
Total Other Income	800.00
Total Other Expenses	
Net Other Income	800.00
Net Income	214,041.62

North Coast Growers Association

Date	Milestone
<p><i>Full Scope of Project: June 2025 through November 2026</i></p>	<p><i>Release Request for Proposals to indentify appropriate contractors to carry out the scope of work</i></p>
	<p><i>Invested Partner Outreach: Engage at least 18 invested partners to identify key concerns, production scope, and potential enterprise value. Progress Milestone: Complete and summarize findings from interviews.</i></p>
	<p>Conduct Opportunity Analysis: Understand market potential for specialty meat products and identify key producers, distributors, and consumers. Progress Milestone: Document market opportunities and barriers.</p>
	<p>Identify Operational Requirements: Determine infrastructure, permitting, compliance, and throughput control requirements for the facility. Progress Milestone: Evaluate and identify operational requirements.</p>
	<p>Market Study: Conduct a comprehensive market study to assess demand, competition, and opportunities for the facility. Progress Milestone: Complete and summarize market study findings.</p>
	<p>Potential Partners and Operators: Identify potential business partners and operators for the facility. Progress Milestone: Identify and summarize potential partners and partnerships.</p>
	<p>Distribute Study: Conduct community and stakeholder outreach to present the findings of the study. Progress Milestone: Conduct community outreach and summarize feedback.</p>
<p><i>Phase 1: June-Dec 2025</i></p>	<p>Analyze Project Benefits: Evaluate project outcomes and benefits based on feedback from stakeholders and community members. Progress Milestone: Analyze and summarize project benefits.</p>
	<p>1. Convene Potential Partners and Operators. Progress Milestones: Convene group, gain commitment for ongoing involvement, and summarize potential business partnerships.</p>
	<p>2. Partner Engagement. Progress Milestone: Complete and summarize key findings from stakeholder interviews or meetings.</p>
<p>3. Conduct Assessment of Market Opportunities and Gaps. Progress Milestone: Document market opportunities and gaps.</p>	
<p><i>Phase 2: Jan-May 2026</i></p>	<p>4. Describe Potential Business Model. Progress Milestone: One-page business model description or summary</p>
	<p>5. Produce a Market Study. Progress Milestone: Complete and summarize market study findings and present to the partner group.</p>
	<p>6. Identify Operational Options and Requirements. Progress Milestone: Complete and summarize operational options and requirements.</p>
	<p>7. Indenttify Potential Operators.</p>
<p>11/1/2026</p>	<p>At the end of Phase II, a comprehensive preliminary evaluation of feasibility for a USDA-inspected processing facility will be complete, along with business planning documents and beginning facility design process.</p>

North Edge (Bayside Corners)



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

North Edge (Bayside Corners)

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Margaret A Gainer

Contact Person Title

Bayside Corners Board of Directors, President

Contact Email

margaret.gainer@gmail.com

Contact Phone

7078455524

Contact Address

2290 Graham Road

Organization Information

Organization Name

Bayside Corners, Inc.

Director / CEO

Margaret A. Gainer, President of Board of Directors

Organization Name

NorthEdge Business Financing & Community Development

Director / CEO

Ross Welch, Executive Director

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

Bayside Corners incorporated as a 501(c)3 nonprofit in 2007 with the mission of community capacity-building. Through grassroots organizing, community potluck picnics, cultural events, and often serving as the fiscal agent for community improvements, historic preservation and natural resource conservation projects, we aim to reduce social isolation by organizing neighbor-helping-neighbor activities, social gatherings, and strengthen a sense of community belonging and pride.

Authorization and Acknowledgement

Authorized representative name*

Margaret A. Gainer

Authorized representative title

President, Board of Directors

North Edge (Bayside Corners)

Signature

Margaret A Gainer

Budget Information

Total current year organizational budget

\$136,643.00

Number of full-time employees

0

Amount of HWF requested

\$49,866.00

Total project cost

\$350,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
06/15/2025

Grant timeline: end

06/01/2026

Project timeline: start

Please provide the timeline of your project
12/15/2024

Project timeline: end

06/01/2029

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Bayside Community Revitalization Project

Type of project*

Planning Implementation Technical Assistance

Planning / Technical Assistance: Total project cost

\$45,000.00

(Required 25% match)

Implementation: Total project cost

\$30,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

The Bayside Community Revitalization Project is a place-making initiative in the center of Bayside's historic district where a 143 year old multipurpose social hall and its property have been deteriorating. With the rehabilitation of the historically significant Temperance Hall and site improvements with a mini-park, this neglected public space will become a community asset and venue for all to enjoy. Attracting local audiences and visitors to Bayside for events, activities and tours will support Bayside's small businesses, artists, and farms. This grant request is focused on Phase 2 of work to prepare to lift the Hall and retrofit the foundation.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism

North Edge (Bayside Corners)

- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Place-making in a neglected public space

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

COMMUNITY SETTING

The Bayside-Jacoby Creek Valley-Indianola area is an unincorporated community of 2,000 residents. It has 40 home-based businesses and nearly 10 office/storefront businesses with over 180 employees. Several Bayside historic barns are converted to art studios and offices. The largest employer is Jacoby Creek School District with 80 employees. Jacoby Creek Valley's pastoral beauty is home to several special niche agriculture businesses with fruit orchards, vegetables, florals, goats, and grassfed beef. Many residents are small businessowners and healthcare or education professionals. Indianola Mobile Home Park is an affordable land-lease community built in 1965 with a total of 70 home sites. Approximately 30% of Bayside's population is retired.

IDENTIFIED NEEDS

Bayside surveys have consistently indicated residents have four main concerns:

(1) Traffic safety (motorists speeding on Old Arcata and Jacoby Creek Rds.) (2) Serious flooding from high tide combined with Jacoby, Washington, and smaller creeks' overflow during rain season. (3) The need for Bayside to have a trained team (CERT) for emergencies and disasters preparedness, response, and resilience. (4) The U.S. Census and other demographic data indicate that Bayside's population is aging and an increasing number of residents live alone and don't drive. The Bayside Temperance Hall is part of the social infrastructure needed as much now as when it was built 143 years ago. Needs (3) and (4) will be addressed by Bayside Corners at the Temperance Hall as it becomes a vital community gathering place for organizing and useful for all to enjoy. An updated community survey recently designed with the assistance of Cal Poly Humboldt Sociology professor James Ordner is currently being distributed to residents to learn how they most want the Temperance Hall to be used.

NEED FOR THIS PROJECT

In the early 1980's, the County removed the original corner, constructed a large alternative curve in the road for motorists, and fenced a strip of land with gravel and to occasionally dump piles of road construction debris. Each time Old Arcata and Jacoby Creek Roads were resurfaced and widened, the stormwater runoff damaged the Grange and Temperance Hall foundations, compromising these historically significant facilities.

Over the past 40 years, this neglected public space has been part County, part City, part Water District, part School District - with no entity accepting responsibility for its deterioration. While the Temperance Hall has been used and repaired by Mistwood, a small private school, it is vacated after 4:00PM every day, on weekends, during breaks and summer months. It is during these periods that the property has appeared abandoned and roadside littering happened. In December 2024, construction of a major roundabout was completed 35 feet from the Temperance Hall. With these street lights and sidewalk introduced to historic "downtown Bayside" roads, this property and historically significant Hall are attracting increased public attention and primed for this project's Capital Fund Drive. Our place-making project focuses on the rehabilitation of the Hall, its interior upgrades, landscaping and site beautification with a mini-park on the property.

Bayside Corners incorporated as a 501(c)3 nonprofit in 2007 with the mission of community capacity-building. Through grassroots organizing, community potluck picnics, storytelling series, music events, and often serving as the fiscal agent for community improvements, historic preservation and natural resource conservation projects, we aim to reduce social isolation by organizing neighbor-helping-neighbor activities, social gatherings, and strengthen a sense of community belonging.

When Bayside Corners accepted the deed, ownership and responsibility for the Bayside Temperance Hall in 2017, the ambitious concept of this place-making project was born. Not to be confused with the Bayside Grange, it has been a point of pride that the Temperance Hall has been continuously owned by Bayside nonprofit groups for 143 years! Unlike the historic halls in incorporated municipalities, it has never received financial nor technical assistance from local government.

After the Covid pandemic, Bayside Corners refocused on this project in 2022. In 2024, fundraising increased and a phased work plan developed for the rehabilitation of the Hall and landscaping improvements for the property. Now that the City of Arcata Old Arcata Road Improvement Project is completed, the Capital Fund Drive for rehabilitating the Temperance Hall will launch on March 15th. Over the next five-seven years, this project will raise \$350,000 to complete the Hall's rehabilitation and interior upgrades to make it a useful community asset and venue for Humboldt organizations.

North Edge (Bayside Corners)

Bayside Corners is requesting \$49,866 from the Headwaters Fund for Phase 2 of the project (See the work plan.) to complete most of the requirements of federal grant applications for the project to be "shovel ready." North Edge has agreed to serve as Bayside Corners' grant administrator/fiscal agent for the project's larger and federal grant awards.

Headwaters Fund support for this project is particularly critical and timely for several reasons. It will help Bayside Corners to attract other local grants and major donors, as well as leverage foundation, federal and state grants. Expressions of in-kind support of local contractor crews are key to the success of this project. All interior work on the Hall and even outside landscaping are waiting for the Hall to be lifted several feet for foundation work. Once this is completed, then a logical sequence of rehab and upgrades on the Hall can be scheduled. Therefore, without the Headwaters Fund support this year, the project will proceed much slower.

DESIRED OUTCOMES OF THE REQUESTED GRANT

Short-term Outcome: For this year, we are seeking support to accomplish the work required before the Hall is lifted for the foundation retrofit. Many federal grant programs and the County permit process often require completion of the following work:

---Engineering: including structural measurements and inspections, notifying/ communicating with all agencies, CAD drawn structural and architectural drafting and plans, asbestos analysis, review 2022 California Historic Building Codes Guide with contractors, foundation retrofit calculations, earthquake safety inspection.

---Survey Reports: including boundary surveys to set property corners, topographic mapping, lot line adjustment if needed, construction staking if needed. While adjacent parcels have been surveyed, and we have parcel maps dating back to late 1880s, this parcel surveys have not been officially recorded.

---Landscape Master Plan, including feasibility studies, incorporating hybrid plan for natural swale and undergrounding stormwater run-off to direct water away from the Hall, integrate native plants and low-maintenance trees with picnic tables and recreational equipment in mini-park. Coordinate with the City of Arcata roundabout landscaping.

---Improve Temperance Hall Stage Lighting and Sound for performers and community events.

LEADERSHIP, RESOURCES, AND PARTNERS INVOLVED IN THE PROJECT

Please see attached letters from organizations and businesses participating and supporting this project. With Bayside Corners providing leadership, enthusiasm for this place-making project is growing. Almost every local contractor who has inspected the Temperance Hall and submitted a cost estimate for work, has given us a reduced rate and in-kind services. Bayside Corners has recently welcomed four new board members and more volunteers to help with the project. Please see a description of current project partners and supporters in #7: Who Supports this Project and in What Ways?

It is important to note that for Bayside's historic district we use what we learn from other Humboldt place-making successes. Efforts to revitalize rundown or neglected public spaces and historic buildings in Trinidad, Blue Lake, Arcata, and other rural communities have over time attracted entrepreneurial activity, new residents, visitors, and fostered community pride. Our Project is also informed and guided by what we learn from other members of national placemaking organizations:

<https://growsanfordnc.com/placemaking-plays-a-crucial-role-in-economic-development/>

"Placemaking Plays a Crucial Role in Economic Development" – Sanford Area Growth Alliance

<https://www.pps.org/article/11steps> Project for Public Spaces defined and inspired the U.S. placemaking movement by publishing "Eleven Principles for Creating Great Community Spaces."

Finally, this Bayside project will inch forward much more slowly without support from the Headwaters Fund. However, the one caveat is that it is uncertain what even a medium level earthquake will do to a 143 year old structure. Our goal is to accomplish the main structural repairs and foundation-strengthening as soon as possible.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Over time, this project will have a long-term positive impact on the two populations we serve: (1) Residents and businesses of Bayside, Jacoby Creek Valley and Indianola; and (2) Humboldt County's organizations that provide social, cultural, environmental and educational services and are seeking affordable venues for their workshops, meetings, youth or senior activities.

The survey currently being distributed to Bayside residents will inform our decisions and investment of resources at the Hall for the next several years. The Survey Findings will be compiled and reported at a Bayside event. The two Bayside needs that we plan to focus on for long-term benefits to Bayside residents are:

A. A convenient place to socialize off-line and in-person. Research on the U.S. loneliness epidemic reports that neighborhoods and rural communities with social gathering places are healthier and safer. The Temperance Hall and its future mini-park are centrally located as a place for most residents to reach on foot, by bike, or car. Increased vitality and improved appearance will strengthen community identity, spur entrepreneurial activity and help Bayside and its small businesses to become more of a destination point, attract visitors, and less of a place to drive through as fast as possible. Interviews with Humboldt food trucks, pop-up dining and bar businesses, artists, musicians, and makers have been encouraging for planning Bayside celebrations, and bicycle and walking tours to attract locals and visitors to Bayside.

B. A place for Bayside organizations and residents to meet for CERT training and to develop a community plan for emergency preparedness, disaster response and resiliency. In our last meeting, we decided to start by joining Arcata's CERT team, and as more Bayside residents are trained, we'll plan for our own Bayside network. We will use both quantitative and qualitative methods for evaluating the impact of this placemaking project. Since we began to publicize the Temperance Hall's availability for events and activities in 2022, the number of inquiries, scheduled events, and participants/audience has steadily increased. Interviews and audience feedback will provide additional information to tracking the numbers. Donations received for repairs and upgrades to the Hall will also be a measurement indicator.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

The Headwaters Fund grant is requested for accomplishing Phase 2 of the Project Work Plan throughout the 2025-2026 twelve month period. Work that must be done outside will be scheduled with our engineer, surveyor, and contractors during spring and summer before the rain season. We must coordinate with contractors who are planning to contribute in-kind services for when their crews will be available to schedule. See the attached detailed Project Work Plan & Timeline. We are tracking the progress of Surveyor, Engineer, and Landscape Architect in months and 3-month periods.

4) Describe how this project (or the outcome) will be sustained into the future.

Regular fundraising events and increasing Hall use and rental income will be supplemented over time with an annual fund drive and grant applications. Community work parties and in-kind services of business sponsors will be a component of the work necessary to maintain the Hall and mini-park landscaping. Therefore, leadership development will be a necessary and ongoing part of Bayside Corners' community service.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Atlas Engineering and Point West Surveyors will perform the work to prepare for lifting the Hall and retrofitting the foundation. We have learned that often specific assessments and reports are required documentation for federal and state grants. Atlas Engineering has completed its initial report and submitted it with the permit application to the County for review. They have also committed \$4,000 in in-kind services to this project. See the attached letter from Tony Lucchesi of Pacific Builders who will provide in-kind services for the project.

We will be raising matching funds for USDA Rural Development – Facilities, National Historic Preservation, Parks, Emergency & Disaster Preparedness, and other

North Edge (Bayside Corners)

government and foundation grants. Our events are helping us raise the needed funds and are exposing new donors and supporters to the Temperance Hall. The Temperance Hall has no sound system and lighting for the stage is poor. We will be able to attract musicians and performers for our fundraising events with a basic sound system and improved lighting. Therefore, we have received a quote for medium-priced amplification, installation of speakers and lighting for the stage. We have included this \$4,900 cost in the proposed budget.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The temporary jobs to complete this Phase 2 of the Work Plan will likely not total more than 25 with the Atlas Engineering crew, Point West Surveyors, and construction crew for a roof structural repair necessary before the Hall is lifted. It is relevant to note that since the 2020-2023 "Covid years" and George Kurwitz' retirement, Humboldt County's most experienced building mover, there has been "churning" in the construction sector. Several long-time contractors retired, and several young, new licensed contractors have started. We have met with and received a bid from Scott & Sons, an experienced building mover from the Sacramento area. With earthquake damage and the need for foundation work on the Redwood Coast, there is likely a business opportunity in this specialization of lifting and moving buildings. As previously described, place-making projects of this type that revitalize an unattractive and neglected public space gradually foster entrepreneurial activity and small business opportunity over time.

7) Describe who supports this project and in what ways?

Several historic preservation and rehabilitation consultants have been providing Bayside Corners with their pro bono research and expertise. Suzanne Guerra will draw upon local historians to assist us with preparing the Nomination for the Registry of Historic Resources. This will help us in competition for federal grants. See the attached letters of support. We have many more; these are representative. A number of youth groups, artist organizations and artisan/makers have asked to use the Temperance Hall for Open Studios and Holiday Fairs to sell their work. Two local contractors have committed to in-kind services. A small group of Bayside retired builders are advising the board and have offered their equipment for landscaping. The number of donors contributing more than \$1,000 is gradually increasing. This is the ideal time for us to launch our capital fund drive.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Bayside Corners is a small organization. We have paced the project progress incrementally as funds are raised. We have been careful to not over-commit and do not have a loan for financing. We have already invested nearly \$20,000 for immediate repairs needed. Despite uncertainty of federal grants, 2025 will be our biggest year with a Capital Fund Drive. The attached Project Budget presents our cash raised, rental income, grant funds and in-kind/pro bono services. This Headwaters Fund request is for payment of Engineering and Surveying work required for federal grants and to prepare for the next major phase of lifting the Hall and foundation retrofit. \$5,000 have also been requested to upgrade the Hall lighting and sound for community events.

9) Complete the budget template to demonstrate the financial structure.

See attached Budget with explanation of matching.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Following initial press releases and social media announcements of grant award, we are very good at publicly thanking grantors, business sponsors, and major donors at every opportunity, including: at the microphone and a large powerpoint slide at our events, via social media, and our website. When we send out news media updates to announce progress of the Bayside Community Revitalization Project, we include acknowledgement of grants and contributors.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

HWF Project Budget 2-1-25.pdf

134.11KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

North Edge (Bayside Corners)

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				

Governance

List of your board of directors or council members.

BOARD ROSTER.pdf

140.13KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

BILL HOLE LETTER.pdf

80.48KB

North Edge Admin Letter.pdf

257.64KB

TLucchesi Letter.pdf

55.03KB

HWF Letter of Support - CalPolyHumboldt.pdf

149.87KB

HFS LOlson - HWF Support Letter.pdf

169.55KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

IRS-letter-2022.pdf

152.76KB

(PDF preferred) max file size 10 MB

North Edge (Bayside Corners)

Annual operating budget

2025 BayCor Est Operating Budget-.pdf

146.51KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

HWF TIMELINE&WorkPlan 2025.pdf

88.74KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

4 Speakers Leading Lights Bayside Corners 5 Sponsor Logos8.5x14 (2).pdf

581.2KB

(PDF preferred) max file size 10 MB

Market Analysis

Printed Bayside Community Survey 1-2025.pdf

82.35KB

(PDF preferred) max file size 10 MB

Business Plan

HWF TIMELINE&WorkPlan 2025.pdf

88.74KB

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

North Edge (Bayside Corners)

Leading Lights

VISIONARY ACTION FOR SOCIAL CHANGE - HUMBOLDT CULTURAL LEADERS & ACTIVISTS

Bayside Corners' 2024 Speaker Series

 **Bayside Temperance Hall**
1928 Old Arcata Road, Bayside

\$10
per
person



SAVE YOUR SEAT!



Send check to:
Bayside Corners, P.O. Box 342, Bayside, CA 95524
or use PayPal at baysidecorners.org/donate

Thurs
Mar
7
6:00-7:30PM

Hupa Language Immersion Nest: Cultivating Intergenerational Healing through Language Resurgence & Na:tinixwe Education

The team of Sara Chase-Merrick, Ericka Chase-Tracey, Jenna Hailey, Melissa Sanchez, and Muriel Ammon are dedicated to using the powerful tool of immersion to teach the Hupa language to a toddler cohort in Hoopa.

Their school reimagines education, drawing from traditional knowledge, cultural activities, and Hupa language. 2023-2024 marks the first year of the Hupa Language Immersion Nest, and if all goes as planned, the start of the Hupa Language Immersion elementary school. They will present the model, their school's history, and the community context for their program.



Sara Chase-Merrick
Hupa Language Immersion

Thurs
Apr
18
5:30-7:00PM

Humboldt Asian Pacific Islanders' (HAPI) Eureka Chinatown Project

Team HAPI members Sheri Woo, Amy Uyeki and Vicki Ozaki will present a brief history of the Eureka Chinatown Project, why there is a need to share Eureka's past treatment of its Chinese population, and its activities since its inception in 2021.

They'll discuss current plans for the Eureka Chinatown Monument, a collaborative project with the City of Eureka.



Eureka Chinatown
Monument Project

Thurs
Sept
26
5:30-7:00PM

Sanctuary Garden: Nurturing Safety & Community for Migrants in the U.S.

Centro del Pueblo executive director, Brenda Perez, will present the Sanctuary Garden vision, a peaceful and safe haven for the migrant community in the U.S. She'll address unique challenges and innovative solutions to keep this space violence-free and how the Sanctuary Garden provides not only physical safety but also emotional and community support, highlighting its crucial role in empowering and integrating migrants into society. This presentation is a journey of the collective efforts and personal stories that make the Sanctuary Garden a model of compassion and community cohesion.



Brenda Perez
Centro del Pueblo

Thurs
Nov
14
5:30-7:00PM

Rethinking the Movement: Critical Environmental Justice on the North Coast

What does the mainstream environmental movement have to offer a world in extreme environmental decline? What do race, class, gender and economics have to do with the environment? Join the staff of the Northcoast Environmental Center to talk about interconnected struggles, dismantling/rebuilding systems, and restoring our relationship to the planet.



Caroline Griffith
Northcoast Environmental Ctr.

To learn more - baysidecorners@gmail.com

Bayside Corners acknowledges that our service area -Bayside and the Jacoby Creek Valley—is on traditional Wiyot territory. We are committed to learning to participate in processes that acknowledge historical atrocities, honor the sovereignty of Native Tribes/Nations, and find ways to develop meaningful relationships and true partnerships with our neighbors of Wiyot ancestry.

THANK YOU TO OUR SPONSORS



North Edge (Bayside Corners)

Bayside Community Survey

You are being asked to participate in a survey to collect opinions and suggestions for the current and future use of the Temperance Hall in Bayside.

Temperance Hall is the historic name of the social hall built in 1882 at the corner of Old Arcata and Jacoby Creek Roads. Following prohibition, the Temperance Hall was a permitted space for people to consume alcoholic beverages. A point of pride is that it has been continuously owned by Bayside organizations. Today, it is owned by Bayside Corners, incorporated in 2007 as a 501(c)3 nonprofit organization. Your participation is greatly appreciated. Thank you for your time!

Do you consent to participate in the survey?

Yes

No

The following set of questions focus on individual demographics.

What is your age?

18-29 years

30-40 years

41-50 years

51-60 years

61-70 years

71-80 years

80 years or older

North Edge (Bayside Corners)

What is your gender?

- Male
- Female
- Non-binary
- Prefer not to say

What is your race/ethnicity?

- White/Caucasian
- Black or African American
- Asian
- Native American or Alaska Native
- Native Hawaiian or Pacific Islander
- Hispanic or Latino
- Mixed Race
- Prefer not to say

How long have you lived in Bayside?

Please answer in years. For example, "40 years."

North Edge (Bayside Corners)

What is your primary means of transportation?

- Personal vehicle
- Public Transportation (bus, taxi, uber/Lyft)
- Bicycle or similar
- Rideshare
- Other

How many people live in your household?

- 1 person
- 2 people
- 3 people
- 4 or more people
- Prefer not to say

North Edge (Bayside Corners)

The next set of questions focus on your relationship with the Bayside Community.

What events or activities would you most likely join in with at the Temperance Hall?

- Informational Talks and Discussions of community issues and timely topics
- Art and Crafting Lessons and Sessions (i.e. knitting, crocheting, painting, photography, Do-It-Yourself Skills, etc.)
- Community Auctions or Sales
- Activity Lessons (i.e. exercising together, card/board games, etc.)
- Movie Nights
- Presentation Series
- Group Activities (young children play groups, dance, yoga, exercising together, card/board games, etc.)
- Gardening and Landscaping
- Other _____

What do you like most about Bayside and the Bayside Community?

- Nature/Natural Beauty
- Rural
- Historic Character
- Safety
- Friendliness
- Other: _____

North Edge (Bayside Corners)

What is the best way to let you know that an event is occurring at the Temperance Hall?

- Social media (i.e. Facebook, Instagram, X (Twitter))
- US Postal Mail
- Email
- Other: _____

How do you consume community news?

- Local newspapers
- Local news channels
- Social Media
- Flyers on local bulletin boards (i.e. Indianola Market, 3 Corners Market)

Do you know your neighbors?

- No
- Yes

Would you be interested in and engage with disaster preparation training and Community Emergency Response Team (CERT) certification for the Bayside Community?

- Yes
- Maybe
- No

North Edge (Bayside Corners)

Would you like us to continue communicating with you about Bayside community news and updates?

Yes

No

Please indicate your preferred contact method and information (ex. email, emailaddress@gmail.com)

North Edge (Bayside Corners)

Bayside Corners

Headwaters Fund Grant Proposed Budget for Bayside Community Revitalization Project

Project Expense Item	Total Cost	Requested from HWF	Matching Funds	Sources of Matching Funds
North Edge, 5% Grant Administration	2,433	1,216	1,217	Bayside Corners
Point West Contract – Survey requirements, documents & recording with the County (75% Matching)	20,000	15,000	5,000	Bayside Corners
Atlas Engineering Inspections with Contractor, Asbestos, Historic Code, grant requirements, file reports with agencies (75% Matching)	20,000	15,000	5,000	Bayside Corners
Jessica Hall, Landscape Architect (75% Matching)	5,000	3,650	1,250	TopoMetriks in-kind service
Lighting and Sound for Temperance Hall Stage (50% Matching)	5,000	2,500	2,500	Mistwood School
Structural Repair to prepare Hall for being lifted. (50% Matching)	25,000	12,500	12,500	Bayside Corners Funds Raised & Grant confirmed before 7/1/25
TOTAL PROJECT COST	\$77,433	\$49,866	27,467	
Percent of Total Project Cost		64%	36%	

North Edge (Bayside Corners)

Bayside Corners, Inc.

P.O. Box 342, Bayside, CA 95524 - baysidecorners@gmail.com - www.baysidecorners.org

BOARD OF DIRECTORS ROSTER 2025

NAME	EMAIL	PHONE	MAILING ADDRESS	WORK/ORG AFFILIATION
Chris Beresford Jan 2027	cjberesford52@gmail.com	h- 707-826-0259 c- 707-499-2101	4688 Jacoby Creek Rd. POB 36, Bayside, CA 95524	Retired State Parks Admin Officer /NEC Treas
Alice Finen Jan 2025	alice@mistwoodvillage.org	707-825-8576	P O Box 676 Blue Lake, CA 95525	Mistwood Co-Director Artist, QueerHumboldt
Maggie Gainer Jan 2027	margaret.gainer@gmail.com	707-845-5524	2290 Graham Road Bayside, CA 95524	ZW Consultant / NEC / Nonprofit Mgt Consulting
Denise Jones Mar 2026	denise@remembermagic.com	707-616-8804	Eureka, CA 95501	Former BaysideGrange Board; helped w/new kitchen build & Led annual Makers Faire
Rebecca Nordquist Jan 2027	rebecca@mistwoodvillage.org	707-832-6321	Fieldbrook, CA 955	Mistwood Co-Director
Kelsey Parker Jan 2027	klspr@gmail.com	650-302-8722	504 Echo Lane Bayside, CA95524	Graphic Design, Web Design, Social Media Management, Marketing
Will Suiter Jan 2027	will@willsuiter.com	408-410-4236	P.O.Box 2290 Graham Rd. Unit A Bayside, CA 95524	EPIC Board, Eureka Friday Night Markets Event Coordr 2024 & Photographer 2023- 2024 Graphic Design, Photog.
John Taylor Jan 2027	johnfromukiah@gmail.com	916-531-2396	3697 Brookwood Dr. Bayside, CA 95524	Mistwood, Friends of the Dunes, proj mgt, business analysis, strategic planning
Dana Utman Jan 2027	jacobyecreek2@gmail.com	h- 707-822-2571 c- 707-499-2725	4467 Jacoby Creek Rd. Bayside, CA 95524	Sierra Club / NEC Nature Photog & Interpretation

VOLUNTEERS ROSTER 2025

Sarah Kollman			Brookwood Dr.	Aug Com. Yard Sale
Tony Sanchez			Old Arcata Rd.	Across Street
Michael VanZee			Jacoby Creek Rd.	Aug Com. Yard Sale
Nancy Stevens			Old Arcata Rd.	Organizing
Suzanne Guerra				Historic Research
Annette Holland			Lindholm Ln.	Writing/ Trails Project

BUILDING COMMITTEE 2025

Peter Brant, Gordon VanZee, Bob McPherson, Tony Lucchesi, Mike Taylor, ?Mark Burchett, Bill Hole

North Edge (Bayside Corners)

January 20, 2025

Headwaters Fund Board of Humboldt County

County of Humboldt Office of Economic Development, CAO

825 Fifth Street, Suite 112

Eureka, CA 95501

Attention: Ryan Heitz, Economic Development Coordinator

Business attraction and entrepreneurial activity are common to placemaking projects. Humboldt County has several models of successful placemaking: site improvements of unattractive public spaces and rehabilitation of rundown historic buildings that gradually have become contributors to the needed social and economic infrastructure. The Blue Lake revival, Arcata's arts district, and Trinidad are three great examples. The main difference for Bayside's Rural Community Revitalization Project is that Bayside is unincorporated and has not received support from the County to revitalize this hub of its historic district. I am writing to urge the Headwaters Fund Board to award the \$50,000 grant funds requested by Bayside Corners for Phase II of the rehabilitation of the Temperance Hall, the oldest public building in Bayside.

Built in 1882, decades before the Community Presbyterian Church, the Jacoby Creek School, and the Grange, the Bayside Temperance Hall was constructed to serve as a multi-purpose community center for the early years of Bayside development. To overcome social isolation by providing a gathering place, community centers are just as important now as they were 143 years ago. The Temperance Hall remains a cornerstone of Bayside historic district, an important historic resource as a part of the 1978 Old Arcata Road-Myrtle Avenue Corridor Historic Resources Inventory. It remains eligible for listing on the National Register of Historic Places and California Register of Historic Resources.

Several years ago, I inspected the Temperance Hall to assess its most important structural needs and with Humboldt County Planning Department, facilitated repairs and upgrades needed at the time. I am pleased that Bayside Corners is rallying residents, businesses, contractor-builders, and funding agencies to rehabilitate and save this historically and culturally significant building.

Once the Hall's most essential modernization and seismic upgrades have been completed, Bayside Corners, nonprofit owner of the Temperance Hall, has future plans for events and activities to attract residents and visitors from around the County to enjoy the Jacoby Creek Valley's natural beauty, cultural value, and historic significance.

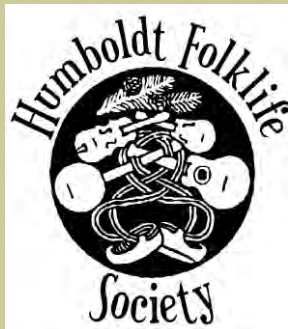
Furthermore, your award of the Headwaters Fund grant program request, will help Bayside Corners to attract USDA Rural Development – Rural Facilities Grants and Disaster & Emergency Services Grants to this project, with a building that can facilitate Community Emergency Response Team (CERT) program education for volunteers about disaster preparedness training and a central hub location for local disaster needs in the Bayside community.

Sincerely,



Bill Hole, Historic Building Rehabilitation Consultant

North Edge (Bayside Corners)



HFS
P.O. Box 1061
Arcata, CA 95518
humboldtfolklife.org
humfolklife@gmail.com

Board of Directors

Laura Olson, President
Evan Borden, Secretary
Patrick Cleary, Treasurer
Matt Brunner, Director
Tim Canning, Director
Jesse Jonathon, Director
Kit Mann, Director
Julie Previde, Director

The Humboldt Folklife Society works to encourage folk music and dance on the north coast for the entire community.

January 7, 2025

Headwaters Fund of Humboldt County
County of Humboldt Office of Economic Development, CAO
825 Fifth Street, Suite 112
Eureka, CA 95501

Attention: Ryan Heist, Economic Development Coordinator
Re: Letter of Support for Bayside Rural Community Revitalization Project

It's my pleasure to write this letter to urge your award of the \$50,000 grant funds requested for the Bayside Rural Community Revitalization Project.

The Bayside Temperance Hall (owned by the 501(c)3 organization, Bayside Corners) was first constructed in 1882 to serve as a social gathering place for the Jacoby Creek Valley. Since the early settlement of Bayside, the Hall has served as the host venue for almost every social activity under the sun. Conveniently located on the original Wiyot trail between Eureka and Arcata, this is where people have come to worship, to vote, hold large potlucks, classes, and to meet about important issues of the day. Schools, churches, 4-H Club, dance clubs, Scouts, and many social/cultural organizations have traded regular use of the Hall for their volunteer labor to maintain it.

Humboldt Folklife Society is especially pleased to see the Hall being rehabilitated to become useful for music rehearsal, performance, and instruction, dance, and choral performances for Humboldt audiences to enjoy. Music events will foster Bayside Corners' future goal for Bayside-Jacoby Creek Valley to once again become more of a destination than just a place to speed through between Eureka and Arcata.

Folk music has been important to the social fabric of the Redwood Coast region and has become a significant draw of visitors to the region. Thanks to the passion and talent of generations of musicians who have dedicated their lives to performing and teaching music, live music has become one of the defining characteristics of our region. Humboldt Folklife Society was incorporated in 1978 to foster this ongoing work with annual, regional festivals, regular dances, and summer classes.

We are eager to see Bayside progress and look forward to partnering with Bayside Corners to bring more music events to Bayside's historic district. This central space will be ideal for hosting both indoor and outdoor events. We urge the Headwaters Fund's award for the next phase of needed repairs and upgrades to the historic Bayside Temperance Hall.

Sincerely,

A handwritten signature in cursive script that reads "Laura Olson".

Laura Olson, President

North Edge (Bayside Corners)



January 11, 2025
Headwaters Fund of Humboldt County Board of Directors
County of Humboldt Office of Economic Development, CAO
825 Fifth Street, Suite 112
Eureka, CA 95501
Attention: Ryan Heitz, Economic Development Coordinator

Letter of Support for Bayside Community Revitalization Project

I am writing to encourage your award of the \$50,000 grant requested by Bayside Corners' placemaking project in Bayside's historic district.

Bayside Corners is an approved Learning Site for Cal Poly Humboldt students in Community Service Learning, internship courses, and for other class assignments. In particular, Bayside Corners' projects have attracted students and faculty who are interested in survey research, community and economic capacity-building, grassroots organizing methods, and solving environmental resource engineering problems.

As the Bayside Community Revitalization Project gains momentum, we see future opportunities for community-university partnerships. We look forward to the hands-on learning opportunities for our students and the community benefits of involving Cal Poly in this project to repair the historic Temperance Hall and create a mini-park. A Headwaters grant award would be an important catalyst for attracting more resources and supporters for this project.

Sincerely,

A handwritten signature in black ink that reads "Stacy Becker".

Stacy Becker
Community Partner Coordinator
Center for Community Based Learning
CAL POLY HUMBOLDT
(707) 826-4963 (Voicemail)
stacy.becker@humboldt.edu

January 24, 2025

Headwaters Fund Board of Humboldt County
County of Humboldt Office of Economic Development, CAO
825 Fifth Street, Suite 112
Eureka, CA 95501

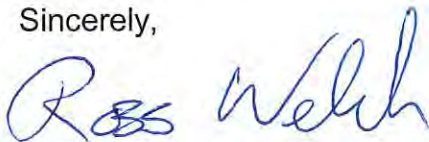
Attention: Ryan Heitz, Economic Development Coordinator

We are pleased to see how Bayside Corners has been building interest and organizing volunteers and business sponsors for the Bayside Community Revitalization Project. This neglected property and historic Temperance Hall (built 1882) at the center of Bayside's historic district will become a point of pride in the Jacoby Creek Valley and a useful venue for all of Humboldt to enjoy.

Should Headwaters Fund award a grant to support this project, North Edge has agreed to serve as the fiscal agent to administer the grant funds. While Bayside Corners is a 501(c)3 nonprofit corporation, they are an all-volunteer run organization without staff. We are able to provide our grant administrative services for 5%, while they concentrate on kicking-off their capital fund drive in March, and prepare more local and federal grant applications for the project. Local funding such as Headwaters, will help Bayside Corners to leverage outside resources for rural community facilities and historically significant buildings.

Rural placemaking projects of this type are known for the ongoing, long-term positive influences on rural social and economic infrastructure. I encourage you to support this project in Bayside.

Sincerely,



Ross Welch
Executive Director

North Edge (Bayside Corners)



TEL 707-822-7720
FAX 707-822-7369

880 L STREET ARCATA, CA 95521

CA LIC. #888941 *A California Corp.

January 7, 2025
Headwaters Fund of Humboldt County
County of Humboldt Office of Economic Development, CAO
825 Fifth Street, Suite 112
Eureka, CA 95501
Attention: Ryan Heist, Economic Development Coordinator

Dear Mr. Heist,


I am writing to urge the Headwaters Fund Board's favorable consideration of the grant application submitted by Bayside Corners. This rural community revitalization project will beautify the center of Bayside's historic district and make useful to the community a long-neglected historic social hall.

As a life-long resident of Bayside, I remember when the Temperance Hall was the regular meeting place for our 4-H Club during my teen years, for Cub Scouts, the Bayside Christian Center worship services, and dance classes. Built in 1882, the Hall needs significant repairs and upgrades to once again become a useful venue for the community to enjoy.

I have provided pro bono review and technical advice in the early stage of this project. My commitment to support it in 2025 will be with in-kind construction services for the initial structural repair necessary before the Hall is lifted and building a strong foundation under the Hall.

Turning this unsightly, central public space in Bayside into a useful multi-purpose community center and attractive mini-park will not only benefit Bayside residents. It will increase social activity for Bayside to become more of a destination point for the rest of the County's residents and visitors.

Sincerely,


Anthony Lucchesi
President, Pacific Builders



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
PO Box 2508
Cincinnati, OH 45201

BAYSIDE CORNERS INC
PO BOX 342
BAYSIDE, CA 95524

Date: October 27, 2022
Employer ID number: 74-3116092
Form 990 required: 990, YES
Person to contact: Name: Deborah Finley
ID number: 1001747347

Dear Sir or Madam:

We're responding to your request dated July 26, 2022, about your tax-exempt status.

We issued you a determination letter in February 2007, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax-deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period.

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely,

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements

Letter 4168 (Rev. 9-2020)
Catalog Number 68688G

North Edge (Bayside Corners)

Bayside Corners, Inc.

2025 Organization Projected Operating Budget

Budget Item	FY 2025	
Income		
2024 Balance Forward – Cash on Hand	17,710	
Rent	4,000	
Events	5,000	
Social Media	1,000	
Capital Fund Drive for Community Revitalization Project:	45,000	
Business Sponsors	15,000	
Donations	10,000	
Major Supporters	20,000	
Sub-total of Income before grants	72,710	
Grants dedicated to Project:		
Headwaters Fund	49,866	Due 2/1/25
4 Small Local Grants all due by April 2025	20,000	Due April 2025
USDA -Rural Development - Facilities	55,000	
National Trust for Historic Preservation	3,000	Due 3/1/25
National & CA Park Service Grants		
TOTAL INCOME w/all grants awarded = \$172,900	\$136,643	(50% Grants Awarded)
With 50% grant funds awarded = \$63,933		
Expenses		
Events	500	
Graphic Design Contract – website, print, social media	360	
Signs & Printing	500	
US Postal Service – 95524 letters / surveys	500	
NAIC – Insurance, Liability and D&O policies	1,700	
Post Office Box	120	
Install New Sign at Corner	1,500	
Sub-total for org. operating expenses	5,230	
2025 Community Revitalization Project Expenses:		
Contracts with Surveyor, Engineer, Landscape Design	35,000	
Stage lighting and sound	4,900	
Contract to complete ceiling-roof structural repair	30,000	
Sub-Total Project Expenses for Phase 2 - 2025	69,900	
TOTAL EXPENSES	\$75,230	
REMAINDER	\$61,413	

North Edge (Bayside Corners)

BAYSIDE COMMUNITY REVITALIZATION PROJECT WORK PLAN Proposed Headwaters Fund Grant Project Timeline*

*Work Supported by Proposed Headwaters Fund Grant in Green = Projected Time on Schedule	PRE-HWF GRANT 2022-2025	Months 1-3	Months 3-6	Months 6-9	Months 9-12	POST-HWF GRANT 2025-2028
Phase 1:						
I. Increased Public Awareness & Volunteer Commitment A. Regular news coverage, B. Social media, C. Install On-site Sign D. Invite involvement of Native American, Latinx, Asian, Black, & LGBTQ, Senior and Youth Organizations E. Organize Volunteer Work Parties --Donations of food, tools, supplies --Schedule Crews; In-kind Business Services	Ongoing 					
II. Host On-Site Scheduled Community Events & Activities to Increase Awareness & Commitment to Hall A. Annual St. Patrick's Day Fundraiser Event /OpenHouse – March B. Annual Bayside Community Yard Sale -- August C. Quarterly Presentation Series from Community Organizations D. Coordinate with Mistwood School	Ongoing 					
III. Determine Community Prioritized Uses for the Hall & Site A. Survey Bayside Residents – Seek Cal Poly Humboldt assistance B. Survey Humboldt Community Groups C. Organize Community Potluck to Report Survey Findings & Next Steps D. Work with CERT & County OEM to Plan How Hall Can Serve Community for Disaster Preparedness, Response, Relief						
IV. Coordinate with City Road Improvement Project Timing Adjacent to Temperance Hall						
Phase 2:						
I. Update and Determine Overall Hall Rehabilitation & Site Landscape Costs Gather Contractors Cost Estimates & In-Kind Services for the following: A. Paint Hall Exterior & Install Outside Banner Sign – 2/3 Completed						
B. Technical Assistance Required: Engineering, Survey Work, Asbestos Analysis, CA Historic Building Codes. Landscape Design						
C. Structural Repair of Ceiling-Roof to prepare for lifting the Hall						

North Edge (Bayside Corners)

Phase 3						
<p>Complete Hall Rehabilitation - Physical Repairs and Upgrades for Hall & Site</p> <p>A. Lift the Hall:</p> <ol style="list-style-type: none"> 1. Review Engineer's Report 2. Receive Approved County Permit 3. Sign Contracts with Selected Contractors 4. Contractor's crew lifts the Hall /Returns when Foundation is finished <p>B. Rebuild Foundation</p> <p>C. Install new floor, electrical system, bathrooms, kitchen, earthquake bracing, lighting & sound, storage closets</p> <p>D. Repair Stormwater Drainage & Create Mini-Park</p>			 	 	 	
<p>V. Raise Needed Funds: Top Priority for Bayside Corners Donations, Events, Business In-kind Services, & Grants Launch Capital Fund Drive on March 15</p>	\$20,000 	\$49,866 HWF	\$25,000 	\$25,000	\$50,000	\$200,000

North Edge (Bayside Corners)

BAYSIDE COMMUNITY REVITALIZATION PROJECT WORK PLAN Proposed Headwaters Fund Grant Project Timeline*

*Work Supported by Proposed Headwaters Fund Grant in Green = Projected Time on Schedule	PRE-HWF GRANT 2022-2025	Months 1-3	Months 3-6	Months 6-9	Months 9-12	POST-HWF GRANT 2025-2028
Phase 1:						
I. Increased Public Awareness & Volunteer Commitment A. Regular news coverage, B. Social media, C. Install On-site Sign D. Invite involvement of Native American, Latinx, Asian, Black, & LGBTQ, Senior and Youth Organizations E. Organize Volunteer Work Parties --Donations of food, tools, supplies --Schedule Crews; In-kind Business Services	Ongoing 	 	 	 	 	
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B. Technical Assistance Required: Engineering, Survey Work, Asbestos Analysis, CA Historic Building Codes. Landscape Design						
C. Structural Repair of Ceiling-Roof to prepare for lifting the Hall						

North Edge (Bayside Corners)

Phase 3						
<p>Complete Hall Rehabilitation - Physical Repairs and Upgrades for Hall & Site</p> <p>A. Lift the Hall:</p> <ol style="list-style-type: none"> 1. Review Engineer's Report 2. Receive Approved County Permit 3. Sign Contracts with Selected Contractors 4. Contractor's crew lifts the Hall /Returns when Foundation is finished <p>B. Rebuild Foundation</p> <p>C. Install new floor, electrical system, bathrooms, kitchen, earthquake bracing, lighting & sound, storage closets</p> <p>D. Repair Stormwater Drainage & Create Mini-Park</p>			 	 	 	
<p>V. Raise Needed Funds: Top Priority for Bayside Corners Donations, Events, Business In-kind Services, & Grants Launch Capital Fund Drive on March 15</p>	\$20,000 	\$49,866 HWF	\$25,000 	\$25,000	\$50,000	\$200,000

Orick CSD



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Orick CSD

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

02/01/2025

Contact Information

Contact Person Name

Kaitlyn Combs

Contact Person Title

Board Member

Contact Email

9kmc99@gmail.com

Contact Phone

7074990659

Contact Address

P.O. Box 224, Orick, CA 95555

Organization Information

Organization Name

Orick Community Services District

Director / CEO

Ronald Barlow, Chairman

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other
Services District

Summarize the organization's mission

OCS D primarily provides water services to the community and provides fire protection through the Orick Volunteer Fire Department. The Community Hall is also offered as a local venue for events.

Authorization and Acknowledgement

Authorized representative name *

Kaitlyn Combs

Authorized representative title

Board Member

Signature

Budget Information

Total current year organizational budget

\$73,834.00

Number of full-time employees

0

Amount of HWF requested

\$71,677.00

Total project cost

\$127,324.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
07/01/2025

Grant timeline: end

01/31/2027

Project timeline: start

Please provide the timeline of your project
07/01/2025

Project timeline: end

01/31/2027

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

OCSD Workforce Revitalization

Type of project*

Planning Implementation Technical Assistance

Planning / Technical Assistance: Total project cost

\$31,960.00

(Required 25% match)

Implementation: Total project cost

\$95,354.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
Orick Community Services District (OCSD) will strategically plan and hire a full time General/Financial Manager. The newly hired manager will be retained long-term by writing their position into grants and generating additional revenue by identifying opportunities with OCSD's current activities, such as rentals of the Community Hall and water sales. The new manager will be responsible for providing leadership in strategic planning and guidance to the district, which will provide significant improvements in the efficiency of project and grant management. Being a rural disadvantaged community lacking resources, it is nearly impossible to develop this new position without the assistance from Headwaters funding. This project directly aligns with the CEDS: building, attracting, retaining and growing the workforce. OCSD faces the challenge of attracting qualified candidates due to the lack of competitive pay in such a rural area of the county. This project will expand opportunity for jobs, improve job quality with wage growth and broaden career potential at OCSD by creating its first full-time position within the district. Developing this position will be the first step in building the workforce for OCSD in preparation for the planned Wastewater System and Micro Grid System.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism

Orick CSD

- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other
 - Water Services/Fire Protection

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Currently, OCSD has 4 very part-time employees running day to day operations of the District, monitoring and administering projects & grant funds, interacting with water customers & Community Hall renters. OCSD has 5 Board Members who volunteer their time towards these projects & goals as well. Without a General Manager, OCSD is left without day to day management or guidance for its employees. There is room for improvement in financial reporting, maintaining the website with current and up to date information for the public, and a great need for grant writing capacity. A general manager would improve efficiency and streamline processes by creating this supervisory role. While the Board has identified this important need, it is critical to first have a strategic plan and feasibility study completed in order to outline the structure of a new position and determine the reasonableness and sustainability of hiring a full-time employee. With both of these needs identified in a two phase structure, we are requesting funding for both planning & implementation. The desired outcome is that OCSD will receive a detailed job description for a General/Financial Manager, a complete strategic plan to structure the employee responsibilities & roles and a complete feasibility study to identify a sustainable path forward with hiring a manager. With these outcomes complete, OCSD will move into the implementation phase of hiring a qualified individual for the position. It is critical that the District develop this management position in order to continue providing quality services for years to come. Ensuring that OCSD remains in compliance with all applicable laws and regulations, follows best practices for Special Districts, and seeks economic development opportunities to benefit the community. OCSD Board will be leading the project. OCSD Staff will be fundamental in the planning stage, as well as the implementation phase, educating the new hire on OCSD history of operations, current projects and future goals. If the project were not selected for Headwaters funding, the District will not be able to move forward until another funding source is identified.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

While Orick is a rather small community, the reach of positive impact from this project would be much broader than just the residents. Orick is located at the heart of Redwood National & State Parks, which makes the town an attraction for tourists from around the world. Continuing projects to improve Orick will refresh the vision of the town and cast it in a positive light for locals and visitors alike. OCSD Staff, Customers, and Board Members will be directly impacted with the benefit of adding a General Manager. Positive effects of this change will include better efficiency of operations, improved capability to pursue goals and complete projects, and significant opportunity for capacity building. Impacts can be measured by the number and percentage of grants applied for and received. Another measurable outcome will be reduced reliance on consultants for grant writing services. OCSD can track the improvement in implementing and following written policies & procedures. It is also hoped that the new manager will identify opportunities for increased rentals of the Community Hall which would be measured by increased rental revenue. If community engagement at monthly board meetings were to increase, this impact would also be measured compared to previous community attendance and participation.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

The project would begin after the award notice was made ensuring funding to the project. There are two phases, both included in this proposal. To begin Phase I, OCSD Staff and Board will work to issue a Request for Proposal from qualified consultants to write the strategic plan, job description, and feasibility study for the new position. This process is expected to take 3 months once a qualified competitive proposal has been selected. Upon completion of Phase I, the consultants will provide complete reports. OCSD Board will approve the Job Description at a regular Board Meeting and Staff will advertise the position to the public. At this time, they will move into Phase II, hiring a general manager. During Phase II, the Board will seek out qualified professionals in Humboldt County to participate on an unbiased interview panel. Qualified candidates will be interviewed and the best fit shall be hired. Phase II will last one year from the date of hiring. During Phase II, OCSD Staff will work under the supervision of the new General Manager to carry out project objectives and goals. Staff will inform the General Manager of OCSD history, operations, and community impact. With this

Orick CSD

shared historical knowledge, the General Manager will identify areas for improvement and implement solutions. During the first year, the new hire will apply for additional funding to continue funding of their position, as well as to fulfill funding needs on additional infrastructure improvement projects needing completed. After 15 months, the entire project shall be continued, but the effects will last into the future for OCSD.

4) Describe how this project (or the outcome) will be sustained into the future.

The sustainability of this project will be identified in Phase I through strategic planning and a feasibility study. The outcomes of these reports will determine best practices for creating a long-lasting position. Initial ideas on sustaining this position include grant writing, and identifying areas for increased revenue, such as Community Hall rentals or Water Sales.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

In order to complete this project, OCSD needs resources such as funding, expert advice, and community involvement. Upon implementation, the project should begin to bring in resources from outside Humboldt County, as a result of the project through grant writing efforts in grants for water resources, hazard planning, fire protection, or economic development, etc.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The OCSD Workforce Revitalization project directly creates new work/employment opportunities. Benefits include optimized operations of the office, which will positively impact the current 4 part-time staff by gaining a supervisor for each of them to report to and work with. Future development is anticipated at OCSD and having a General Manger will provide a structured environment for future employees who may join the team later on, when the anticipated Wastewater & Micro Grid systems come to fruition.

7) Describe who supports this project and in what ways?

OCSD Board Members support this project as they have identified the need for a management role. The Orick Chamber of Commerce also supports this project. The Chamber understands the difficulty that OCSD faces in building their workforce capacity and the increasing need for a manager as projects continue. The Redwood National Park also supports this endeavor, as they share the same vision of revitalizing the town of Orick and improving its economy. Both the Chamber and the Redwood National Park have supported OCSD in other projects and regularly attend and participate in regular Board Meetings.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

This project is structured in two phases. The first phase is the planning phase which leverages 75% Headwaters Funding and 25% funding of staff time from the OCSD Annual Budget. Headwaters funds will be used to pay for the expense of a Strategic Planning Consultant in Phase I.

The second phase is the implementation phase which leverages 50% Headwaters Funding and 50% funding of staff time from the OCSD Annual Budget. Headwaters funds will be used to pay for a share of the newly hired General Managers salary & employer paid taxes & workers compensation insurance.

9) Complete the budget template to demonstrate the financial structure.

Please see the attached budget template, including Phases I & II combined on page 1, Phase I alone on page 2 and Phase II alone on page 3. Pages 4-5 is a detailed budget narrative describing costs, calculations, and a very brief scope of work relating to each budget item.

10) Describe how you will acknowledge the Headwaters Fund in your work.

If OCSD were to receive Headwaters funding for this project, funding would be publicly acknowledged at the districts nearest monthly board meeting following award. Progress will also be tracked and reported on monthly at regularly scheduled board meetings. All of the information reported at these meetings, relating to progress of the Headwaters funded project, would be readily available on the OCSD website.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

OCSD - HWF Budget & Narrative 2.1.25.pdf

96.44KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Orick CSD

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	<i>5,000</i>	<i>2,000</i>	<i>3,000</i>	<i>United Way Grant</i>
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant, contractor or professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Materials and supplies (specify)				
Other (describe)				
Total Project Cost				

Governance

List of your board of directors or council members.

OCSD - Board Members.pdf

74.99KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

OCC Letter of Support.pdf

254.08KB

NPS ltr for OCSD Grant Headwaters.pdf

344.61KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

(PDF preferred) max file size 10 MB

Annual operating budget

Orick CSD

Orick CSD Budget 23-24.pdf

44.14KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

OCSD - Project Timeline & Milestones.pdf

67.82KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
<i>01/20/2024</i>	<i>Traffic Study</i>
<i>04/05/2024</i>	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel

(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Orick CSD
 ORICK COMMUNITY SERVICES DISTRICT
 WORKFORCE REVITALIZATION PROJECT
 TOTAL PHASE I PHASE II BUDGET (15 MONTHS)

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Staff 1: Full-Time General/Financial Manager (One-Year Salary)	\$ 70,000.00	\$ 41,000.00	\$ 29,000.00	OCSD BUDGET
Staff 2: Part-Time Bookkeeper/Secretary (25% of time based on 2023 Annual Regular Pay)	\$ 6,000.00	\$ -	\$ 6,000.00	OCSD BUDGET
Staff 3: Part-Time Water Operations Manager (25% of time based on 2023 Annual Regular Pay)	\$ 11,000.00	\$ -	\$ 11,000.00	OCSD BUDGET
Staff 4: Part-Time Clerk (25% of time based on 2023 Annual Regular Pay)	\$ 2,000.00	\$ -	\$ 2,000.00	OCSD BUDGET
Volunteer: Board Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Vice-Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Sub-total: all Direct Salareis & Wages	\$ 89,000.00	\$ 41,000.00	\$ 48,000.00	
Benefits: Payroll Taxes & Workers Compensation	\$ 14,314.00	\$ 6,677.00	\$ 7,637.00	OCSD BUDGET
Consultant, contractor or professional fees (Strategic Planning for Manager Position)	\$ 24,000.00	\$ 24,000.00	\$ -	
Total Project Cost	\$ 127,314.00	\$ 71,677.00	\$ 55,637.00	
% of Total Project Cost		56%	44%	

Orick CSD

ORICK COMMUNITY SERVICES DISTRICT

WORKFORCE REVITALIZATION PROJECT

PHASE I: STRATEGIC PLANNING/FEASIBILITY STUDY DEVELOPMENT OF MANAGEMENT POSITION (3 MONTHS)

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Staff 1: Full-Time General/Financial Manager (One year salary)	\$ -	\$ -	\$ -	
Staff 2: Part-Time Bookkeeper/Secretary (50% of time based on 2023 Annual Regular Pay)	\$ 2,000.00	\$ -	\$ 2,000.00	OCSD BUDGET
Staff 3: Part-Time Water Operations Manager (50% of time for 3 months, based on 2023 Annual Regular Pay)	\$ 3,600.00	\$ -	\$ 3,600.00	OCSD BUDGET
Staff 4: Part-Time Clerk (3 Months of time based on 2023 Annual Regular Pay)	\$ 1,000.00	\$ -	\$ 1,000.00	OCSD BUDGET
Volunteer: Board Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Vice-Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Sub-total: all Direct Salaries & Wages	\$ 6,600.00	\$ -	\$ 6,600.00	
Benefits: Payroll Taxes & Workers Compensation	\$ 1,360.00	\$ -	\$ 1,360.00	OCSD BUDGET
Consultant (Strategic Planning for Manager Position)	\$ 24,000.00	\$ 24,000.00	\$ -	
Total Project Cost	\$ 31,960.00	\$ 24,000.00	\$ 7,960.00	
% of Total Project Cost		75%	25%	

Orick CSD

ORICK COMMUNITY SERVICES DISTRICT

WORKFORCE REVITALIZATION PROJECT

PHASE II BUDGET: IMPLEMENTATION HIRING OF A GENERAL MANAGER (12 MONTHS)

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount (\$)	Source of Matching Funds
Direct Salaries & Wages (breakdown by individual position & indicate full or part time)				
Staff 1: Full-Time General/Financial Manager (One year salary)	\$ 70,000.00	\$ 41,000.00	\$ 29,000.00	OCSD BUDGET
Staff 2: Part-Time Bookkeeper/Secretary (25% of time for one year based on 2023 Annual Regular Pay)	\$ 4,000.00	\$ -	\$ 4,000.00	OCSD BUDGET
Staff 3: Part-Time Water Operations Manager (25% of time for one year based on 2023 Annual Regular Pay)	\$ 7,400.00	\$ -	\$ 7,400.00	OCSD BUDGET
Staff 4: Part Time Clerk (25% of time for one year based on 2023 Annual Regular Pay)	\$ 1,000.00	\$ -	\$ 1,000.00	OCSD BUDGET
Volunteer: Board Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Vice-Chair	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Volunteer: Board Member	\$ -	\$ -	\$ -	OCSD - VOLUNTEER IN-KIND HOURS
Sub-total: all Direct Salaries & Wages	\$ 82,400.00	\$ 41,000.00	\$ 41,400.00	
Benefits: Payroll Taxes & Workers Compensation	\$ 12,954.00	\$ 6,677.00	\$ 6,277.00	OCSD BUDGET
Consultant, contractor or professional fees (Strategic Planning for Manager Position)	\$ -	\$ -	\$ -	
Total Project Cost	\$ 95,354.00	\$ 47,677.00	\$ 47,677.00	
% of Total Project Cost		50%	50%	

Orick CSD
ORICK COMMUNITY SERVICES DISTRICT
WORKFORCE REVITALIZATION PROJECT
BUDGET NARRATIVE

PHASE I - OCSD Board & Staff will work to issue a request for proposals to hire a strategic planning consultant. The consultant will be hired to write a strategic planning proposal as well as a job description and an organizational chart outlining duties and responsibilities for all staff. For these first 3 months, 3 part-time staff will spend approximately 25% of their time working with the selected consultant to complete the strategic planning process. The resulting plan will determine the reasonableness of OCSD hiring a General/Financial Manager. Total Budget for Phase I is \$31,960. 75% Headwaters Funds & 25% Matching Funds from OCSD's Annual budget.

PHASE I PERSONNEL COSTS - OCSD Board & Staff will contribute hours to working with the consultant in strategic planning efforts which will be considered direct matching funds towards the project

OCSD Bookkeeper Position Regular Pay in 2023 \$16,000 @ 3 months x 50% = \$2,000. The bookkeeper will spend 50% of their regular part time hours working with consultants to prepare the strategic plan during the first 3 months. Their knowledge of OCSD, Fire Department & Community Hall financial operations, reporting and information systems will be fundamental in creating the structure of the new management position.

OCSD Maintenance Positions Regular Pay in 2023 \$29,500 Annually @ 3 months x 50% = \$3,600. The Water Operations Manager will work directly with consultants, staff and the Board. Their expertise and knowledge of OCSD water operations will be integral to the completion of a successful plan.

OCSD Clerk Position will contribute approximately 60 hours over the 3 months of strategic planning for a total of \$1,000. The clerk has years of experience and understanding of OCSD operations & systems which will be useful to contribute towards the strategic planning process in meetings and discussions with the hired consultant.

OCSD Board Members will be involved in the approval of Requests for Proposal to hire a consultant. Once a competitive proposal has been selected and a consultant receives their notice to proceed, the Board will include the consultant participation in their monthly meetings to discuss progress and recommendations. Each member will contribute one hour of volunteer time for at least 3 meetings over the course of the 3 month planning phase. This will be a total of 15 volunteer hours.

Benefits: Payroll Taxes & Workers Compensation - Employer paid payroll taxes: Social Security 6.2%, Medicare 1.45% Workers Compensation is budgeted at 3.55%, CA Unemployment 3.4%, Federal Unemployment Tax 6% on first \$7,000 per employee. Total fringe costs in Phase I is \$1,360.

PHASE I CONSULTANT COSTS - OCSD will engage in a contract with a strategic planning consultant to develop a strategic plan to hire a general manager. Included with this strategic plan will be a complete job description for a general manager as well as a feasibility study to prove that hiring a manager is a sustainable option for OCSD long-term. The budget for 3 months of preparation & delivery of a complete strategic plan/feasibility study and job description is \$24,000.

Orick CSD
ORICK COMMUNITY SERVICES DISTRICT
WORKFORCE REVITALIZATION PROJECT
BUDGET NARRATIVE

PHASE II - With the completed strategic plan from Phase I, OCSD will begin to implement the changes and recommendations provided by the consultant in their report.

Total Budget for Phase II is \$95,354. 50% Headwaters Funds & 50% Matching Funds from OCSD's Annual Budget.

PHASE II PERSONNEL COSTS - OCSD Board and Staff will begin implementation by approving the completed job description by action item at a regular monthly board meeting. OCSD will seek unbiased participants for an interview panel of local professionals in Humboldt County. Once an eligible candidate has been selected, HWF and OCSD will share the costs of hiring the manager.

OCSD New General/Financial Manager position will be offered up to \$70,000 Annual Salary depending on experience. The cost of salary will be split between HWF & OCSD Annual budget for the first year. Beyond the first year, the manager will seek out additional funds from outside sources, such as writing their position into State water project grants for time administering the grant.

OCSD Bookkeeper Position Regular Pay in 2023 \$16,000 @ 12 months x 25% = \$4,000. The bookkeeper will spend 25% of their regular part time hours working with OCSD Board Members, Interview Panel and the newly hired manager over the course of 12 months. The bookkeeper will work under supervision of the new manager to implement proper internal controls and follow financial protocols.

OCSD Maintenance Positions Regular Pay in 2023 \$29,500 Annually @ 12 months x 25% = \$7,400. The Water Operations Manager will work directly with OCSD Board Members, Interview Panel and the newly hired manager over the course of 12 months. The Water Operations Manager will work under the supervision of the General/Financial Manager to implement the new strategic plan and guide the district towards a sustainable future.

OCSD Clerk Position will contribute approximately 60 hours over the 12 months for a total of \$1,000. The clerk will work directly with OCSD Board Members, Interview Panel and the newly hired manager to ensure a smooth transition in the hiring process & educating the manager on the history of OCSD operations.

Benefits: Payroll Taxes & Workers Compensation - Employer paid payroll taxes: Social Security 6.2%, Medicare 1.45% Workers Compensation is budgeted at 3.55%, CA Unemployment 3.4%, Federal Unemployment Tax 6% on first \$7,000 per employee. Total fringe costs in Phase II is \$12,954.

TOTAL BUDGET PHASE I & PHASE II \$127,314, 56% HWF & 44% OCSD BUDGET

Orick CSD

Orick Community Services District

P.O. Box 224, Orick, CA 95555

Board of Trustees

Chairman	Ron Barlow
Vice-Chairman	Robert Secor
Board Member	Byron Frick
Board Member	Marla Zuber
Board Member	Kaitlyn Combs

Orick CSD



United States Department of the Interior

Redwood National Park
121200 US Highway 101
Orick, California 95555



FILECODE: 1.D (ORICK COMMUNITY SERVICES DISTRICT)

January 24, 2025

Headwaters Fund Manager
Economic Development Division
825 5th St. #112
Eureka, California 95501

The National Park Service (NPS) is aware that the Orick Community Services District (OCSD) is submitting a funding application to the Headwaters Fund for a project titled “Orick Workforce Revitalization”.

The project proposes to create career opportunity and paid staff positions, focused on strategic planning and project guidance, within the OCSD. This is a critical juncture for OCSD as they have recently been awarded large grants to develop a new and more robust waste water system for the town of Orick, and they are embarking on development of a micro-grid system. They are in need of paid planning and strategic development staff to guide their organization in the implementation of these projects. Further, there’s no reason to expect that OCSD will not be able to leverage these successful grants to achieve future success aimed at Orick revitalization. Orick however is a disadvantaged community that has difficulty recruiting and retaining paid staff to guide OCSD on their efforts to improve the economy of Orick. The grant funding provided by the Headwaters Fund will support this critical gap in funding for professional staff to assist OCSD. It is anticipated that a successful grant application will result in improved economic development of Orick and will have direct impact on the quality of life of the town’s inhabitants.

This grant is in alignment with NPS efforts to improve and revitalize the economy of Orick and surrounding communities and tribes through our visitor development and resource restoration projects. We hope you will view OCSD’s application to the Headwaters Fund in a favorable light. Thank you for your consideration and if you have questions, please feel free to contact Leonel Arguello, Deputy Superintendent, at leonel_arguello@nps.gov.

Steven N. Mietz, Superintendent
Redwood National Park

Orick CSD



ORICK CHAMBER OF COMMERCE
POB 234, ORICK, CA 95555
(707)488-2885

January 22, 2025

Humboldt County
Headwaters Fund
825 5th St, #112
Eureka, CA 95501

RE: Competitive Grant

Dear Ms. Cameron,

The Orick Chamber of Commerce Directors and Members want to offer their support of a plan to hire a general manager/financial manager. The Services District is a vital entity in our community, providing water and fire protection. The District also maintains the Community Hall a wonderful resource for our small town. We recognize the District is pursuing many projects on behalf of our community such as a sewer project, new water tanks, new smart meters and the possibility of a solar grid. . All of these ongoing projects require much management including financial reports. The monies supporting the staff at the District are not adequate to provide all the services needed. We encourage you to approve the grant application from the Orick Community Services District. We are a small, disadvantaged community and would appreciate your consideration for funding.

Respectfully,

Donna Hufford

Donna Hufford
Orick Chamber of Commerce ED
On behalf of the whole

Orick GSD

DRAFT BUDGET 2021

Acct No. INCOME	WATER	TOTALS
4000		
4180 Forfeits & Penalties		
Bad Check Fee	\$ 50.00	\$ 50.00
Reconnection Fee	\$ 88.00	\$ 88.00
4190 Interest Revenue		
Bank Interest	\$ 2,400.00	\$ 2,400.00
	\$ -	\$ -
4880 Total Sales		
Water - Metered	\$ 112,000.00	\$ 112,000.00
Water - Bulk	\$ 2,320.00	\$ 2,320.00
Miscellaneous	\$ -	\$ -
TOTAL INCOME	\$ 116,858.00	\$ 116,858.00

Acct. No. EXPENSES	WATER	TOTALS
5000		
5010 Salaries & Wages	\$ 38,000.00	\$ 38,000.00
Payroll Taxes	\$ 7,500.00	\$ 7,500.00
Travel Expenses	\$ 3,200.00	\$ 3,200.00
5020 Water Operator	\$ 4,200.00	\$ 4,200.00
5035 Worker's Compensation Insurance	\$ 1,500.00	\$ 1,500.00
5060 Insurance Liability (SDRMA)	\$ 1,650.00	\$ 1,650.00
5120 Maintenance/Repair		
Repairs	\$ 1,100.00	\$ 1,100.00
Supplies	\$ 1,320.00	\$ 1,320.00
Equipment	\$ 550.00	\$ 550.00
5130 Maintenance - Structures, Improvements & Grounds		
Improvements - Structures/Grounds	\$ 1,000.00	\$ 1,000.00
5140 Laboratory Supplies		
Water Tests	\$ 1,650.00	\$ 1,650.00
5150 Memberships		
CRWA Dues & Subscriptions	\$ 500.00	\$ 500.00
5160 Miscellaneous Expense		
DWR Loan		
Interest	\$ 674.58	\$ 674.58
Deferred Interest	\$ 732.23	\$ 732.23
Principle Payment	\$ 3,837.45	\$ 3,837.45

Orick GSD

DRAFT BUDGET 2021

5170 Office Expense				
Computer		\$	-	\$ -
Software RVS / Quickbooks		\$	1,650.00	\$ 1,650.00
Bank Charges - Check OrderS/Merch Supply		\$	300.00	\$ 300.00
Equipment		\$	600.00	\$ 600.00
Supplies		\$	1,000.00	\$ 1,000.00
Postage and Delivery		\$	500.00	\$ 500.00
Office - Website		\$	70.00	\$ 70.00
Miscellaneous		\$	100.00	\$ 100.00
5180 Legal & Professional Fees				
Accounting		\$	-	\$ -
Consultant		\$	-	\$ -
Legal		\$	-	\$ -
Professional		\$	-	\$ -
License & Dues		\$	-	\$ -
5190 Publications & Legal Notices				
Advertising and Promotion		\$	-	\$ -
5250 Utilities				
Electric		\$	-	\$ -
Phone and Internet		\$	2,200.00	\$ 2,200.00
5275 Bank Service Charges				
Returned Item Chargeback Fee		\$	-	\$ -
TOTAL EXPENSES			\$ 73,834.26	\$ 73,834.26
NET INCOME			\$ 43,023.74	\$ 43,023.74

		Tank Permits	
Reserved Capital Improvement Account	\$65,500		\$ (19,000.00)
CD Water Account	\$66,556		

Orick CSD
 ORICK COMMUNITY SERVICES DISTRICT
WORKFORCE REVITALIZATION PROJECT MILESONES

DATE	MILESTONE
6/30/2025	Notice of award from Headwaters Fund.
7/9/2025	OCSD Board Meeting - Announcement of award received and notice of upcoming Request for Proposal (RFP).
7/10/25 - 8/8/25	Preparation of RFP for upcoming Strategic Planning Phase I.
8/13/2025	OCSD Board Meeting - Approval of RFP drafted to be advertised.
8/13/25 - 10/1/25	RFP advertised and open to receive proposals for 45 days.
10/8/2025	OCSD Board Meeting - Notice to proceed to competitive proposal selected consultant.
11/12/2025	OCSD Board Meeting - Month 1 of Phase I for Strategic Planning, First report from consultant.
12/10/2025	OCSD Board Meeting - Month 2 of Phase I for Strategic Planning, second report from consultant, OCSD to begin connecting with professionals to assemble an interview panel.
1/14/2026	OCSD Board Meeting - Month 3 of Phase I for Strategic Planning, Presentation and approval of completed Strategic Plan, Feasibility Study & Job Description.
1/14/26 - 2/11/26	Job description to be advertised after approval, interview panel will conduct interviews with applicants and an offer will be made to the most qualified candidate.
2/11/2026	Month 1 of Phase II, Implementation - Official hiring of General Manager.
3/11/2026	Month 2 of Phase II, Implementation - General Manager to work with OCSD staff to gain a working understanding of OCSD operations & begin implementing the Strategic Plan.
4/8/2026	Month 3 of Phase II, Implementation - General Manager to identify grant opportunities & present them to the Board at a regular meeting to request a motion to approve applying for funds.
5/13/2026	Month 4 of Phase II, Implementation - General Manager to work with staff to present draft budget for OCSD, OVFD & Community Hall for FY26-27.
6/10/2026	Month 5 of Phase II, Implementation - General Manager to identify business strategy and advertising strategy for the Community Hall rentals and present recommendations to the Board.
7/8/2026	Month 6 of Phase II, Implementation - Performance Mileston #1 at 6 month mark, General Manager to provide report of efficiency techniques implemented and any measureable improvements in revenue, expense, or grant funds received.
8/12/2026	Month 7 of Phase II, Implementation - OCSD regular board meeting
9/9/2026	Month 8 of Phase II, Implementation - OCSD to fund months 8 - 12 of General Manager Salary & Employer Paid Taxes to meet 50% match requirement.
10/14/2026	Month 9 of Phase II, Implementation - OCSD regular board meeting
11/11/2026	Month 10 of Phase II, Implementation - OCSD regular board meeting
12/9/2026	Month 11 of Phase II, Implementation - OCSD regular board meeting
1/13/2027	Month 12 of Phase II, Implementation - Final month of implementation of the Headwaters funded General Manager position. Performance Mileston #2, General Manager to provide report of measureable accomplishments over the past 6 months and 1 year.

Redwood Coast Chamber



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Redwood Coast Chamber

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Nancy Olson

Contact Person Title

CEO

Contact Email

Nancy@eurekachamber.com

Contact Phone

707-442-3738

Contact Address

612 G Street, Suite 102, Eureka, CA 95501

Organization Information

Organization Name

Redwood Coast Chamber Foundation

Director / CEO

Nancy Olson

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The Redwood Coast Chamber Foundation (RCCF) fosters inclusive economic and community development for California's North Coast. As a result of our work, local businesses, nonprofits, schools and community members have expanded access to educational experiences and programming designed to support regional economic growth and resilience.

RCCF was launched in 2023 and is an affiliate of the Greater Eureka Chamber of Commerce.

Authorization and Acknowledgement

Authorized representative name*

Nancy Olson

Authorized representative title

CEO

Signature

Redwood Coast Chamber

Nancy Olson

Budget Information

Total current year organizational budget

\$218,784.00

Number of full-time employees

2

Amount of HWF requested

\$75,328.00

Total project cost

\$97,927.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
04/01/2025

Grant timeline: end

03/31/2026

Project timeline: start

Please provide the timeline of your project
04/01/2025

Project timeline: end

03/31/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Camara de Comercio Humboldt

Type of project*

Planning Implementation Technical Assistance

Planning / Technical Assistance: Total project cost

\$97,927.00

(Required 25% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
Camara de Comercio Humboldt (Latinx Chamber of Commerce) will provide Latinx-owned and managed businesses and organizations culturally relevant, Spanish language access to resources, training, networking opportunities, and relationships. As a result, these businesses and organizations will be better equipped to thrive, expand employment, and contribute to inclusive economic and community development.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
- Specialty Food Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Any Latino-owned or managed business

Redwood Coast Chamber

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

The Advisory Board held a retreat, facilitated by the RCCF CEO, in November 2024 to set the vision and mission of this program, finalize its name, and establish an Advisory Board framework and guiding principles to bring the program to fruition.

The Cámara de Comercio Humboldt (CdCH) is an emerging membership-based program with the following vision and mission:

Visión: Fortalecer a la comunidad empresarial latino promoviendo alianzas y proporcionando una red de recursos que impulsen el crecimiento económico.

Vision: To strengthen the Latinx business community by fostering partnerships and creating a network of resources that drive economic growth.

Misión: Nuestra misión es elevar la prosperidad económica latina proporcionando educación accesible, recursos, sólidas oportunidades de creación de redes, asociaciones estratégicas, pensamiento innovador y defensa del espíritu empresarial y el crecimiento económico futuro.

Mission: Our mission is to uplift Latinx economic prosperity by providing accessible education, resources, robust networking opportunities, strategic partnerships, innovative thinking, and advocacy for entrepreneurship and future economic growth.

The CdCH Advisory Board has also adopted the values of Empowerment, Community, Service, Cultural Pride, Respect, and Integrity, as well as an infrastructure including officers and committees, in which every Advisory Council member has a specific role.

Thus far, the CdCH Advisory Board has identified more than 120 Latinx-owned businesses and organizations in Humboldt County. Virtually all major employers in Humboldt also employ members of the Latinx community. Next steps in program development is the facilitation of a comprehensive survey to determine critical needs for this population. It is anticipated CdCH activities may include opportunities for members and others to participate in networking events, access training programs, support expanded collaboration within the Latinx community, and more.

An additional interest of the CdCH Advisory Board is the facilitation of an annual full-day conference for members of the Latinx business community across to expand skills and understanding of core business practices and resources necessary for their businesses to thrive. As a result, participating businesses will have the tools and resources they need to create and expand their enterprises and thereby increase the number of economic opportunities and jobs for Latinx individuals. (Note: This funding request is not inclusive of the conference; we will be seeking additional funding for this purpose.)

Content of CdCH ongoing programming and the conference may include, for example:

- Business planning
- Financial management
- Human resources
- Small Business, MBE and WBE Certifications
- Access to financial capital and other tangible resources
- And more

The CdCH Advisory Board will directly inform content and related programming. Content will be offered in Spanish, or with real-time Spanish translation; it will offer culturally-appropriate information for members of the Latinx business community. CdCH plans to partner with other business-serving organizations including North Coast SBDC, the California Hispanic Chamber, the Better Business Bureau, and others to deliver content at various events, including the conference. Initial conversations have been held to begin building these relationships.

While CdCH membership will require a modest membership fee, the majority of the programming will be offered at low- or no-cost.

To date, CdCH has been staffed, with no budget, by the RCCF CEO as a program-under-development. Substantial progress has been made and it is time to hire a program

Redwood Coast Chamber

coordinator to support the final stages of planning and CdCH's implementation. This will allow expanded support for program development and implementation that is not currently within the bandwidth of RCCF.

We are asking for half-time funding for this position, as well as funding to pay for initial events, translation, and overhead related to this work. Funding from the Headwaters Fund is vital to support the launch of this important initiative; without it the launch will be significantly delayed.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Expected outcomes include:

- * Completion of the survey of Latinx business owners.
- * Establishment of a fully developed strategic plan for CdCH.
- * Participation of 100 members of the Latinx business community in CdCH programs in the first full year of the implementation.
- * Demonstrated increases in understanding by participating members of the Latinx business community of how to access key resources, including ongoing training and coaching opportunities, access to financing, and identification of potential partnerships with other members of the Latinx business community.
- * Programming informed by the CdCH Advisory Board and other partners from the Latinx community, ensuring culturally-relevant content.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Camara de Comercio Humboldt Project Timeline

April - June 2025

Launch community survey
Begin strategic planning process

July - September 2025

Complete strategic planning process
Begin member recruitment
Hold first CdCH event

October-December 2025

Hold second and third CdCH events
Review progress to date and make adjustments
Begin planning for inaugural conference

January - March 2026

Hold fourth CdCH event
Continue planning for inaugural conference (tentatively to be held in June 2026)
Final reporting

4) Describe how this project (or the outcome) will be sustained into the future.

We will be actively seeking long-term funding for CdCH via grants from foundations and government entities, corporate sponsorships, and membership fees. Multiple businesses and other funders have expressed keen interest in supporting this initiative, and we are confident it will be fundable well into the future.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Nearly \$100,000 is needed to fully fund the first year of Camara de Comercio. We already have a committed Advisory Group that is volunteering their time to help make this program a reality. We will also collaborate with other Latinx-serving organizations to ensure our work is complementary and to reduce duplication.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

At this point we have identified 120 Latinx-owned and managed businesses and organizations. Many are small, entrepreneur-driven entities, while others have the potential to grow substantially. Investment in these businesses and organizations at all levels will increase their financial viability, allowing them to hire additional employees and thus contribute to a growing workforce and greater economic vitality, particularly in this marginalized segment of our population.

7) Describe who supports this project and in what ways?

CdCH is supported by an active, engaged Advisory Board comprised of representatives from 10 Latinx-owned and serving businesses and organizations. The initiative is also supported by the Board of the Redwood Coast Chamber Foundation as well as the Board of the Greater Eureka Chamber of Commerce.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

We are requesting funds to pay for 50% of a dedicated coordinator for this initiative, as well as other supporting staff, event costs and overhead costs. The total request is \$75,328.

A funding proposal has been submitted via the Redwood Region RISE catalyst fund (State Funding) to support the development and implementation of the conference. We have received two small grants from local businesses of \$5,000 each thus far, and have verbal commitments from at least three other corporate funders (one local, two from out of the area) for an expected total of \$15,000. We will continue to seek funding from other sources, both local and outside of Humboldt County.

Redwood Coast Chamber

9) Complete the budget template to demonstrate the financial structure.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Headwaters Fund will be recognized as a founding partner of CdCH in perpetuity, on the CdCH web page, marketing materials, social media, and a press release upon receipt of the grant award.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

CdCH Headwaters Fund Budget.pdf

60.11KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Redwood Coast Chamber

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

Governance

List of your board of directors or council members.

RCCF and CdCH Boards.pdf

75.35KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

(PDF preferred) max file size 10 MB

Annual operating budget

RCCF Operating Budget.pdf

61.66KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

CdCH Headwaters Fund Timeline.pdf

42.25KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	Traffic Study
04/05/2024	Conceptual utility and infrastructure master plan

Optional Attachments

Resumes

brief resumes of key personnel

Nancy Olson bio 2025.docx

13.77KB

(PDF preferred) max file size 10 MB

Market Analysis

Redwood Coast Chamber

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Redwood Coast Chamber

Redwood Coast Chamber Foundation

Camara de Comercio Humboldt Budget for Headwaters Fund Proposal

Expense	Calculation	Amount
Staff Expenses for 12 months (strategic planning and initial program delivery)		
Program Coordinator	\$26 x 1,040 hours (50% time)	\$27,040
CEO	\$103,000 x 10% time	\$10,300
Operations Director	\$68,000 x 5% time	\$3,400
Marketing Coordinator	\$25 x 104 hours (5% time)	\$2,600
Benefits	25% of salary	\$10,063
Program Expenses		
Venues, AV and other logistics	4 events x \$500 per event	\$2,000
Speakers	4 events x \$500 per event	\$2,000
Food	4 events x 1,000 per event	\$4,000
Promotion	Brochures, digital advertising, web page	\$1,500
Translators	4 x \$400 (day-of event); \$1,000 materials	\$2,600
Total Expense		\$65,503
Overhead (15%)	Rent, utilities, etc.	\$9,825
TOTAL		\$75,328

A funding proposal has been submitted via the Redwood Region RISE catalyst fund to support the development and implementation of the conference. We have received two small grants of \$5,000 each thus far, and have verbal commitments from at least three other corporate funders for an expected total of \$15,000. We will continue to seek funding from other sources.

Redwood Coast Chamber

Redwood Coast Chamber Foundation Board of Directors

Dr. Keith Flamer, College of the Redwoods (Chair)

Nicole Fryer, Humboldt Bay Social Club and Spas (Vice Chair)

Gregg Foster, RREDC (Treasurer)

Ethan "Red Eagle" Lawton, SHN

Meredith Maier, Six Rivers Brewery

Rebecca Rex, Historic Eagle House

Shelley Nilsen, Express Employment

Tomas Chavez, Cardinal Employment Services

Camara de Comercio Advisory Board

Gino Granados, Pupuseria San Miguel (Chair)

Jessica Rebolz, Parents Nutrition Center (Vice Chair)

Martha Flores, Providence (Secretary)

Brenda Perez, El Centro del Pueblo

Celia Pimentel Khatri, NorCal Casas

Esmeralda Hernandez-Garcia, Los Giles

Guido Setton, Cal Poly Humboldt

Hector Sandoval, Hyperion Mobile Services

Joanna Ortiz, Love Mini Donuts

Lucy Salazar, Cumbre Humboldt

Redwood Coast Chamber

Redwood Coast Chamber Foundation Annual Operating Budget

Budget Item	Amount
INCOME	
Founding Sponsors	\$35,000
Leadership Redwood Coast	\$122,500
Next Level	\$49,655
Additional Grants (Anticipated)	\$20,000
Total Income	\$227,155
EXPENSE (*Costs shared with Greater Eureka Chamber)	
Salaries and fringe	\$100,659
Rent*	\$6,800
Janitorial*	\$263
Utilities*	\$1,500
Newsletter*	\$83
Promotion	\$500
Legal Fees	\$500
Accounting	\$600
Bank Fees	\$500
Business Tax	\$0
Website / CRM*	\$1,566
Office Supplies	\$375
Housekeeping Supplies	\$0
Postage	\$200
GrowthZone / Website	\$463
Equipment/Maintenance	\$1,500
Marketing (materials)	\$1,000
Insurance	\$2,600
Staff Training	\$1,000
Meetings/Food	\$600
Leadership Redwood Coast	\$82,175
Next Level	\$16,900
Total Expenses	\$219,784
Total Income	\$227,155
Net Income	\$7,371

Redwood Coast Chamber

Camara de Comercio Project Timeline

April - June 2025

Launch community survey

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July - September 2025

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January - March 2026

Hold fourth CdCH event

Continue planning for inaugural conference (tentatively to be held in June 2026)

Final reporting

Redwood Coast Chamber



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201

REDWOOD COAST CHAMBER FOUNDATION
612 G STREET SUITE 101
EUREKA, CA 95501

Date:
01/22/2024
Employer ID number:
92-3116505
Person to contact:
Name: Joe Kennedy
ID number: 31647
Telephone: 877-829-5500
Accounting period ending:
December 31
Public charity status:
170(b)(1)(A)(vi)
Form 990 / 990-EZ / 990-N required:
Yes
Effective date of exemption:
January 19, 2023
Contribution deductibility:
Yes
Addendum applies:
No
DLN:
26053594005333

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

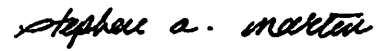
If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

Redwood Coast Chamber

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

We sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,



Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements



EIN Assistant

Your Progress: 1. Identity ✓ 2. Authenticate ✓ 3. Addresses ✓ 4. Details ✓ 5. EIN Confirmation

Congratulations! The EIN has been successfully assigned.

EIN Assigned: **92-3116505**

Legal Name: **REDWOOD COAST CHAMBER FOUNDATION**

The confirmation letter will be mailed to the applicant. This letter will be the applicant's official IRS notice and will contain important information regarding the EIN. Allow up to 4 weeks for the letter to arrive by mail.

We strongly recommend you print this page for your records.

Click "Continue" to get additional information about using the new EIN.

Continue >>

Help Topics

[Can the EIN be used before the confirmation letter is received?](#)



IRS.gov

EIN Assistant

Your Progress: 1. Identity ✓ 2. Authenticate ✓ 3. Addresses ✓ 4. Details ✓ 5. EIN Confirmation

Summary of your information

Please review the information you are about to submit. If any of the information below is incorrect, you will need to [start a new application](#).

Click the "Submit" button at the bottom of the page to receive your EIN.

Organization Type: Non-Profit/Tax-Exempt Organization

Non-Profit/Tax-Exempt Organization Information

Legal name:	REDWOOD COAST CHAMBER FOUNDATION
County:	HUMBOLDT
State/Territory:	CA
Start date:	JANUARY 2023

Addresses

Physical Location:	612 G ST STE 101 EUREKA CA 95501
Phone Number:	707-442-3738
TPD Name:	LAURA PRINCE
TPD Address:	145 CORTE MADERA TOWN CTR NUM 424 CORTE MADERA CA 94925
TPD Phone Number:	650-394-6012

Responsible Party

Name:	NANCY OLSON
SSN/ITIN:	XXX-XX-3824

Principal Business Activity

What your business/organization does:	OTHER
Principal products/services:	CHARITABLE ACTIVITIES

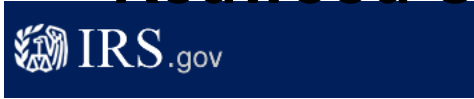
Additional Non-Profit/Tax-Exempt Organization Information

Owens a 55,000 pounds or greater highway motor vehicle:	NO
Involves gambling/wagering:	NO
Involves alcohol, tobacco or firearms:	NO
Files Form 720 (Quarterly Federal Excise Tax Return):	NO
Has employees who receive Forms W-2:	NO
Reason for Applying:	STARTED A NEW BUSINESS

We strongly recommend you print this summary page for your records as this will be your only copy of the application. You will not be able to return to this page after you click the "Submit" button.

Click "Submit" to send your request and receive your EIN.

Once you submit, please wait while your application is being processed. It can take up to two minutes for your application to be processed.



EIN Assistant

Your Progress: 1. Identity ✓ 2. Authenticate ✓ 3. Addresses ✓ 4. Details ✓ 5. EIN Confirmation

Additional Information about your EIN

We suggest you print this page for your records.

When Can You Use Your EIN?

This EIN is your permanent number and can be used immediately for most of your business needs, including:

- Opening a bank account
- Applying for business licenses
- Filing a tax return by mail.

However, it will take up to two weeks before your EIN becomes part of the IRS's permanent records. You must wait until this occurs before you can:

- File an electronic return
- Make an electronic payment
- Pass an IRS Taxpayer Identification Number (TIN) matching program.

Next Steps

You can download IRS forms, publications, and tax returns at <http://www.irs.gov/formspubs>

Corrections?

If you need to make changes to your organization's information, you must do so in writing and mail the information to the address provided at <https://www.irs.gov/businesses/business-name-change>.

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Continue >>

Redwood Coast Chamber

Redwood Coast Chamber Foundation Annual Operating Budget

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Housekeeping Supplies	\$0
Postage	\$200
GrowthZone / Website	\$463
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Redwood Coast Chamber

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Final reporting

Redwood Coast Chamber

BIO: Nancy Olson, M.A. Leadership and Organizational Development

President|CEO, Redwood Coast Chamber Foundation and Greater Eureka Chamber of Commerce

Nancy Olson is a proven professional with experience at local, state, national and international levels. Her expertise includes business and organizational development, leadership theory and practice, program development and management, teaching and public speaking, curriculum design, volunteer engagement, resource development, marketing, and corporate social responsibility. Nancy is adept at facilitating productive cross-sector partnerships, engaging business, government, nonprofit and other community leaders across differences. She is a skilled and open communicator, committed to the ideals of integrity, collaboration and excellence.

Nancy joined the Greater Eureka Chamber of Commerce as President/CEO in August 2022. In this position she oversees Chamber programs and administration, an opportunity that leverages her experience and deep commitment to community. Since becoming CEO, she led the launch of the Redwood Coast Chamber Foundation (RCCF), which is focused on fostering inclusive economic and community development across the region. RCCF now houses new programming including the Cámara de Comercio (Latinx Chamber of Commerce), Leadership Redwood Coast, Next Level Professional Development, Workforce Partnerships, and WindLINK. An additional program is under development and expected to launch in late 2025.

Prior to joining the Chamber, Nancy served at Cal Poly Humboldt, providing professional and organizational development for the campus, focused on leadership development, team building, well-being, anti-bias training, strategic planning, and more. She also founded and co-led the People-Centered Change Initiative, fostering enhanced change management practices for the University.

From 2013-2018 she served as a Vice President at the Los Angeles Area Chamber of Commerce overseeing the Center for Leadership and as Executive Director for Southern California Leadership Network (SCLN), a highly inclusive program focused on development of emerging leadership across California. SCLN was housed within the Center for Leadership. With an extensive background in civic engagement and public service, she spent five years in California's Office of the Governor leading statewide initiatives focused on creating social change through cross-sector partnerships and personal action. Nancy also spent eight years living and working in the country of Haiti, serving with organizations including the United States Agency for International Development (USAID), International Child Care and World Concern. In addition, she has had an active consulting practice for more than 20 years, serving nonprofits, government agencies and business associations for more than two decades. Past clients include the Yurok Economic Development Corporation, County of Humboldt, North Edge Financing (formerly AEDC), Greater Eureka Chamber (prior to employment), Humboldt Area Foundation, Humboldt County Growers Alliance, Los Angeles Emergency Preparedness Foundation, OneOC (based in Orange County), and more.

Nancy has a focused passion for community development through the success of local businesses, nonprofits and public entities, as well as helping individuals find a meaningful path forward at work and in their community. She is Mom to two artists, who are her greatest teachers.

Redwood Coast Chamber

Redwood Coast Chamber Foundation

Proposal for Camara de Comercio Humboldt Launch

Narrative Question 1 - Full Text

The Redwood Coast Chamber Foundation (RCCF) is a 501(c)3 nonprofit organization fostering inclusive economic and community development for California's North Coast. As a result of our work, local businesses, nonprofits, schools and community members have expanded access to educational experiences and programming designed to support regional economic growth and resilience. RCCF is an affiliate of the Greater Eureka Chamber of Commerce, and prioritizes collaboration across Humboldt County and the North Coast.

Humboldt's population is 13% Latinx/Hispanic; this is the most rapidly growing demographic in Humboldt and across California. However, particularly in Humboldt County, there is a significant lack of culturally appropriate, Spanish language training and resources to support this growing community.

In late 2023, the CEO of RCCF was approached by a group of Latinx business owners and community members to gain support of the creation of a Latinx-serving Chamber of Commerce, the purpose of which is to provide economic development programming that is culturally relevant, offered in Spanish or with real-time translators. A permanent Advisory Board made up of 10 representatives from Latinx businesses and community organizations was formed to inform, guide and support this initiative. The Advisory Board does not hold fiscal responsibility for CdCH; that is held by the RCCF Board of Directors.

The Camara de Comercio will provide the culturally relevant, Spanish language access to resources this population needs to support the more than 120 Latinx-owned businesses in Humboldt County. These services will also support Latinx employees with other businesses and organizations.

The Advisory Board held a retreat, facilitated by the RCCF CEO, in November 2024 to set the vision and mission of this program, finalize its name, and establish an Advisory Board framework and guiding principles to bring the program to fruition.

Redwood Coast Chamber

The Cámara de Comercio Humboldt (CdCH) is an emerging membership-based program with the following vision and mission:

- **Visión:** *Fortalecer a la comunidad empresarial latino promoviendo alianzas y proporcionando una red de recursos que impulsen el crecimiento económico.*
- **Vision:** *To strengthen the Latinx business community by fostering partnerships and creating a network of resources that drive economic growth.*
- **Misión:** *Nuestra misión es elevar la prosperidad económica latina proporcionando educación accesible, recursos, sólidas oportunidades de creación de redes, asociaciones estratégicas, pensamiento innovador y defensa del espíritu empresarial y el crecimiento económico futuro.*
- **Mission:** *Our mission is to uplift Latinx economic prosperity by providing accessible education, resources, robust networking opportunities, strategic partnerships, innovative thinking, and advocacy for entrepreneurship and future economic growth.*

The CdCH Advisory Board has also adopted the values of Empowerment, Community, Service, Cultural Pride, Respect, and Integrity, as well as an infrastructure including officers and committees, in which every Advisory Council member has a specific role.

Thus far, the CdCH Advisory Board has identified more than 120 Latinx-owned businesses and organizations in Humboldt County. Virtually all major employers in Humboldt also employ members of the Latinx community. Next steps in program development is the facilitation of a comprehensive survey to determine critical needs for this population. It is anticipated CdCH activities may include opportunities for members and others to participate in networking events, access training programs, support expanded collaboration within the Latinx community, and more.

An additional interest of the CdCH Advisory Board is the facilitation of an annual full-day conference for members of the Latinx business community across to expand skills and understanding of core business practices and resources necessary for their businesses to thrive. As a result, participating businesses will have the tools and resources they need to create and expand their enterprises and thereby increase the number of economic opportunities and jobs for Latinx individuals. (Note: This funding request is not inclusive of the conference; we will be seeking additional funding for this purpose.)

Redwood Coast Chamber

Content of CdCH ongoing programming and the conference may include, for example:

- Business planning
- Financial management
- Human resources
- Small Business, MBE and WBE Certifications
- Access to financial capital and other tangible resources
- And more

The CdCH Advisory Board will directly inform content and related programming. Content will be offered in Spanish, or with real-time Spanish translation; it will offer culturally-appropriate information for members of the Latinx business community. CdCH plans to partner with other business-serving organizations including North Coast SBDC, the California Hispanic Chamber, the Better Business Bureau, and others to deliver content at various events, including the conference. Initial conversations have been held to begin building these relationships.

While CdCH membership will require a modest membership fee, the majority of the programming will be offered at low- or no-cost.

To date, CdCH has been staffed, with no budget, by the RCCF CEO as a program-under-development. Substantial progress has been made and it is time to hire a program coordinator to support the next stages of CdCH's development. This will allow expanded support for program development and implementation that is not currently within the bandwidth of RCCF.

We are asking for half-time funding for this position, as well as funding to pay for initial events, translation, and overhead related to this work.

Redwoods Rural Health



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Redwoods Rural Health

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/31/2025

Contact Information

Contact Person Name

Terri Klemetson

Contact Person Title

Director of Operations

Contact Email

terrik@rrhc.org

Contact Phone

707-223-0303

Contact Address

PO box 769 Redway, CA 95560

Organization Information

Organization Name

Redwoods Rural Health Care Center

Director / CEO

Seth Whitmer

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

The mission of Redwoods Rural Health Center is to provide responsive, preventive, high quality primary health care services, through a variety of healing disciplines, to all people without regard to social or economic status.

Authorization and Acknowledgement

Authorized representative name*

Terri Klemetson

Authorized representative title

Director of Operations

Signature

Redwoods Rural Health

Budget Information

Total current year organizational budget

\$13,555,901.00

Number of full-time employees

91

Amount of HWF requested

\$100,000.00

Total project cost

\$1,350,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
02/01/2025

Grant timeline: end

12/31/2025

Project timeline: start

Please provide the timeline of your project
01/21/2025

Project timeline: end

12/31/2025

Has the organization previously applied for and received Headwaters funding?

Yes No

If yes, please explain when, how much funding was awarded, and for what purpose

In 2019, the Headwaters Fund Board of Directors awarded RRHC \$65,000 towards the expansion of our dental services. The dental service expansion as well as the corresponding financial stimulus was vital to the current economic downturn in Southern Humboldt. By expanding services into the newly renovated dental annex building, RRHC nearly doubled the number of RRHC's current providers and hired more employees, such as receptionists and dental assistants, to support operations.

Project Information

Project title*

Redwoods Rural Health Center Staff Housing Project

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$1,350,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries

Redwoods Rural Health Center (RRHC) seeks to construct a duplex adjacent to its medical facility to provide essential staff housing in southern Humboldt County. The lack of quality housing has made it difficult to attract and retain healthcare providers, an issue identified in Humboldt County's Comprehensive Economic Development Strategy (CEDS) 2018-2023. This project directly addresses workforce shortages by offering stable, high-quality housing and supporting infrastructure improvements necessary for healthcare sector growth. Additionally, it reflects the community's values of environmental stewardship by incorporating green building elements and sustainable construction practices. By providing dedicated staff housing, RRHC strengthens healthcare accessibility in the region while contributing to economic development and workforce stability.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services
 Management and Innovation Services
 Niche Manufacturing
 Tourism
 Forest Products

Redwoods Rural Health

- Arts and Culture
- Alternative Agriculture
- Other
Health Care Access/Health Care Provider Recruitment and Retention

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other
Recruitment and Retention of Health Care Services Providers

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Redwoods Rural Health Center (RRHC) is proposing to construct a duplex for staff housing on the property adjacent to our medical building, located at 25 Shady Grove Lane, Redway, CA 95560, specifically, a 2-story duplex townhouse type unit with 3-bedrooms and 1-1/2 bathroom on each side. Staff housing is essential to recruiting and retaining providers in our rural area. According to the Prosperity report, Humboldt County's Comprehensive Economic Development Strategy 2018-2023, diversified healthcare was identified as a Target of Opportunity. One of the identified strategies to strengthening healthcare was attracting and retaining the needed workforce and specifically addressing infrastructure needs, including housing (quantity and quality). The lack of housing stock in our rural county makes it difficult to attract and retain healthcare employees, especially doctors and nurses. The quality of housing is also important, according to the Humboldt County Community Health Assessment 2018, "In the city of Eureka over 60 percent of the housing stock was built prior to 1960, increasing the occurrence of both substandard housing and potential exposure to lead." The situation is worse in rural southern Humboldt County, where a high percentage of existing housing is not permitted and was not built to code. In the last 5 months, at least one provider refused to live in the rental that was available.

Shifting focus to the proposed duplex, RRHC is excited to plan a model green building for our team. The southern Humboldt community prides itself on its connection to nature with a long history of environmental protection and activism. This project reflects community values. It will include solar panel design, EV charging stations, low VOC paint, water efficient fixtures, as well as processes to encourage local contractor involvement.

Humboldt County is still experiencing a significant shortage of healthcare providers, impacting both primary and specialty care services. In 2022, Humboldt County had the fourth worst provider shortage in California, with 16.3% of authorized care hours going unfulfilled, compared to the statewide average of 5.1%. This shortage is particularly acute in specialties like gastroenterology and cardiology, where patients may wait up to a year for routine procedures. This shortage is driven by factors such as the retirement of local doctors and challenges in recruiting new physicians to the rural area most notably lack of housing. The scarcity of medical professionals has led to extended wait times for patients, expensive use of locums to fill staffing gaps which lead to inconsistency in care, and increased reliance on emergency departments for routine health concerns.

Redwoods Rural Health Center's (RRHC) efforts to address these challenges include participation in programs such as the National Health Services Core which provides training and education loan reimbursement for physicians working in rural areas and development of training programs aimed at increasing the local healthcare workforce. However, all of these efforts fail when the housing shortage remains a pressing issue. New graduates cannot yet afford to buy homes in general, and not in our region and the homes that could be possibly available often require an immense amount of renovation. Nor do these graduates qualify for any type of low-income assistance. Currently, there are no online rental services platforms, requiring staff to spend countless hours attempting to secure housing for new hires, and available rental housing options are limited, often unpermitted and substandard.

We believe that the need for housing for medical staff is critical. The only way we can attract providers is to provide housing. Our current provider housing includes a residential property that RRHC purchased in 2015 which had a house and shed on-site. Our Board of Directors then invested in converting the shed into a mother-in-law. We also rent 3 other properties to house a doctor, and two dentists. In order to recruit more needed staff, our Board of Directors has made it a strategic priority to provide housing for our healthcare professionals. To further this goal, RRHC purchased the property next to our medical building so that we can plan a staff housing project. RRHC has already secured \$775,000 in federal funding through Congressman Huffman's Community Project grant.

Originally, this award from the Congressman's fund was \$1,000,000. However, once the award made its way through appropriations to the Health Resources Services Administration (HRSA) its pass through organization the award amount was \$926,766 and after the Federal cost share was deducted, the final amount was for \$775,000, leaving a nearly \$300,000 gap. Over the past two years, we have tried diligently to find funding for completion of the project, but in almost all cases, foundations and government loan programs do not provide funding for this type of construction because it does not provide housing for low-income persons or funds for construction in general. RRHC is now engaging our local foundations and funders for a combination of loans and grants to complete this essential project. As of the submission of this application, we are excited to say that we have completed all of the preliminary stages of the project including and up to the final NEPA FONSI and held a successful public hearing on the Environmental Assessment, so we are ready to move to the next phase - construction.

Redwoods Rural Health

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

The Staff Housing Project will have a profound and lasting impact on both healthcare providers and the Southern Humboldt community. Without stable housing options, RRHC struggles to bring in the providers essential to meeting the healthcare needs of local residents. It can sometimes take months to relocate a medical provider and their family. Healthcare workforce shortages directly contribute to health disparities in Humboldt County. According to the Humboldt County Community Health Assessment, preventable diseases and conditions lead to hundreds of unnecessary deaths each year, with the county experiencing overall death rates higher than the state average. Without adequate staffing, rural residents face limited access to essential medical and dental care, exacerbating health inequities. By eliminating the overwhelming challenge of securing a home, RRHC will be able to attract and retain needed qualified medical providers who otherwise might look elsewhere which will most significantly impact residents throughout the county, into northern Mendocino and Western Trinity County up into the more northern parts of the Eel River Valley. Patients will experience shorter wait times, better continuity of care, and improved access to both primary and specialty services. Many residents currently endure long delays for basic medical appointments, especially those receiving MediCal benefits, so that patients wait nearly a year for appointments. The housing shortage has forced RRHC to rely on expensive temporary providers, leading to inconsistent care, higher operational costs, and additional strain on an already fragile system.

Bringing healthcare providers to southern Humboldt County will reduce the existing health disparities. According to the Humboldt County Community Health Assessment 2018, "Each year in Humboldt County hundreds of individuals die unnecessarily from preventable diseases and conditions. Tackling this issue requires a broad public health perspective, addressing all of the determinants of health: access to care, racism (and other "isms"), personal behavior, social and physical environments, policies and education. Humboldt County as a whole suffers a health disparity when compared to the State of California. We experience a higher burden of death rates overall at 804.4 per 100,000 people, compared to 612.2 statewide. The Humboldt rates for nearly all of the leading causes of death are 2 to 3 times that of the state." Recruiting providers in order to expand the access to care in our rural area necessitates the need to provide housing.

By ensuring that medical staff can live in the community they serve, this project will help build a more stable and reliable healthcare workforce. RRHC has already taken significant steps to address provider shortages through its participation in the National Health Service Corps and other workforce development initiatives, but none of these efforts will succeed without addressing the foundational need for housing. When providers live locally, they become part of the fabric of the community, forming deeper connections with their patients and improving overall healthcare outcomes.

The impact of this project will be measurable in multiple ways. RRHC will track provider recruitment and retention rates to demonstrate how dedicated housing increases stability in staffing. The success of the project will also be reflected in reduced patient wait times and increased appointment availability. Additionally, RRHC expects to see financial savings by reducing reliance on temporary locum providers, allowing more resources to be reinvested in direct patient care.

This project is not just about providing housing; it is about securing the future of healthcare in Southern Humboldt. Without it, the cycle of provider shortages, inconsistent care, and unmet health needs will continue to worsen. With it, RRHC will have a powerful tool to attract skilled professionals, strengthen the local healthcare system, and ensure that the people throughout Southern Humboldt and the Eel River Valley receive the care they deserve. The success of this initiative will improve health care access across the entire region.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

As of the submission of this application, all structural, civil engineering, mechanical and electrical design; bid construction documents (plans and specifications) have been completed and we are ready to begin the process construction. We have attached a detailed timeline for your review.

4) Describe how this project (or the outcome) will be sustained into the future.

The sustainability of RRHC's Staff Housing Project is built into its long-term strategy for workforce retention and operational stability. Once constructed, the duplex will be owned and maintained by RRHC, ensuring that it remains a dedicated housing resource for incoming healthcare providers. Providers are able to live in the units free of charge for the first six months so that they can settle themselves and look for alternative housing. If they choose to remain in the units beyond six months, they will be charged market value rental rates. Rental income from tenants—structured to be affordable yet sufficient to cover maintenance, utilities, and reserves for future repairs—will contribute to ongoing funding to sustain the property without reliance on external grants. Additionally, RRHC has developed a property management plan that includes regular upkeep, tenant transition protocols, and reinvestment in housing infrastructure to maintain high living standards.

Beyond financial sustainability, the project will be integrated into RRHC's broader recruitment strategy, supporting its participation in workforce development programs like the National Health Service Corps and rural healthcare training initiatives. By continuously providing high-quality housing for new providers, RRHC will be able to reduce turnover, improve continuity of care, and minimize costly reliance on temporary locum providers. As the organization continues to expand services and attract medical professionals, overall profits will increase for the health center which will also contribute to upkeep.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Beyond financial resources, the project requires high-quality construction materials that align with RRHC's commitment to sustainability. This includes energy-efficient windows and insulation, solar panels, water-efficient fixtures, and low-VOC paints to ensure a healthy living environment for healthcare professionals. Skilled labor is another critical resource, and RRHC is prioritizing partnerships with local contractors, engineers, and tradespeople to keep economic benefits within the community while ensuring timely and cost-effective construction.

Additionally, administrative resources will be needed to oversee project implementation, from finalizing the duplex design to managing construction timelines, compliance with zoning and permitting requirements, and coordinating with funders. RRHC's leadership team, in collaboration with its Board of Directors, will dedicate staff time to ensure smooth execution and financial accountability. Once the housing is completed, ongoing maintenance and property management will be handled internally, with a structured plan in place to ensure the long-term viability of this essential workforce housing project.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The workforce impacts of RRHC's Staff Housing Project extend beyond healthcare recruitment and retention, directly contributing to employment opportunities in both the short and long term. During the construction phase, the project will create jobs for local contractors, builders, electricians, plumbers, and other skilled tradespeople. RRHC is committed to hiring local labor whenever possible, ensuring that the economic benefits of this project stay within the community. The construction of the duplex will provide months of steady employment, supporting Southern Humboldt's building and engineering workforce.

Beyond the construction phase, the most significant workforce impact is in healthcare recruitment and retention. The lack of housing in Southern Humboldt has been one of the greatest barriers to hiring and keeping medical, dental, and behavioral health professionals. By providing dedicated staff housing, RRHC will be able to fill critical provider vacancies, stabilizing the healthcare workforce and ensuring that residents have reliable access to care. With additional housing available, RRHC anticipates

Redwoods Rural Health

recruiting multiple new healthcare providers in the coming years, reducing dependence on expensive temporary locum providers and improving continuity of care for patients.

Additionally, this project has long-term economic benefits for the local workforce by keeping medical professionals living and spending within the community. Healthcare workers who reside locally contribute to the economy by supporting local businesses, restaurants, and services, which in turn helps sustain jobs across multiple industries. Moreover, stable housing for providers allows RRHC to focus on expanding its services, which could lead to the creation of additional clinical and administrative positions over time.

While the project itself does not create permanent new jobs in construction or real estate, it lays the foundation for long-term workforce stability in Southern Humboldt's healthcare sector. Without adequate housing, RRHC will continue to struggle with provider shortages, leading to burnout among existing staff and inconsistent care for patients. By addressing this issue, the Staff Housing Project will improve healthcare job satisfaction, retention, and recruitment, ensuring that RRHC can maintain a strong and dedicated workforce well into the future.

7) Describe who supports this project and in what ways?

As shown by the attached letters of support, this project is supported by local economic development and business leaders, members of the Humboldt County Board of Supervisors, and obviously, by Congressman Huffman himself in providing the original award.

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

The total cost, absent contingency costs, are \$1,350,000. Sources of matching funds are the original grant of \$775,000 from Congressman Huffman's office and the real estate purchase of the property by RRHC in 2015 of \$350,000. Headwaters funds will be used in the construction phase, contributing to overall costs, or at the direction of the Headwaters Fund Board, towards specific aspects of the build, such as HVAC, plumbing, roofing, etc.

9) Complete the budget template to demonstrate the financial structure.

A project budget is attached for your review.

10) Describe how you will acknowledge the Headwaters Fund in your work.

RRHC will acknowledge the Headwaters Fund by announcing the grant award on our website, include the Headwaters Fund at any public ceremonies marking the completion of the project, include the funding source in an article featured in our quarterly newsletter and have a banner posted outside of our dental clinic that thanks all of our donors. With the approval of the Headwaters Fund Board, we can also install a plaque on the building acknowledging the contribution of the Fund.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

Copy of HRSA-23-117_BudgetNarrative.xls

40KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Redwoods Rural Health

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

*Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount from HWF	Matching Funds Amount	Source of Matching Funds*
<i>Example: Travel</i>	5,000	2,000	3,000	United Way Grant
Direct Salaries & Wages (breakdown by individual position & indicate full or part-time)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				

Governance

List of your board of directors or council members.

Redwoods Rural Health Center Board of Directors.pdf

158.9KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

LOS M. Bushnell.pdf

322.15KB

LOS Dian Pecora_SoHum Senior Care_04.15.22.docx

15.82KB

LOS RREDC Gregg Foster 04.15.22.pdf

280.14KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

(PDF preferred) max file size 10 MB

Annual operating budget

2025 FY Re-Budget to Board.pdf

142.51KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

RRC2401 - Revised Schedule - 1.21.25.pdf

106.24KB

(PDF preferred) max file size 10 MB

Redwoods Rural Health

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Timeline Sample

Date	Milestone
01/20/2024	<i>Traffic Study</i>
04/05/2024	<i>Conceptual utility and infrastructure master plan</i>

Optional Attachments

Resumes

brief resumes of key personnel
(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

Articles about the Lack of Housing in Humboldt County.docx

16.83KB

(PDF preferred) max file size 10 MB

Redwoods Rural Health

Grantee Name: *Redwoods Rural Health Center*
CE2CS52596 01 03

BUDGET JUSTIFICATION - Construction Programs		
Total Grant Request:	\$775,000	
Total Project Costs:	\$926,766	

Redwoods Rural Health Center will develop three, one-bedroom employee housing structures and parking spaces on the property located at 25 Shady Grove Ln., adjacent to the health center.

COST CLASSIFICATION	Description of Allowable Costs	a. Total Cost
1 Administrative and legal expenses		\$0.00
2 Land, structures, rights-of-way, appraisals, etc.		\$0.00
3 Relocation expenses and payments		\$0.00
4 Architectural and engineering fees		\$0.00
5 Other architectural and engineering fees	Cost for the architectural and engineering fees, which will cover the following: structural, civil engineering, mechanical and electrical design; bid construction documents (plans and specifications); and assistance during the construction bidding.	\$118,891.25
6 Project inspection fees		\$0.00

Redwoods Rural Health

7 Site work	Costs include grading, erosion controls, water & sewer system installation, electrical infrastructure, landscaping, and parking lot activities.	\$283,100.00
8 Demolition and removal		\$0.00
9 Construction	Costs for building three housing structures, including the foundation, framing, roof, siding, plumbing, HVAC, electrical, casework, and countertops.	\$524,775.00
10 Equipment		\$0.00
11 Miscellaneous		\$0.00
12 SUBTOTAL		\$926,766.25
13 Contingencies		\$0.00
14 SUBTOTAL		\$926,766.25
15 Project (program) income (NOT APPLICABLE)		\$0.00
16 TOTAL PROJECT COSTS (subtract #15 from #14)		\$926,766.25

FEDERAL FUNDING

17 Federal Assistance Requested		Federal percentage share (automatically calculated 17c / 16c):
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Total Requested from Headwaters Fund	\$100,000	
To Be Raised/Loan/Grant	\$125,000	
Total Expended To Date - RRHC General Fund - Purchase of Land - MATCH		350000
Total Congressional Match Funding As of 12.31.2024 - MATCH		775000

TOTAL PROJECT COST **\$1,350,000**

Redwoods Rural Health

Project Number: HRSA-23-117		Column2	Column3
OMB Approval No. 0348-0041			
b. Costs Not Allowable for Participation	c. Total Allowable Costs (Columns a-b)	Amount Expended To Date 10.1.23 to 12.31.23	Amount Expended To Date 1.1.24 to 3.31.24
\$0.00	\$0.00		
\$0.00	\$0.00		
\$0.00	\$0.00		
\$0.00	\$0.00		
\$0.00	\$118,891.25	\$9,980.00	\$1,125.00
\$0.00	\$0.00		

Redwoods Rural Health

\$0.00	\$283,100.00		
\$0.00	\$0.00		
\$0.00	\$524,775.00		
\$0.00	\$0.00		
\$0.00	\$0.00		
\$0.00	\$926,766.25		
\$0.00	\$0.00		
\$0.00	\$926,766.25		
\$0.00	\$0.00		
\$0.00	\$926,766.25		
84%	\$775,000.00	\$9,980.00	\$1,125.00

Redwoods Rural Health

Column7
Remaining Balance
\$0.00
\$0.00
\$0.00
\$0.00
\$34,923.75
\$0.00

Redwoods Rural Health

\$283,100.00
\$0.00
\$524,775.00
\$0.00
\$0.00
\$926,766.25
\$0.00
\$926,766.25
\$0.00
\$926,766.25
\$0.00
\$0.00
\$722,922.50

Redwoods Rural Health

Redwoods Rural Health Center Board of Directors as of 2.1.2025

Board of Directors

- Christina Huff - President
- Erica Boyd - Vice President
- Marcia Marie Mendels - Board Secretary
- Janet Fitzgerald - Board Treasurer
- Pamela Moore - Member
- Scott Bliss - Member
- Sheila O'Toole - Member
- Shanon Taliaferro - Member (not pictured)
- Mary Nieto - Member (not pictured)



Our current Board members

Redwoods Rural Health

April 15, 2022

Tina Tvedt Schaible, Executive Director
Redwoods Rural Health Center
PO Box 769
Redway, CA 95560

Dear Ms. Tvedt Schaible:

I am writing regarding Redwoods Rural Health Center's (RRHC) Provider Housing Project funding application. Southern Humboldt Senior Care, Inc is supportive of RRHC's proposal to build two duplexes near their medical facility in Redway. We appreciate the health center's goal to increase access to much needed housing to recruit and retain sufficient provider staffing for the patients served by the health center. Local health care providers are a critical resource for our senior independent living facilities, residents and staff.

Redwoods Rural Health Center has been working in partnership with the CERC Housing group for a year to address the housing shortage in southern Humboldt County. Housing is in limited supply throughout the county. A long-standing limited rural housing inventory with increasing purchase cost and rental rates make access to affordable housing an even greater challenge in the rural remote communities that RRHC serves.

Southern Humboldt Senior Care, Inc. strongly supports Redwoods Rural Health Center's application. The ability for Redwood Rural health Center to assure medical provider housing will support necessary healthcare services in our community. The approval of funding for RRHC's Provider Housing project will benefit the entire community of the southern Humboldt region.

Sincerely,

Dian Pecora
President, Board of Directors
Southern Humboldt Senior Care, Inc.
725 Cedar Street, #11, Garberville, CA 95501



Redwoods Rural Health

BOARD OF SUPERVISORS

COUNTY OF HUMBOLDT

825 5TH STREET, ROOM 111

EUREKA, CALIFORNIA 95501 PHONE: (707) 476-2390

January 28, 2025

To Whom It May Concern;

I am writing this letter in support of RRHC's application to the Headwaters Fund for financial assistance to complete their Staff Housing Project. RRHC's Staff Housing Project is a critical investment in the health and well-being of our community. By providing dedicated housing for incoming medical and dental professionals, the Health Center will be better positioned to recruit and retain the skilled providers needed to meet Southern Humboldt's healthcare needs. This project aligns closely with Humboldt County's housing and workforce development goals.

Recruiting medical and dental professionals to work in rural communities is challenging, and in Southern Humboldt, this issue is further complicated by the severe lack of available housing. Currently, individuals relocating to Southern Humboldt must rely on realtors or word-of-mouth to find housing. Additionally, the few rental homes available are often decades old and unpermitted, leading many professionals—especially those from out of state or Southern California—to describe the options as “substandard.”

In recognition of these challenges, RRHC secured \$775,000 in federal funding from Congressman Huffman through his Community Project grant to plan and build Staff Housing on the property behind their medical and dental facilities in Redway. This funding has allowed RRHC to make significant progress, but due to the high cost of construction in California, a funding gap of \$300,000 remains to complete the two homes allowed under the property's zoning parameters.

I strongly support RRHC's application for Headwaters funding to complete the Staff Housing Project. This investment will directly address the housing challenges that hinder the recruitment of healthcare professionals in our rural community, ensuring that residents have access to the quality medical, dental, and behavioral health care they need.

Sincerely,

Michelle Bushnell,
2nd District Supervisor

Redwoods Rural Health



Redwood Region Economic Development Commission
325 2nd Street, Suite 203, Eureka, California 95501
Phone 707.445.9651 Fax 707.445.9652 www.rredc.com

April 15, 2022

Tina Tvedt Schaible, Executive Director
Redwoods Rural Health Center
PO Box 769
Redway, CA 95560

Dear Ms. Tvedt Schaible:

This letter is to express our support for Redwoods Rural Health Center's Provider Housing Project. We are supportive of RRHC's proposal to build two duplexes near RRHC's medical facility in Redway. We appreciate the health center's goal to increase access to much needed housing to recruit and retain sufficient provider staffing for the patients served by the health center.

Redwoods Rural Health Center has been partnering with the Community Economic Resilience Consortium (CERC) Housing group for a year to collaboratively address the housing shortage in Humboldt County. The CERC Housing group is a group of community leaders supported by the Redwood Region Economic Development Commission. We know that housing is in limited supply, especially in the rural in remote regions surrounding RRHC and that housing prices and rental rates are on the rise since the COVID pandemic making access to affordable housing an even greater challenge.

The Humboldt County Housing Group strongly supports Redwoods Rural Health Center's application, knowing that offering provider housing will lead to expanded healthcare services for the residents in our communities. The approval of funding for RRHC's Provider Housing project will result in substantial betterment for the residents of the Southern Humboldt Region.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Leslie Castellano', with a stylized, overlapping loop structure.

Leslie Castellano
Convenor
CERC Housing Group



Cities Arcata · Blue Lake · Eureka · Ferndale · Fortuna · Rio Dell · Trinidad
Community Services Districts Humboldt · Manila · McKinleyville · Orick · Orleans · Redway · Willow Creek
Harbor, Recreation and Conservation District · Humboldt Bay Municipal Water District
County of Humboldt · Hoopa Valley Tribe · Redwoods Community College District

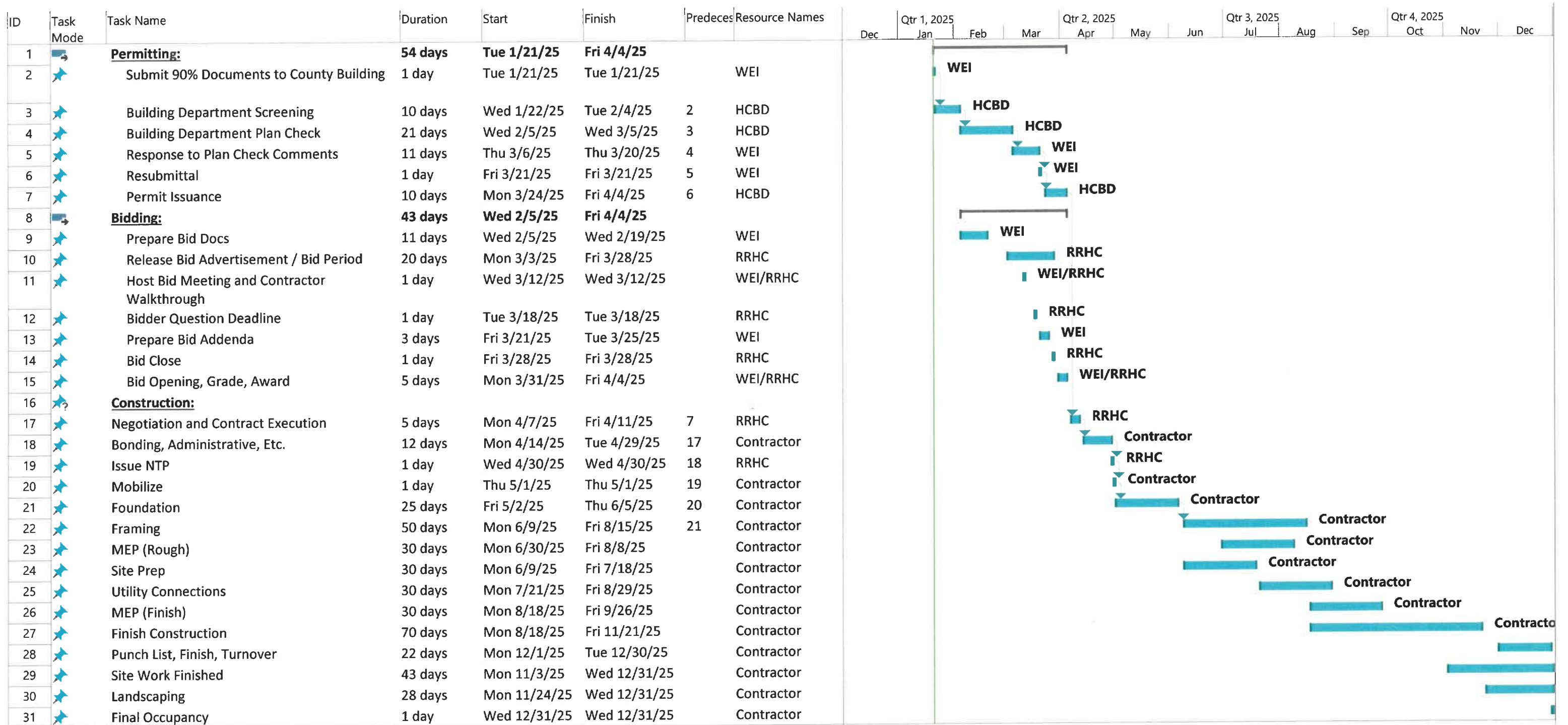
Redwoods Rural Health



FY 2025 Operating Budget

Revenue	Original Budget	New Budget	Variance
Patient Revenue	7,844,323	9,018,363	1,174,040
340b Revenue	1,419,686	1,421,854	2,167
Grant Revenue	2,594,516	2,684,889	90,374
Other Revenue	446,808	430,796	(16,012)
Total Revenue	12,305,333	13,555,901	1,250,569
Expenses			
Salaries and Benefits	8,157,176	8,050,563	(106,612)
Purchased Services	2,151,857	2,359,628	207,771
Supplies & Drugs	789,419	907,149	117,730
340b Expenses	296,193	333,762	37,569
Occupancy Expenses	311,222	215,998	(95,224)
Other Expenses	854,224	806,953	(47,270)
Depreciation & Amortization	492,983	669,873	176,890
Total Expenses	13,053,072	13,343,927	290,855
Net Income (Loss)	(747,739)	211,974	959,714
Encounters			
Medical	10,566	12,987	2,421
Behavioral Health	5,873	4,267	(1,606)
Dental	18,330	16,751	(1,579)
Other Services	3,472	3,352	(120)
Total Encounters	38,241	37,357	(884)
FTE			
Medical	26	32	6
Behavioral Health	8	10	2
Dental	29	26	(3)
Other Services	7	7	-
Administration	14	16	2
Total FTE	84	91	7

Redwoods Rural Health



Project: Schedule
Date: Tue 1/21/25

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

Redwoods Rural Health

Articles about the Lack of Housing in Humboldt County

Where Climate and Covid Migration Converge

Sleepy Humboldt County, on the northern edge of the California coast, is seeing a surge in housing demand that it doesn't have the infrastructure to accommodate.

<https://www.bloomberg.com/news/articles/2021-08-09/what-happens-when-climate-and-covid-migration-converge>

Home to towering redwoods, lush marijuana fields, swirling fog, Bigfoot rumors and [indigenous tribal land](#), Humboldt County has a deep quietness to it — eerie and peaceful in turn. As the West contends with climate change, Covid and a housing crunch, the county, located 250 miles north of the farthest edges of the Bay Area, has become a refuge.

But migration has also strained its already limited housing supply, leaving people like Fusek to compete with wealthier Bay Area evacuees who are able to work remotely, and longtime residents who are trying to hold onto their properties.

“We’re seeing the market just act like it never has before,” said Gregg Foster, the executive director of the Redwood Region Economic Development Commission. “When realtor.com and the Wall Street Journal [lists Humboldt County](#) as one of the top 20 hot markets in the nation, you’re just like, what? Us? Are you kidding me?”

The factors that have made other areas in the U.S. more unlivable have only bolstered Humboldt’s appeal. While climate change has brought heat waves to much of the U.S., warming temperatures have made Humboldt milder than it used to be, piercing the once-constant fog and leading to more temperate days. Its isolated location on the coast and its concentration of old-growth redwoods and native trees make it less vulnerable to fires than its inland neighbors.

Housing costs in Humboldt County leapt more than 16% over the past year, [according to Zillow](#), at \$387,575 for a typical home in June 2021; housing prices in Eureka and Arcata, the county’s two largest population centers, grew by 18% and 13%, respectively. While making homes more unattainable for locals, these prices can seem particularly attractive for Bay Area transplants, for whom buying an average home can easily reach (or top) \$1 million.

...local businesses have long had trouble matching their workforce needs to the population that can afford to live nearby. Short-term rental housing has long been in short supply, but with a housing market so hot, some owners are selling properties out from under renters.

Redwoods Rural Health

Majority of local households can't afford home in Humboldt County

More than half of Humboldt County households can't afford to buy a home here.

While the median cost of a home in the county dropped from \$370,000 in December to \$366,000 in January, a drop of 1.1% coupled with a 24% decrease in sales, the median price of a home was still up from \$308,000, or 18.8%, a year ago, according to the latest data from the California Association of Realtors.

The minimum income needed to buy a \$370,000 house in Humboldt County is \$66,800 with monthly payments expected to be around \$1,670.

The median 2019 household income in Humboldt County was \$51,134, according to data from the Federal Reserve Bank of St. Louis, meaning more than half of county residents don't make enough to buy a house in the county.

The median 2019 household income in Humboldt County was \$51,134, according to data from the Federal Reserve Bank of St. Louis, meaning **more than half of county residents don't make enough to buy a house in the county.** Feb 22, 2021

**

The length of time houses stay on the market is also continuing to decrease in the county from a median of 40 days in January 2019 to 10 days in January 2020.

"With the COVID-19 vaccine continuing to roll out, another fiscal stimulus relief package likely on the way and historically low interest rates, the housing market will continue to thrive," Jordan Levine, the association's vice president and chief economist, said in a statement. "The market outlook is stronger than previously projected as buyer demand continues to outstrip supply, but we do expect the current robust market growth to decelerate later this year as the housing shortage intensifies."

<https://www.times-standard.com/2021/02/22/majority-of-local-households-cant-afford-home-in-humboldt-county#:~:text=The%20median%202019%20household%20income,a%20house%20in%20the%20county.>

A look at Humboldt's housing shortage

Realtor Ami Wruck said there's "a consistent lack of housing for people who have what I would call a regular income."

Redwoods Rural Health

Older county residents who want to “downsize from being in a single family home” have limited options while young families seeking starter homes “just can’t afford the housing here,” she continued.

Wruck said she bought a house six years ago and “I, today, would not be able to buy the house I live in.”

Jessie Miles of the McKinleyville Chamber of Commerce said there’s “a huge shortage of employees” in the area and “I’ve seen and heard that a lot of it has to do with housing.”

<https://www.madriverunion.com/articles/a-look-at-humboldts-housing-shortage/>

2019 - Draft Housing Element Calls for Drastic Solutions to Humboldt's Housing 'Crisis'

<https://www.northcoastjournal.com/humboldt/draft-housing-element-calls-for-drastic-solutions-to-humboldts-housing-crisis/Content?oid=14219476>

LAND USE and YOU: One Way to Tackle Humboldt’s Housing Crisis? Get Small!

<https://lostcoastoutpost.com/2021/aug/3/land-use-and-you/>

2020 Humboldt County

More Tools Available to Combat Housing Crisis with Measure I Approval

<https://humboldtgov.org/CivicAlerts.aspx?aid=3556>

“We all recognize that housing in the county has become increasingly expensive, to the point that it is now out of reach for many low-income residents,” said 2nd District Supervisor and Chairwoman Estelle Fennell. “Passage of Measure I gives the county an important new tool to help reverse this trend by taking a more active role in affordable housing development that will create a more balanced community with a variety of housing opportunities. Importantly, Measure I does this without increasing taxes or sacrificing any health and safety standards or zoning requirements.”

Redwoods Rural Health

Willow Creek (Dream Quest)



Headwaters Competitive Grant Application

Overview



County of Humboldt

Economic Development Division
Headwaters Competitive Award



Thank you for your interest in the Headwaters Grant Fund. As specified in our Charter, our purpose is to:

- a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;
- b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

Applications are due no later than 02/01/2025 11:59 PM. Given the fund's current commitments, the annual allocation this year will be \$300,000. Awards generally don't exceed \$75,000, although exceptions may be made for unique projects with exceptional impacts in the Funding Focus area. Awards recommendations are made to the Board of Supervisors and are anticipated to be presented in June of 2025.

This application form, instructions, and information on the Grant Fund may be found on our website at [Headwaters Fund | Humboldt County Economic Development, CA](#)

APPLICATION PACKET CHECKLIST

Please submit the following documents, in pdf format and labeled appropriately.

- Coversheet (Page 1-2 of the Application, attached)
- Narrative (5 pages maximum, 12 point font, 1" margins)
- Project Budget with description of matching funds
- List of members of the Board of Directors
- Up to five letters of support
- Most recent IRS tax status certification (for non-profits only)
- Organization's current annual operating budget
- Project Timeline with milestones and expected completion dates

Please contact Ryan Heitz, Economic Development Coordinator, to discuss any questions about your application by emailing headwaters@co.humboldt.ca.us. Applications must be submitted electronically.

Applications are subject to public records acts and disclosure requirements.

Scoring

Scoring Rubric

The Headwaters Fund Board will use the following rubric to guide its decision-making process; however, it will not solely determine award priorities.

Category	Possible Points
Quality of proposal; likelihood of success	25

Willow Creek (Dream Quest)

Impact of project; community benefit; demonstrated need	40
Sustainability/longevity of outcomes	10
Demonstrated Level of Support	10
Viability/appropriateness of budget; matching funds; use of Headwaters funds	15
Total	100

Application

Date of application

01/29/2025

Contact Information

Contact Person Name

Trish Oakes

Contact Person Title

Executive Director

Contact Email

trish.oakes@dqwc.org

Contact Phone

(530) 629-3564

Contact Address

P. O. Box 609; Willow Creek, CA 95573

Organization Information

Organization Name

Willow Creek Youth Partnership DBA Dream Quest

Director / CEO

Trish Oakes

Organization Type

(For joint applications select all that apply)

- Non-profit (e.g., 501(c)3)
- California registered unincorporated nonprofit association
- Government jurisdiction in Humboldt County
- Tribal Government/Agency
- Other

Summarize the organization's mission

Dream Quest provides youth with healthy, vocational, educational and creative opportunities to imagine and build their dreams while building community strength and sustainability.

Dream Quest's vision is an inclusive, opportunity driven platform from which youth are able to launch their dreams in an engaged, cohesive community. This includes a safe place where all youth are supported and have the opportunities to explore, express their creativity, and learn life skills in order to achieve health and wellness, academic and vocational success and to fulfill their potential as successful and productive adults.

Authorization and Acknowledgement

Authorized representative name *

Trish Oakes

Authorized representative title

Executive Director

Willow Creek (Dream Quest)

Signature

Trish Oakes

Budget Information

Total current year organizational budget

\$437,640.00

Number of full-time employees

6

Amount of HWF requested

\$38,000.00

Total project cost

\$82,000.00

Grant timeline: start

Please provide the timeline of Headwaters Funds to be utilized
06/01/2025

Grant timeline: end

01/31/2026

Project timeline: start

Please provide the timeline of your project
06/01/2025

Project timeline: end

01/31/2026

Has the organization previously applied for and received Headwaters funding?

Yes No

Project Information

Project title*

Dream Quest Store Expansion Project

Type of project*

Planning Implementation Technical Assistance

Implementation: Total project cost

\$82,000.00

(Required 50% match)

Please provide a brief summary of the project

how your project aligns with the Humboldt County Comprehensive Economic Development Strategy (CEDS) or benefit base industries
The Dream Quest Store Expansion Project enables the organization to double the size of the existing site. Dream Quest's Store provides the Willow Creek community needed products, and serves as an essential revenue stream supporting youth programs and services in the Klamath-Trinity Valley. Based on 24 years of success, Dream Quest has been able to construct a new Community Youth Center, opening spring 2025, and now seeks to expand and diversify revenue to support programs and build community resilience.

The project increases available local jobs in an economically depressed part of Humboldt County. Profits will be leveraged to support additional new jobs at both the Store and Youth Center. The project also expands capacity of the store's function as a WIOA youth training site.

The project has significant economic and social value. Coupled with the financial support the store affords local youth programs, the project magnifies both the economic and social returns on investment.

Dream Quest will double the store's square footage through tenant improvements of space already under a five-year lease. Project expenses include removal of a non-bearing wall, flooring, point-of-sale technology, security cameras, inventory expansion, marketing, merchandising, and management.

250 words maximum

Which industry is your project working with? (check all that apply)

- Diversified Health Care
 Specialty Food Flowers and Beverages
 Building and Systems Construction
 Investment Support Services

Willow Creek (Dream Quest)

- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture
- Other

Strategy being employed to promote economic development (check all that apply)

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other

Narrative

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Provide an overview of your project. Describe the need for your project and what will be achieved (what is the current situation and what is the desired outcome?) How critical is the need? What are possible alternatives? Who is leading the project and who is participating in the project? Will the project be able to proceed without Headwaters funding?

Many describe Dream Quest as "the heart of the community." Created in 2001, our vision is to provide youth opportunities to imagine and build their dreams while fostering community strength and sustainability. Central to that vision is the new Dream Quest Community Youth Center (DCCYC). Based on 24 years of success, Dream Quest is finishing construction of its new facility, scheduled to open in spring 2025. It is important that Dream Quest increases and diversifies revenue to support the expenses of the expanded facility and program capacity.

Expansion of the existing Dream Quest Store is a key component to increasing needed revenue to support the DCCYC and programs. The project will double the store's square footage through tenant improvements of space already under a five-year lease. Doubling the sales area will allow for a larger quantity of inventory with more variations, including new merchandise. The small current workspace physically limits the number of workers. Expanding that workspace creates opportunity to grow the number of paid staff, volunteers and work experience (WEX) participants. Project expenses include removal of a non-bearing wall, new flooring, improved point-of-sale technology, security cameras, inventory expansion, marketing, merchandising and management.

The project will result in increased revenue to support expanded capacity of DCCYC, create additional jobs at both the Dream Quest Store and Community Center, grow the WEX program and create additional opportunities for other entities able to utilize the DCCYC. As an Employment Social Enterprise Dream Quest helps participants transitioning into the workforce in a supported setting, so they can build work experience, improve job skills and receive supportive services.

The store is already a beloved local business. Folks have watched it grow steadily over the years from a single room with a few boxes of goods to a valued site. Customers regularly say things like, "I always find what I need at Dream Quest" "This is the best organized and cleanest Thrift Store I've even been in" "If it weren't for Dream Quest I wouldn't have anything nice" and "Everything I'm wearing came from Dream Quest."

The project will provide access to a wide array of goods otherwise not available within the community. This provides a unique resource serving local residents who avoid added costs of travelling the 100-mile round trip to shop in Eureka. It also creates sales to tourists visiting the Klamath-Trinity area. Travelers tell us they always stop when they are passing through, and locals bring their out-of-town guests in regularly. The staff is helpful and friendly. It is a valued hub of the community.

The alternative to expanding the Store would be to rely on other diversified revenue streams. Developing other revenue streams involves creating new enterprises, which bring greater risk and a longer timeline for potential success. Omitting the store expansion from the sustainability plan would be detrimental to success.

This project is under the direction of the Dream Quest Board of Directors. The Board is comprised of individuals with extensive business, administrative and planning experience. Without funding from the Headwaters Fund, this expansion will be limited, compromising the quality of the project and probability of success.

2) Describe the impact of your project. Who is impacted? Who benefits (directly and indirectly)? What will be the effect of the impact? How will you measure the impact?

Willow Creek (Dream Quest)

The Store expansion project will impact the residents of Eastern Humboldt County by increasing community resilience and economic opportunity.

Employees, WEX participants, individuals and organizations who shop at the Store to save money will directly benefit from this project. The number of staff, WEX participants and volunteers as well as the revenue generated through the store will measure direct impact.

The entire community will benefit indirectly by increased economic strength, wellness, and resiliency as we leverage our success to create more opportunities. By helping to sustain the DQCYC, other organizations and their clients will benefit. Program participation and usage of the DQCYC will reflect indirect impact.

The project will most certainly enhance the quality of life through social and environmental elements that promote healthy communities. Thrift Stores contributes to the protection of the natural environment by promoting "reduce-reuse-recycle." This keeps materials out of the landfill, and reduces illegal dumping and pollution. By re-using and recycling products, people learn new skills, save money and are more resilient. Offering products locally reduces the carbon footprint by decreasing travel to the coast. It also saves persons the costly, expensive, time-consuming trip.

The Store offers social elements that promote healthy community. Donors benefit from the act of giving in-kind donations that improve their community. Shoppers benefit from "retail therapy" without breaking the bank. Stretching their budget also improves their quality of life. Volunteers of all ages, from youth to seniors, benefit from the experience of having a purpose, sharing their talent, and learning new skills. Work experience participants learn work-readiness skills, retail and marketing. Individuals with mandated community service can serve their hours in a meaningful way. Everyone involved benefits by making social connections.

3) Describe the timing of your project. When will the work occur? Are there phases? If so, which phase is included in this proposal. When will the work be completed?

Dream Quest plans to take occupancy of the new Community Youth Center in spring 2025. At that time our current program site, which is adjacent to the current Store, will become available for the Store expansion.

The project includes the planning phase, expansion, and follow up. Planning began November 2024. The expansion phase will run June through December 2025. Follow up will begin in January 2026 and essentially include evaluation and changes based on feedback.

The Headwaters Fund Grant proposal is the expansion phase. It includes the physical expansion of space, employees, professional services, marketing, fixtures, supplies and inventory.

The bulk of the physical work will take less than 30 days. Major physical components include removing the non-bearing wall separating the two spaces and flooring. The result will be an welcoming space where the community to enjoy "retail therapy," stretch their budgets, help the environment, and support their community.

4) Describe how this project (or the outcome) will be sustained into the future.

Increased revenue will sustain the project into the future, with a projected sales revenue increase of 40-90%. Concurrently, DQ will be working to design a more structured work experience program utilizing the expanded site. Dream Quest has been the eastern Humboldt Youth Workforce Innovation and Opportunity (WIOA) provider since 2014. Dream Quest collaborates with multiple agencies to provide work experience and internship opportunities. Expanding these programs promote sustainability, increase work opportunities, and provides valuable training to young adults entering the workforce. The store is a local resource for other agencies including the Willow Creek Community Resource Center and Hoopa Yurok Tribal Vocational Rehabilitation.

5) Describe the resources that are needed and/or will be used for this project. Will the project bring in resources or funding from outside Humboldt County, either as part of the project, or as a result of the project?

Resources needed to complete this project include capital, professional consultation, construction materials, skilled and manual labor, fixtures, management, supplies and inventory. Grant funds will be used directly to leverage Dream Quest funds. Grant funds will be used to create long-term leverage for capacity and sustainable programming. Ultimately, it will bring in resources and funding from outside Humboldt County.

6) Describe the workforce impacts of this project? Will the project create work/employment opportunities? How many workers are impacted and in what ways? Are new jobs created?

The project will impact the workforce by creating employment opportunities, expanding work-experience opportunities, and provide savings to the existing workforce. The project will create new jobs at both the Dream Quest Store and the Community Youth Center. During the project timeline, a store manager job will be created, at \$20-24/hour. Additional full and part-time positions will be created as the Store grows and the DQCYC gains capacity. Revenue from the Store expansion is required to grow and support those new jobs. Dream Quest is also working on relationships with community partners to help fund positions at the DQCYC.

Dream Quest will also support economic growth and jobs utilizing the DQCYC. The Center will be a potential venue for activities that support economic growth, community events, performing arts, and disaster response. It also creates potential for enhanced connectivity between eastern Humboldt and coastal resources.

Dream Quest has been involved in the workforce development infrastructure since 2014. In 2024, Dream Quest provided work experience for 27 youth between the ages of 14-24 at various sites. Funding sources for those positions included WIOA, Redwood Coast Regional Center, Humboldt County Drug Task Force, Blue Lake Tribal Rancheria, and Dream Quest fundraising. The project will expand work experience opportunities.

7) Describe who supports this project and in what ways?

In 2003 Dream Quest started a tiny thrift store as an after school project. Today it is an important part of our sustainability, a service to the community and an excellent employment-training site. The community has supported it consistently, through the donation of goods, shopping dollars, and volunteerism.

Dream Quest youth programs receives support from numerous sources, including the Humboldt County Economic Development Dept., St. Joseph/Providence, Humboldt Area Foundation, Humboldt Sponsors, PG&E, Redwood Coast Regional Center, individual donors and businesses. Dream Quest has been the WIOA Youth Service Provider for Eastern Humboldt since 2014.

The DQ Community Youth Center has received unprecedented support from various private donors, foundations, and businesses. Their generosity will allow us to take occupancy of the building with zero debt load.

Willow Creek (Dream Quest)

8) Describe the financial structure for this project. What is the total cost? What are the sources of funding/matching funds? How specifically will Headwaters funds be used?

Dream Quest is a 501(c)3 nonprofit organization created in 2001 by the community. The total cost of the project is \$82,000.00. Dream Quest's match includes cash funds generated through fundraising and in-kind volunteer hours. Volunteer hours demonstrate the support and engagement of our community support, as well as enhancing our impact. Headwaters funds will be used for the physical expansion (flooring, refuse, paint, cameras), fixtures (check stand, shelving, racks), professional consultation (marketing), management (staff), equipment and supplies (point of sale system, pricing), marketing (signage, advertising) and inventory (based on surveys and research).

9) Complete the budget template to demonstrate the financial structure.

Please see the attached budget.

10) Describe how you will acknowledge the Headwaters Fund in your work.

Dream Quest will acknowledge the Headwaters Fund through signage, online media, and newspapers.

Attachments

Required Attachments

Please attach the following after the project narrative

Project Budget

use the budget format outlined below and include a description of match sources.

DQ_Project_Budget_01-29-2025.pdf

27.03KB

(PDF preferred) max file size 10 MB

Expand to see Sample Project Budget Format



Click here to download Sample Project Budget: [Project_Budget_Template.xlsx](#)

Willow Creek (Dream Quest)

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. You may modify this form to meet your project's needs. For major expenses, please be specific.

***Match Sources** - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.

Project Expense Item	Total Cost (\$)	Requested Amount	Matching Funds	Source of Matching
----------------------	-----------------	------------------	----------------	--------------------

Governance

List of your board of directors or council members.

DQBoardList May 2024.pdf 620.49KB

(PDF preferred) max file size 10 MB

Support Letters

attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.

DQLetterofSupport_JHuffman.pdf 200.59KB

DQLetterofSupport_HCOE.pdf 106.54KB

DQLetterofSupport_HCWDB.pdf 3.15MB

DQLetterofSupport_CCCU.pdf 224.22KB

DQLetterofSupport_YurokTribe.pdf 133.77KB

(PDF preferred) max file size 10 MB - up to 5 attachments

IRS tax status certification

most recent (for non-profits only)

IRS Letter of Exemption.pdf 4.43MB

(PDF preferred) max file size 10 MB

Annual operating budget

Budget_FY25_P&L_Consolidated_01-10-2025.pdf 110.02KB

(PDF preferred) max file size 10 MB

Timeline with expected project milestones and completion dates

sample below

DQ_Project_Timeline_01-16-2025.pdf 9.04KB

(PDF preferred) max file size 10 MB

Expand to see Sample Timeline



Click here to download Sample Project Timeline: [Timeline_Template.xlsx](#)

Willow Creek (Dream Quest)

Timeline Sample

Date	Milestone
01/20/2024	Traffic Study

Optional Attachments

Resumes

brief resumes of key personnel
(PDF preferred) max file size 10 MB

Market Analysis

(PDF preferred) max file size 10 MB

Business Plan

(PDF preferred) max file size 10 MB

Associated Research

(PDF preferred) max file size 10 MB

Willow Creek (Dream Quest)

Dream Quest Store Expansion Budget

Category	Total	Headwaters	Dream Quest Cash Match	Dream Quest In-Kind Match
Wages				
Manager (32 hr/wk) 6 Mo @ \$24/hour	18,900.00	9,450.00	9,450.00	
Planning & Implementation 60 hours @ \$33	3,900.00	1,250.00	2,650.00	
Marketing & Promotion 30 hours @\$20	600.00	300.00	300.00	
Labor - Staff - Moving Stuff 55 hours @\$18	1,000.00		1,000.00	
Labor - Volunteers - Moving Stuff 165 hours @\$18	3,000.00			3,000.00
Total: Wages	27,400.00	11,000.00	13,400.00	3,000.00
Benefits & Payroll Taxes - 20%	5,480.00	2,200.00	2,680.00	-
Professional Services				
Consultation: Branding, Retail	2,000.00	1,000.00	1,000.00	
Total: Professional Services	2,000.00	1,000.00	1,000.00	-
Physical Expansion				
Wall Removal & Related Work	1,800.00		1,800.00	
Wall Removal & Related Work - Volunteer 40 hours @ \$1	720.00			720.00
Dump/Refuse - Dumpster or Trash Runs	950.00	950.00	-	
Flooring: Carpetting & Floor Trim @ Prevailing Wage	12,000.00	6,000.00	6,000.00	
Security Camera System & cabling	4,000.00	2,000.00	2,000.00	
Entry Doors - Repair, Replace or Modify - contingency	-			
Total: Physical Expansion	19,470.00	8,950.00	9,800.00	720.00
Brand Image & Marketing				
Interior Paint - supplies	300.00	300.00		
Interior Paint - Volunteer Labor	400.00			400.00
Exterior Paint - supplies	200.00	200.00		
Exterior Paint - Volunteer Labor	300.00			300.00
Signage - Exterior Wall	800.00	500.00	300.00	
Signage - Roof Parapet	1,200.00	700.00	500.00	
Signage - Sandwich Board	200.00		200.00	
Media Costs - Advertising & Promotion	1,000.00	500.00	500.00	
Total: Brand Image & Marketing	4,400.00	2,200.00	1,500.00	700.00
Fixtures & Display				
Checkstand	1,000.00	800.00	200.00	
Glass Display Cases	3,000.00	2,000.00	1,000.00	
Slatwall - 4x8' & Installation	1,100.00	800.00	300.00	
Gondolas x 2	1,000.00	800.00	200.00	
Shelving Units	1,000.00	800.00	200.00	
Clothing Racks	800.00	800.00	-	
Security Mirrors	250.00	250.00	-	
Display: Manequins, Jewelry	400.00	400.00		
Accent Lighting for Displays	600.00	400.00	200.00	
Beverage Refr I gerator & Delivery	1,000.00	600.00	400.00	
Replace LED Tubes with 2700 K to 4000 K range	-	-		
Slatwall & Other Display Accessories	400.00	300.00	100.00	
Total Fixtures & Display	10,550.00	7,950.00	2,600.00	-
Equipment & Supplies				
POS System	2,000.00	1,000.00	1,000.00	
Display Supplies inc. Hangers	600.00	400.00	200.00	
Pricing Supplies / Guns / Labels	300.00	200.00	100.00	
Packaging Supplies	400.00	300.00	100.00	
Back Room / Donation Sorting Organization	700.00	400.00	300.00	
On Site Storage & Shelving	700.00	400.00	300.00	
Total Equipment & Supplies	4,700.00	2,700.00	2,000.00	-
Inventory				
Beginning Inventory based on Surveys & Research	8,000.00	2,000.00	6,000.00	
Total Inventory	8,000.00	2,000.00	6,000.00	-
TOTAL BUDGET	82,000.00	38,000.00	38,980.00	4,420.00
PERCENTAGE OF BUDGET		46.34%	47.54%	5.39%

Willow Creek (Dream Quest)

Willow Creek (Dream Quest)

Dream Quest – Willow Creek Youth Partnership

P. O. Box 609, Willow Creek, CA 95573

Dream Quest Youth Center: (530) 629-3564; Dream Quest Thrift Store (530) 629-3006

trish.oakes@dqwc.org | dqwc.org | EIN# 68-0477682

Conference Line: (605) 472-5693 Access Code: 370171

BOARD MEMBERS

George Koortbojian

President

Health Care Consultant

Lori Hodge

Vice President

Office Manager Dennis Byrd Construction

Trina Cardoza

Secretary

Manager Coast Central Credit Union

Marc Rowley

Hotelier

Gary Barker

Retired Business Owner

Sarah Scott

Parent / Financial Services

Garrett Watty

Teacher, Retired

EMERITUS BOARD MEMBERS

Pam Barker

Merv George Jr.

Connie Miller

Willow Creek (Dream Quest)



January 21, 2025

Headwaters Fund Board/Board of Supervisors
825 5th Street, Ste. 112
Eureka, CA 95501

Re: Dream Quest Youth Partnership – Letter of Support

Dear Headwaters Fund Board/Board of Supervisors:

I communicate to you today for your support in propelling our area forward, creating opportunities, and building resiliency by **approving Dream Quest's County of Humboldt Headwaters Competitive Grant Fund application to expand the Dream Quest Store.**

Coast Central Credit Union has been a long-standing, enthusiastic supporter of Dream Quest since its beginning in 2001. In fact, over the last 10 years, we've granted them over \$100,000 for worthy endeavors, including the gift of a much-needed van for transporting young people to healthy and safe activities as well as recent funding toward their extraordinary new youth center. We also have two CCCU leaders participating as active Dream Quest Board members, and we fully support their involvement.

As you are aware, in our rural communities, providing young people opportunities is not just a good idea, it's essential to preserve their quality of life and that of future generations. I have personally met with Director Trish Oakes and her volunteers onsite and am immensely impressed with the management of the organization and the extraordinary impact Trish and her team make every single day. Expanding the Dream Quest Store supports the vitality of an economically depressed community, provides access to affordable goods to low income families, and supports an exceptional work experience program.

Thank you for your consideration of my request to join me and Coast Central in full support of Dream Quest's community project. Please feel free to contact me at ctoste@coastccu.org or at the number below (extension 1309) for more information.

Sincerely,

A handwritten signature in black ink that reads "Colleen Toste".

Colleen Toste
VP Marketing & Communications

Arcata Crescent City Eureka Fortuna Hoopa McKinleyville Weaverville Willow Creek

(707) 445-8801

Willow Creek (Dream Quest)



Michael Davies-Hughes
Superintendent of Schools

January 18, 2025

Headwaters Fund Board
County of Humboldt
825 5th Street
Eureka, CA 95501

Dear Members of the Headwaters Fund Board,

On behalf of the Humboldt County Office of Education, I am writing to express our strong support for Dream Quest's application for the Headwaters Competitive Grant Fund that will enable Dream Quest to move forward with their store expansion project in Willow Creek. Dream Quest, a non-profit organization dedicated to empowering youth through educational and recreational programs, has been an invaluable asset to our community for over two decades.

The Dream Quest Store Expansion project will significantly benefit Humboldt County by promoting sustainable job creation and enhancing the quality of life. This initiative directly aligns with the goals outlined in the Humboldt County Comprehensive Economic Development Strategy (CEDs).

The project's focus on creating sustainable jobs aligns perfectly with CEDs's emphasis on increasing employment opportunities that pay near or above the median income. By expanding the physical space of the Dream Quest store, the organization will be able to double its current size, thus increasing local job availability in an economically depressed part of Humboldt County. Profits generated from the store will be leveraged to support additional new jobs at both the store and the Dream Quest Community Youth Center, which is set to open in Spring 2025. The inclusion of a training site under the Workforce Innovation and Opportunity Act (WIOA) further underscores the project's commitment to equipping our workforce with necessary skills and fostering job growth.

Securing this grant will directly benefit Dream Quest's mission to support our youth. The additional funds will enable Dream Quest to expand their educational and recreational programs, offering more resources and opportunities for the young people in our community. By collaborating closely with local schools, Dream Quest ensures that its programs are tailored to meet the needs of our youth, providing them with skills that will serve them well into the future. This project also fosters social connections and a sense of purpose among the youth, contributing to a healthier and more engaged community.

In summary, the Dream Quest Store Expansion project supported by the Headwaters Competitive Grant Fund is poised to make a substantial positive impact on Humboldt County. It aligns with the CEDs goals by creating sustainable jobs and enhancing the quality of life. We believe that this project will contribute significantly to the economic and social well-being of our community, and we wholeheartedly support its implementation.

Sincerely,

A handwritten signature in black ink, appearing to read "MD", written over a horizontal line.

Michael Davies-Hughes,

Humboldt County Superintendent of Schools

Willow Creek (Dream Quest)



January 30, 2025

Headwaters Fund Board
Eureka, CA

Re: Letter of Support for Dream Quest's Headwaters Application

Dear Headwaters Fund Board Members,

On behalf of the Humboldt County Workforce Development Board (HCWDB), I express strong support for Dream Quest's application for Headwaters funding. For over a decade, Dream Quest has provided essential Workforce Innovation and Opportunity Act (WIOA) Youth services in Eastern Humboldt, impacting over 107 youth participants.

In 2024 alone, Dream Quest facilitated 27 paid work experiences through diverse funding sources, including WIOA, RCRC, Blue Lake Rancheria, the Humboldt County Drug Task Force, and their own fundraising. Their ability to leverage multiple funding streams underscores their commitment to workforce development.

Dream Quest's mission aligns with Humboldt County's legislative platform by expanding workforce programs and strengthening employment training systems. Their efforts ensure youth gain valuable career readiness skills while meeting local workforce needs.

We strongly support their funding application, confident that continued investment will provide youth with meaningful employment opportunities and career development resources. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dennis Leonardi'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Dennis Leonardi
Chair
Humboldt County Workforce Development Board

January 29, 2025

Elizabeth Cameron
Chair
Headwaters Fund Board
County of Humboldt
825 5th Street, Suite 112
Eureka, CA 95501

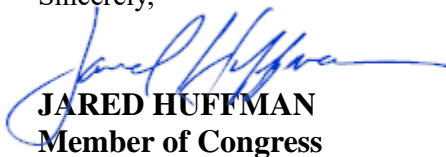
Dear Chair. Cameron:

I am writing in support of Dream Quest's application to the Headwaters Fund for its project to expand its existing store that provides a key revenue source for the non-profit organization in Willow Creek.

The project would double Dream Quest's stores square footage by removing a wall, installing new flooring and security cameras, improving point-of-sale technology, expanding inventory, and boosting marketing, merchandising, and management. The store provides the Willow Creek community with needed products while serving as a funding stream for the Community Youth Center which itself is expanding significantly. The store offers goods otherwise not available within the community and which can require a 100-mile round trip to buy in Eureka. The proposed project would increase the number of jobs in an economically depressed part of Humboldt County and the expanded store's sales will be leveraged to expand long-term capacity and new jobs at the Community Youth Center.

Please give Dream Quest's application for funds to expand its Willow Creek store your full and fair consideration. If you have any questions, please contact my Senior District Representative John Driscoll at (707) 599-0697.

Sincerely,


JARED HUFFMAN
Member of Congress

Willow Creek (Dream Quest)



YUROK TRIBE

190 Klamath Boulevard • Post Office Box 1027 • Klamath, CA



January 27, 2025

Headwaters Fund Board/Board of Supervisors
825 5th Street, Ste 112
Eureka, CA 95501

Letter of Recommendation: Dream Quest Grant Application

Dear Headwaters Fund Board/Board of Supervisors:

We are writing this letter in support of Dream Quest’s County of Humboldt Headwaters Competitive Grant Fund application to expand the Dream Quest Store. Dream Quest is a cornerstone of Eastern Humboldt County, and their new Community Youth Center is a beacon for hope and resilience. The Dream Quest Store is well loved by locals and out of the area visitors alike.

The Dream Quest Store expansion will support the overall vitality of the economically depressed outlying eastern region of Humboldt County. The Store has significant economic and social value. It provides access to a wide array of affordable goods otherwise not available locally, allowing low-income families to stretch their budgets. Dream Quest employs numerous individuals, including a work experience program at their own sites and several other local businesses. We anticipate that number will grow with the Store expansion.

We believe that the Dream Quest Store expansion project is a sound investment for the Headwaters Fund. Dream Quest has a longstanding reputation of responsible fiscal management and commitment to the entire community.

Sincerely,

Joseph L. James
Chairman

Willow Creek (Dream Quest)

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: FEB 08 2006

Employer Identification Number:
68-0477682

DLN:
17053358789025

WILLOW CREEK YOUTH PARTNERSHIP
PO BOX 609 100 RIVER RD STE 2
WILLOW CREEK, CA 95573

Contact Person:
THOMAS C KOESTER ID# 31116

Contact Telephone Number:
(877) 829-5500

Public Charity Status:
170(b)(1)(A)(vi)

Dear Applicant:

Our letter dated OCTOBER 2001, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

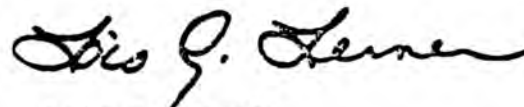
Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading.

Please keep this letter in your permanent records.

Sincerely yours,



Lois G. Lerner
Director, Exempt Organizations
Rulings and Agreements

Willow Creek (Dream Quest)

Budget name: Budget_FY25_P&L_Consolidated

Budget type: Profit and loss

Period: FY 2025 (Oct 2024 - Sep 2025)

Consolidated

Accounts	Budget totals
Grants	\$53000.00
Total Grants	\$53000.00
Interest Income	\$15900.00
Other Income	\$3400.00
Rental Income	\$2400.00
Youth Enterprise Income-NonTax	\$300.00
Total Other Income	\$6100.00
Cash Contributions	\$40500.00
Contract Funds	\$93000.00
Contracts & Professional Fees	\$0.00
Fundraising	\$5000.00
Thrift Store Non-Taxable	\$1200.00
Thrift Store Taxable	\$204500.00
Vending Machine Sales	\$4250.00
Total Fundraising	\$214950.00
Program Revenue	\$0.00
Program Fees	\$14190.00
Total Program Revenue	\$14190.00
Total Income	\$437640.00
Cost of Goods Sold	\$8050.00
Total Cost of Goods Sold	\$8050.00
Automobile Expense	\$1600.00
Depreciation Expense	\$1.00
Insurance	\$16875.00
Licenses and Permits	\$600.00
Postage and Delivery	\$900.00
Fees for Service	\$0.00
Accounting Fees	\$420.00
Admission & Outfitter Fees	\$2000.00
Grant/Fundraising Consultant	\$600.00
Instruction	\$16100.00
Legal Fees	\$1200.00
Other Fees - Contract Services	\$1680.00
Youth Incentives	\$450.00
Total Fees for Service	\$22450.00
Travel	\$600.00
Office Supplies	\$4200.00
Payroll Expenses	\$0.00
Total Company Contributions	\$0.00
Payroll Health Insurance	\$4600.00
Payroll Taxes	\$24150.00
Worker's Comp	\$3736.00
Total Payroll Expenses	\$32486.00
Advertising & Promotion	\$2425.00
Information Technology	\$2300.00
Occupancy	\$0.00
Rent	\$31032.00
Repairs & Maintenance-Interior	\$1950.00
Telephone	\$3865.00
Utilities- Gas & Electric	\$28900.00
Expansion	\$35000.00

Willow Creek (Dream Quest)

Accounts	Budget totals
Internet	\$2250.00
Janitorial & Pest Control	\$8150.00
Kitchen Maintenance	\$100.00
Repair & Maintenance-Exterior	\$875.00
Security & Fire Maintenance	\$700.00
Utilities- Refuse	\$1125.00
Utilities- Water & Sewer	\$750.00
Total Occupancy	\$114697.00
Other Expense	\$0.00
Merchant & Bank Services	\$3600.00
Fees, Tax, Dues & Subscription	\$4450.00
Cash Over/Short	\$0.00
Repair & Maintenance-Other	\$700.00
Supportive Services - WIOA	\$9450.00
Supportive Services - Work Experience	\$2800.00
Total Other Expense	\$21000.00
Payroll - Wages	\$0.00
Administration	\$68270.00
Garden to Teen Instructor	\$0.00
Program Leaders	\$42100.00
StepUP & Youth	\$55500.00
StepUP Coordinators	\$13850.00
Thrift Store Manager & Clerks	\$72800.00
Total Payroll - Wages	\$252520.00
Supplies	\$11236.00
Training, Meetings, Conferences	\$700.00
Total Expense	\$484590.00
Building Grants & Donations	\$0.00
Building Interest	\$0.00
In Kind Volunteer Hours	\$0.00
In-Kind Donations	\$0.00
Total Other Income	\$0.00
Applied Volunteer Hours	\$0.00
AppliedInKind-COGS	\$0.00
AppliedInKind-Rent	\$0.00
AppliedInKind-Supplies	\$0.00
AppliedInKind-Utilities	\$0.00
Reconciliation Discrepancies-1	\$0.00
Total Other Expense	\$0.00
Total Net Income	\$-55000.00

Friday, January 10, 2025 at 4:43 PM PST

Willow Creek (Dream Quest)

Dream Quest Store Expansion - Timeline

Date	Milestone
December 2024	Community Store Survey - Desired Items
January 2025	Board Approval of Project
January 2025	Refinement of Project Budget
January 2025	Submission of Headwaters Fund Grant
February 2025	Exploration of Retail Principals and Image Brand
March-May 2025	Identify & Hire a Store Manager
March-December 2025	Shop for New & Scout for Used Fixtures
April-September	Marketing: Re-Brand Store Image; Name & Tag Line, Color Scheme Selection
May-September 2025	Review and update hours of operation and staffing plan
April-August	Develop marketing and merchandising strategies
April-November	Source suppliers for new products
May-June 2025	Youth Programs move to Community Youth Center, creating vacancy for store expansion
June 2025	Begin Physical Expansion of Store
June 2025	Installation of old & new fixtures
July-November 2025	Continuing addition of new fixtures
July-December 2025	Solicit donation of high end used goods
September 2025	Relaunch event
August 2025-January 2026	Assessment & Refinement of Procedures