



Headwaters Fund Meeting Agenda

Prosperity Center, 520 E Street, Eureka

A. 07-18-17 Headwaters Fund Board Meeting

Documents:

[HWF Agenda Web Packet 07-18-17.pdf](#)

Headwaters Fund Board Meeting Agenda
July 18, 2017 – 12:15-2:45
Prosperity Center, 520 E Street, Eureka

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.

1. Opening (12:15)
 - a. Introductions
 - b. Approval of April 25th and May 16th 2017 Headwaters Fund Board minutes
 - c. Public comment on non-agenda items
 - d. Report out on meetings attended

2. Redwood Coast Energy Authority - Community Choice Energy Update (12:35)
 - a. Presentation – Public Agency Solar Project
 - b. Discussion
 - c. Action

3. Grant Round Logistics (1:05)
 - a. Discussion
 - b. Public Comment
 - c. Action

4. Business Succession (1:30)
 - a. Discussion
 - b. Public Comment
 - c. Action

5. CEDS Update (1:45)
 - a. Discussion
 - b. Public Comment
 - c. Action

6. Staff and Board Updates (2:00)
 - a. Discussion
 - b. Public Comment

Adjourn: Next Meeting - August 15, 2017

AGENDA DETAIL

AGENDA ITEM 2

DISCUSSION

Matthew Marshall from RCEA will provide an update on the status of launching the Community Choice Energy program. He will also introduce a potential new program that would assist public agencies with installation of photovoltaic systems to cover their energy needs. The topic for discussion will be whether the Community Investment Fund is a good source of financing for this type of project, and if so, at what terms.

ACTION

Action may be taken on this item, if needed.

AGENDA ITEM 3

DISCUSSION

At the May 2017 meeting the Headwaters Fund Board took action to open a grant round in 2017-18. Staff will present initial recommendations for the timing, criteria and process for conducting the grant round (Attachment A).

ACTION

Direct staff to implement recommendations.

AGENDA ITEM 4

DISCUSSION

Staff will present a proposal for Business Succession Planning. The HFB will need to decide how much time staff should devote to this endeavor.

ACTION

Action may be taken on this item, if needed.

AGENDA ITEM 5

DISCUSSION

Staff will update the HFB on the status of the Comprehensive Economic Development Strategy. In 2012, Headwaters Fund supported this project with a grant (Best Humboldt) plus staff time. Staff requests the Headwaters Fund Board discuss the level of support available for the current CEDS project.

ACTION

Determine level of financial or staff time support

Attachment A

The Headwaters Fund Board approved a \$75,000 grant round for 2017-18.

Staff recommends the following:

- The grant application deadline will be October 1, 2017.
- Applicants will be strongly encouraged to submit a letter of intent before full submittal. See attached Letter of Intent Guidelines.
- The grant round will have the same funding priorities as the last grant round. See attached Grant Application Instructions which include the funding priorities.
- Staff does not recommend including an award amount "range" or "average" in the guidelines, as has been past practice.
- Staff would like to circulate and share the grant applications to Headwater Fund Board via Google Docs or some other environmentally friendly manner.
- The scoring matrix should be reviewed prior to the grant round.
- Site visits will be conducted, when necessary.



HUMBOLDT COUNTY

Headwaters Fund

Letter of Intent Guidelines

Letter of Intent

Potential applicants are **strongly encouraged** to complete a letter of intent (no more than one page) and email it to headwaters@co.humboldt.ca.us before August 31, 2017. Feedback will generally be provided within 1-2 weeks. The letter of intent is to help the potential applicant determine if the project is a good fit for this grant program before committing the necessary resources to complete and submit a full application. The letter of intent is simply a concept summary and as such, supporting details should be included in the full application if and when one is submitted later on.

The one-page letter of intent should include the following:

- Amount of funding requested and anticipated source of matching funds
- Applicant name and contact information, including phone number
- Project name
- Brief project description/scope of work (focus on economic impacts)
- What is the need for the project?

Please be aware that we will receive more applications than we can possibly fund. An invitation to submit a full application implies no guarantee of funding.



Grant Application Instructions 2017-2018

APPLICATION INSTRUCTIONS FOR HEADWATERS GRANT FUND

Introduction

The Headwaters Fund was started with federal and state funds given to Humboldt County to mitigate the economic impacts of the sale and preservation of the Headwaters Forest. Headwaters Fund activities are overseen by a seven-member community board (the Headwaters Fund Board) which is appointed by and reports to the Humboldt County Board of Supervisors. The mission of the Headwaters Fund is to improve the economy of Humboldt County. As specified in the Charter, the purpose of the Headwaters Fund is to:

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

Funding Focus

The primary funding focus of the Grant Fund is to support projects consistent with the County's economic development strategy, *Prosperity! 2012*. Information on the *Prosperity! 2012* economic development strategy and the base clusters identified in the *Targets of Opportunity* report visit the Redwood Coast Prosperity website at www.redwoodcoastprosperity.com.

Projects should benefit growing and base industry clusters in Humboldt County. These industries bring dollars into Humboldt County through sales to customers outside of the County. These industries are:

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

All projects should involve close collaboration with businesses in these industries and must have a link to creating private sector jobs.

The Fund encourages projects developed cooperatively within or between industry clusters. Projects identified in the *Prosperity! 2012* Action Plan will receive priority consideration for funding. Implementation projects are encouraged over planning projects.

Projects are also rated on their ability to contribute to the quality of life for local residents and their contribution to improving the natural environment.

Funding Cycle & Amount

The allocation for the current year is \$75,000. The deadline is October 1, 2017.

Funding Eligibility

Non-profits and governmental entities are eligible to apply. Agencies should submit a letter of interest

Tribal entities are eligible to apply for Headwaters Fund grants. Contracting requirements with the County of Humboldt for Headwaters Grant funds require a formal Resolution of Limited Waiver of Sovereign Immunity. A template for this resolution and a brief explanation for it can be found on our website at www.humboldt.gov/headwaters in the Grant Applicants section.

Businesses cannot receive grants directly but can partner with a non-profit or governmental agency. The Headwaters Fund staff can advise some applicants on project development options with an appropriate partner.

Project Match & Eligible Costs

Grant Fund projects must receive matching funds from non-Headwaters sources. Implementation projects must receive at least 50% of their funding from non-Headwaters sources. Planning/technical assistance projects must receive at least 25% of funding from non-Headwaters sources.

Cash match is preferred. However, in-kind match (e.g. donated supplies and labor) will be considered. For implementation projects, at least 25% of project funds must be a cash match. For planning/technical assistance projects, at least 12% of project funds must be a cash match. For example, for a \$10,000 planning project at least \$2,500 must be funded by a non-Headwaters Fund source; at least \$1,200 must be a cash match.

At the time of the application to the Grant Fund, if matching funds are expected but not yet in hand, the applicant must document the source, amount, date, and status of expected match (see the Application Form). Grant Fund award disbursements will be subject to proof of receipt of matching funds. Successful applicants will have up to six

months from the date of a Headwaters Grant award to secure match funding. Documentation of match funding may take the form of:

- Copy of grant award letter/contract from other funders showing award amount, costs covered, budget, project description, and other information;
- Copy of organization's approved budget documenting dedicated project funds; or
- If match is not in-hand, and Grant Fund support will be used to garner outside funding, then applicant must provide a detailed fundraising/grant-writing plan, including a listing of potential funding sources, progress to date for each source, competitive position for each source, timeline, and commitments made.

All project costs are eligible for funding, except the following:

- Debt or recovery of expenses already incurred;
- Supplanting of government funds (costs formerly covered by government may be included only if the government funding is no longer available); and
- Purchases of capital equipment or property that will be privately owned, although small incentives, promotional items, and equipment purchases under \$1,000 for businesses and individuals are eligible.

Typically, total overhead costs (i.e. indirect staff, supplies, printing/copying, telephone/fax, postage/delivery, and rent/utilities) should not exceed 12% of total project costs. Exceptions to this guideline must be justified in detail. The Headwaters Grant Fund may approve a project for a lower amount than requested.

If Headwaters funds are used for a construction project, the State prevailing wage laws will apply (i.e. the grantee would need to ensure that contractors and sub-contractors are paid prevailing wages).

Project Ranking Criteria

Each grant application is rated individually on a 100 point scale. There are three main categories in which projects are rated:

- Economic Impact (50 points)
- Environment and Quality of Life (30 points)
- Project Design and Readiness (20 points)

Guidelines for Narrative Questions

Economic Impact (50 points)

The mission of the Headwaters Fund is to improve our local economy. This question is critical to the evaluation of your proposal. Out of a 100 point scale, the Board awards 50 points based on your quantification of the expected economic impacts.

A project can be highly rated based on any one of the following listed outcomes, or by providing benefit across several outcomes. Points are assigned based on the stated direct effect the project has on increasing the capacity of the base industries. A project which provides direct support to a group of businesses in an industry which will allow them to increase sales out of the county and then create jobs could receive full points. A project with a less clear outcome related to industry benefits will receive fewer points. Projects should have clear private industry cooperation which is documented in letters of support, match funding or in-kind collaboration.

The final goal of any of the economic development strategies listed below is to create new jobs which are at or above the median wage level. A project will receive more points if it is able to directly correlate its implementation with a substantial number of new sustainable jobs.

Applications which have specific, quantifiable outcomes related to the strategies being employed will receive a higher rating.

- ***Supports the Development of Pre-Permitted Commercial Space***

This category is about providing locations where businesses can easily locate. This can involve pre-permitting sites for like businesses such as the mariculture grant to pre-permit land for oyster farmers, or incubator spaces like the grant to support the expansion of the Foodworks Culinary Center in Arcata. Other related projects could be the development of an industrial park or supporting the clean up of contaminated industrial sites so that they can be used for business purposes.

- ***Reducing Regulatory Bottlenecks***

Projects which seek to build effective working relationships between businesses and regulatory agencies are rated based on their direct link to either retaining businesses or simplifying the process for the establishment of new businesses. An example of a grant in this category was is the project with the Humboldt Resource Conservation District to help dairy farmers comply with new water quality regulations.

- ***Economic Development Infrastructure***

Projects which rate highly in this category provide for infrastructure which is directly related to business and job growth. An example of a project in this area was the grant for the development of the Fishermen's Terminal in Eureka. The terminal will provide dock space, fish processing facilities and restaurant space. Other projects could be the development of the port, downtown revitalization projects, or improvements of the Highway 101 corridor through Eureka.

- ***Developing New Strategies for Economic Development***

In this outcome, projects are focused on developing economic development strategies. Projects should be tied to leveraging funds for implementation. Projects will rank higher if they can show a direct link from the planning phase to the implementation phase and have a feasible plan for securing implementation funding. Projects in support of planning for base industries receive more points.

- ***Providing Access to External Markets or Plugging the Leaks***

Projects rate highly in this outcome if they demonstrate that they will help businesses with exporting sales out of the county. Projects also rate highly if they can show they will have an impact on redirecting consumer purchases from non local companies to local ones. Projects which predict a concrete and substantial increase in sales for a group of businesses or industry will rank higher. An example of a grant in this area was the one to study natural meat production and help local producers make the connection to securing a Whole Foods contract and dramatically increasing sales.

- ***Retaining and Growing Existing Businesses***

High points are assigned in this category for projects that provide technical support to businesses which can be directly correlated to those businesses ability to grow and retain or create jobs. Technical support could be defined in terms of marketing, human resources, product development, or other expertise so that the businesses can increase sales. A successful grant using this strategy was the one to assist local manufacturers with developing catalog and website sales.

- ***Workforce Training***

A project which receives full points in this category develops the workforce by providing job skill training in a base industry skill area. Job skill training could involve a focus on education either in the K-12 system, the post-secondary system, or in providing specialized classes or training related to job skills. An example of a workforce training grant is the one to College of the Redwoods to purchase equipment for a smog technician training program.

- ***Increasing the Number of New Businesses Through Supporting Entrepreneurship and Innovation***

A successful project in this category will be able to demonstrate support for entrepreneurship which will directly lead to the creation of new businesses and new jobs.

- ***Leveraging Future Funding or Projects***

Projects which directly leverage funding from sources outside of the County can receive full economic benefit points. An example of a project which rated strongly in this area was a \$515,000 loan to the airport which provided the necessary matching funds to access \$8.7 million in federal grant funds for runway improvements.

- ***Reducing Poverty by Helping People Develop Business Skills***

A project which rates highly in this category provides access to business education and skills for low-income individuals so that they can earn a living or start a business. An example of a project which would rate highly on these criteria is the Individual Development Account program which provides matching savings funds and education for people interested in saving for equipment in order to start a business.

- ***Jobs Created***

Describe the jobs you plan to create – how many and what types. **The Headwaters Fund prioritizes the direct creation of private sector jobs as the result of a project.**

Grant funded, non-sustainable, non-profit or public sector jobs are not a priority. If

you believe your project will lead to indirect job creation at some point in the future, describe those jobs.

Impact on the Environment and Quality of Life (30 points)

In addition to economic impact, the Headwaters Fund Board is interested in funding projects which can demonstrate a positive impact on the environment. Describe how your project will address any of the following categories:

- ***Protects and/or Improves the Natural Environment***

A project receives points for demonstrating that it is contributing to the protection or improvement of the natural environment. An example of a project which rated highly on this was the grant to the North Coast Regional Land Trust to develop a local Oak Woodlands Conservation Plan.

- ***Supports the Sustainable Use of Environmental Resources***

A project receives points for demonstrating that it efficiently uses natural resources for economic benefit. An example of this would be the grant to the Yager/Van Duzen Stewards to document their voluntary sediment reduction plan developed with local ranchers. This project led to improved water quality.

- ***Preserves open spaces and working landscapes including ranches and other agricultural lands***

A project receives points for demonstrating that it supports the preservation of open space and the ability of landowners to keep ranches and agricultural lands as working landscapes. An example of a grant in this area would be the grant to the North Coast Regional Land Trust to develop an Oak Woodlands Conservation Plan so that local landowners could access oak woodlands restoration funding.

- ***Uses Environmental Knowledge in the Creation of Jobs***

Points are awarded for projects which create jobs by applying science for a positive impact on the environment.

- ***Builds Leadership Skills***

Projects are supported which either focus on the development of leadership skills in youth or in developing managerial or leadership skills in the existing workforce. The Junior Achievement grant is an example of this with funding for a K-12 curriculum with the goal of building youth leadership skills.

- ***Project is in a geographically underserved area or serves an underserved population***

Projects receive more points for representing an underserved population or geographic area. Projects also receive more points for representing a population or geographic area which has not received Headwaters funding in the past.

- ***Revitalizes Communities/Infrastructure***

This applies to projects which seek to revitalize communities with a goal of economic development. An example of this would be the Garberville Town Square

grant which allowed for the building of a square to be a central marketplace, outdoor entertainment venue and support the expansion of nearby businesses.

- ***Builds Public Infrastructure***

Points are given for projects which allow for the building or renovation of basic public infrastructure – water, sewer, power, etc which leads to the development of healthy communities.

- ***Improves Public or Pedestrian Transportation***

This category applies to projects which provide for the planning or implementation of public transportation with an emphasis on pedestrian walkways. An example of a grant in this category is the Trails Trust mini-grant to begin a Trail Stewards program for volunteers to maintain local trails.

- ***Utilizes Existing Buildings***

Projects receive points for new and innovative uses for under utilized buildings. An example of a grant in this category is the Mid Klamath Watershed Council grant to purchase the Panamnik Building in Orleans and convert it to a community and economic development hub.

- ***Fits With Community Image and Identity***

Projects should be able to show that they are in alignment with the community identity, either of Humboldt County as a whole or with the constituents the project is working with.

- ***Preserves Cultural Heritage***

Projects receive points for demonstrating that they are contributing to preserving the cultural heritage of our County.

- ***Contributes to Humboldt County Being a Desirable Place to Live***

Projects which rate highly in this category contribute to the general desirability of Humboldt County as a place to live in ways not listed above. This could be in terms of cultural, recreational, or social opportunities.

Project Design and Readiness (20 points)

Specific points are awarded for the following categories:

- ***Project Need***

The Headwaters Fund Board wants to know in plain language what you want to do and why. This piece of your narrative should tell the story about the problem you see and how you arrived at your project design as a way to solve it. You need to clearly demonstrate that you have completed the necessary needs assessment to prove that your assumptions are correct. A project which is fulfilling an unmet community need will receive a higher ranking.

- ***Scope of Work and Timeline***

Describe how you will achieve your objectives, what work will be completed and in what timeframe. Your project scope should contain sufficient detail to define the project's success. Be as specific as possible. Define how you will measure progress.

- ***Work Completed***

Describe the work completed already on the project.

- ***Capacity***

Describe the qualifications of your staff and organization and their capacity to successfully implement this project.

- ***Project Helps an Underserved Population or a Geographically Underserved Area***

Projects receive more points for representing an underserved population or geographic area. Projects also receive more points for representing a population or geographic area which has not received Headwaters funding in the past.

- ***Implementation vs. Preliminary Phase***

Projects which are applying for implementation funding rate higher than projects in the planning phase.

- ***Timeliness of the Project and the Likelihood it Will Succeed***

Project must demonstrate that the timing is right, and the necessary ingredients for success are in place.

- ***Diversity of Funding Partners and Firmness of Commitments***

Project should demonstrate a wide range of committed funding. More points are given for projects with committed funding over projects still seeking match.

- ***Project Budget Well Thought Out and Reasonable***

Project budget should demonstrate strategic planning and be realistic in terms of project cost and expected revenue.

- ***Degree of Match Funding***

More points are given for projects which have greater proven match.

- ***Use of Consultants***

The Headwaters Fund puts a priority on using local expertise whenever possible. This keeps our grant funds circulating in the local economy. List the consultants or firms you are considering for the project, and if they are not local, explain why. If appropriate, describe how you will be contributing to the local knowledge base through sharing expertise and information with local consultants.

- ***Headwaters Fund Acknowledgement***

Describe how you will acknowledge the fund. It is critical to our outreach efforts that the community sees and understands the work we are funding so that more successful projects come to us for funding in the future.

Attachments

You are required to submit the following:

Coversheet (form supplied with grant application)
Narrative
Timeline
Project Budget
List of members of the Board of Directors
Most recent IRS tax status (for non-profits)
Current Organizational Operating Budget

It is strongly recommended that you submit:

Up to five letters of support – preferably from the private sector

It is optional to submit:

Brief (one-page) resumes of key personnel
Market Analysis
Business Plan
Associated Research

Please minimize the length and number of attachments and make sure they are relevant to the grant application. Attachments may be shortened or left out of the grant packet at staff's discretion.

Application Process

We recommend you to contact the Headwaters Fund Executive Director, at headwaters@co.humboldt.ca.us or at 476-4809 to discuss your proposal before submission. **Applicants are strongly encouraged to first submit a letter of intent.** Applications for project which align with our purpose will be asked to submit a full grant application.

Applications should be submitted electronically. However, hard copies are accepted if some documents are easier to submit in paper format. Mail or drop-off paper applications to: Headwaters Fund, 520 E Street, Eureka, CA 95501. Email electronic copy to headwaters@co.humboldt.ca.us.

All complete applications will be forwarded to the Headwaters Fund Board for review. During the review process there may be a site visit or applicants may be contacted with questions. The Board will review all eligible applications and determine award amounts. Some projects receive a lower amount than was requested. The Headwaters

Fund Board will recommend projects to the Humboldt County Board of Supervisors for approval. A typical approval process can take 3-4 months from the time of application.

Applications are subject to public records acts and disclosure requirements.

Grantee Obligations

Grantees must sign a grant contract that will include a payment and report schedule, insurance requirements and monitoring requirements. Grantees must utilize Headwaters grant funds within 24 months of the execution of the grant contract. Exceptions to this policy will be considered for special project needs. Tribal entities will be required to sign a limited waiver of sovereign immunity as part of the contracting process.

At the close of the project, grantees will submit a final project report detailing expenditures, outcomes (quantitative and qualitative), and a project evaluation. Grantees also will provide the Headwaters Fund with project and organizational information for the Fund's annual public report. Grantees must maintain records of all project costs that are claimed by the grantee as being covered by the Grant Fund and other funders. The grant contract may stipulate other monitoring and evaluation requirements as needed.

For More Information

For further information, updates, and application forms for the Grant Fund or the other programs of the Headwaters Fund, please check our website at www.humboldt.gov/headwaters. With specific questions about your proposal, email headwaters@co.humboldt.ca.us or call 476-4809.



HUMBOLDT COUNTY

Headwaters Fund

Grant Application 2017-2018

Applicants are strongly encouraged to submit a letter of intent prior to submitting a full application. Please refer to the letter of intent guidelines for information.

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.

Please contact Karen Meynell, Executive Director, to discuss any questions about your application. Applications must be submitted electronically to headwaters@co.humboldt.ca.us. If some attachments are easier to submit as a paper version, you may bring or send those to our office at 520 E Street, Eureka, CA 95501.

Applications are due October 1, 2017. Given the fund's current commitments, the annual allocation this year will be \$75,000. The application form, instructions, and information on the Grant Fund may be found on our website at www.humboldt.gov/headwaters.

APPLICATION PACKET CHECKLIST

Please email the following documents to headwaters@co.humboldt.ca.us :

- _____ Coversheet (Page 1-2 of the Application, attached)
- _____ Narrative (5 pages, 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

**The Headwaters Fund
Grant Fund Application Coversheet**

Date of application: _____

Organization Name: _____

Director/CEO: _____

Contact Person Name and Title: _____

Contact Phone: _____ Contact Email: _____

Contact Address: _____

Total current year organizational budget: _____ # of FTE employees: _____

Summarize the organization's mission (in the space provided):

Project title: _____

Please provide a less than 250 word summary of your project which answers the following questions: How will your project lead to improving the local economy and increasing the quality of life for local residents? What exactly are you going to do and for whom? Why is it necessary? What will be accomplished? How will you accomplish this?

Amount requested: _____ Total project cost: _____

Grant timeline: Period covered: _____ to _____

Total match amount: _____ Match amount as % of project budget _____%
(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: _____ In-kind match _____ Cash match as % of budget _____ %
(Required: 25% for implementation, 12% for planning or technical assistance)

Type of project: _____ Planning _____ Implementation _____ Technical Assistance

Geographic focus of project: _____

Number of permanent, long term, private sector jobs to be created: _____

Which Industry is your project working with (check off all that apply):

- _____ Forest Products
- _____ Tourism
- _____ Specialty Agriculture
- _____ Niche Manufacturing
- _____ Diversified Health Care
- _____ Building and Construction
- _____ Management and Innovation Services
- _____ Investment Support Services

Strategy being employed to promote economic development (check off 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 (describe): _____

Are any of the following components required, and if so are they in place already? (check off in left column if required, then check of "yes" or "no" for if they are in place already)

- | | |
|---------------------------|------------------|
| _____ Building permits | _____yes _____no |
| _____ Market research | _____yes _____no |
| _____ Legal review | _____yes _____no |
| _____ Regulatory approval | _____yes _____no |
| _____ Consultants hired | _____yes _____no |
| _____ Staff hired | _____yes _____no |

EXPLANATION OF NARRATIVE QUESTIONS

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) Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?
- 2) What are the measurable objectives of your project? Quantify the expected outcomes.
 - **Supporting development of pre-permitted commercial space** – how much space and how many businesses will locate there?
 - **Reducing regulatory bottlenecks for business retention or creation** – how many businesses will be served? If helping to create new businesses, how many?
 - **Supporting economic development infrastructure** – what will be built and how will that support business growth? How many businesses will be assisted?
 - **Developing new strategies for economic development** – how many businesses will be served?
 - **Providing access to external markets or plugging the economic leaks** – what is the expected increase in sales for local businesses?
 - **Retaining and growing existing businesses** - what is the expected increase in sales for local businesses?
 - **Providing workforce training** – how many people? How many businesses benefit? Impact on costs, revenues and/or employment?
 - **Increasing the number of new businesses through supporting entrepreneurship and innovation** – how many new business start ups?
 - **Leveraging future funding or projects** – how much future funding?
 - **Reducing poverty by helping people accumulate assets** – how many people will be served and what is the value of the accumulated assets?

For other strategies you plan to use, quantify measureable outcomes in terms of numbers of businesses supported and additional dollars coming into the local economy.

- 3) Describe what you will do to achieve your objectives Describe how you will measure progress towards your objectives.
- 4) Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.
- 5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.
- 6) If appropriate, explain how the project will provide environmental benefits in one or more of the categories listed below.

- Protects and or improves the natural environment
- Supports the sustainable use of environmental resources
- Preserves open spaces and working landscapes
- Utilizes environmental knowledge in the creation of jobs

7) Explain how the project contributes to the quality of life for Humboldt County residents in any of the categories listed below.

- Builds leadership
- Project is in an underserved area or serves an underserved community
- Revitalizes communities/infrastructure
- Builds public infrastructure
- Improves public or pedestrian transportation
- Utilizes existing buildings
- Fits with the community image and identity
- Preserves heritage
- Contributes to Humboldt County being a desirable place to live

8) Explain the capacity of your organization, staff and project partners to implement this project.

9) If you will be using grant funds to hire expertise please list the consultants or firms you are considering. If you are not considering using a local business please explain why.

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

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.
- **Governance** - List of your board of directors or council members.
- **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.
- **IRS tax status certification** – most recent (for non-profits only)
- **Annual operating budget**
- **Timeline with expected project milestones and completion dates (sample below)**

Date	Milestone

OPTIONAL ATTACHMENTS

- **Resumes** – brief resumes of key personnel
- **Market Analysis**
- **Business Plan**
- **Associated Research**

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.

Project Expense Item	Total Cost (\$)	Requested Amount from Headwaters Grant Fund	Amount from Matching Funds	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; list indirect staff costs in "Overhead- staff related" section below)				
Staff 1:				
Staff 2:... etc.				
Sub-total: all Direct Salaries & Wages				
Benefits & Payroll Taxes				
Consultant & professional fees (specify)				
Travel (describe)				
Equipment (specify)				
Overhead- non-staff related				
Overhead- staff related (breakdown by individual position; include payroll taxes and fringe benefits)				
All Overhead Costs as % of Total Project Cost				
Total Project Cost				

Note 1: "Overhead- non-staff related" includes office supplies, printing, telephone/fax, postage, rent, and utilities.

Note 2: "Overhead- staff related" is comprised of indirect staff costs (e.g. bookkeeper).

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.