Headwaters Fund Board (HWFB) Meeting Agenda
Jan. 9, 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.

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

2. Ratification of actions taken during the HWF board meeting on October 10, 2023 (Attachment 1)
   a. Discussion
   b. Public Comment
   c. Action

3. Application for $5,000 in Mini Grant Funds for the County of Humboldt on behalf of the Samoa Community Service District (Attachment 2)
   a. Discussion
   b. Public Comment
   c. Action

4. Application for $5,000 in Mini Grant Funds for the Redwood Region Economic Development Commission in support of design of fisherman’s market in Eureka (Attachment 3)
   a. Discussion
   b. Public Comment
   c. Action

5. Application for $2,500 in Mini Grant Funds for the County of Humboldt to support a viewing of the documentary “Cape Spin” (Attachment 4)
6. Discussion of grant pipeline for the Community Investment Fund
   a. Discussion
   b. Public Comment

7. HWFB to establish liaison role to the Humboldt County Workforce Development Board (Attachment 5)
   a. Discussion
   b. Public Comment
   c. Action

8. Humboldt County Workforce Development Board Liaison update
   a. Discussion
   b. Public Comment

9. Presentation on County work related to Offshore Wind consideration of supporting a HWFB member to apply for the University of Massachusetts scholarship opportunity. (Attachment 6)
   a. Discussion
   b. Public Comment
   c. Action

10. Discussion related to ongoing work around updates to the County’s Comprehensive Economic Development Strategy (CEDS), industry specific analysis, and potential involvement of the HWFB in the CEDS committee. (Attachment 7)
    a. Discussion
    b. Public Comment

11. Staff update on termination for cause on the International Cannabis Farmers Association
    a. Discussion
    b. Public Comment

12. Check in and next steps for the Code of Conduct Ad Hoc and the Loan Ad Hoc
    a. Discussion
    b. Public Comment

13. Discuss possible involvement of the HWF in the facilitation of grants and loans through Offshore Wind Community Benefit Agreements
14. Staff report out on work to date with Cliffton Larsen and Allen related to clean up and reconciliation work on HWF accounts.
   a. Discussion
   b. Public Comment

15. Discussion on the fiscal year 2024-25 HWF budget and spending plan
   a. Discussion
   b. Public Comment

16. Discussion of Future Agenda Items
   a. Discussion
   b. Public Comment
DISCUSSION
Following the October meeting of the HWFB, the recording of the meeting was lost resulting in a loss of action details related to the following items:

1. Approval of September 12, 2023 Minutes
   a. Action: Approved Minutes
2. HWB to discuss possible collaboration with the Humboldt County Workforce Development Board with the current chair and staff.
   a. Action: Direct Staff to attend next Workforce Development Meeting and discuss exploring a formal relationship between the two bodies.
3. HWFB to discuss options for upcoming meetings in November and December and future meeting location.
   a. Action: Cancel November and December meetings unless time sensitive issues arise.

Action: Staff are requesting the HWFB ratify the decisions made at the October 10th meeting.

AGENDA ITEM 3

DISCUSSION
Staff from the Economic Development Division, the County Administrative Office, and the Samoa Community Service District (SCSD) met to discuss possible opportunities to support the acquisition of a new Fire Engine to serve the Samoa Peninsula. There are multiple grant opportunities which may be able to support financing of such an asset, but the SCSD has very limited capacity as its administrative team are all active firefighters assigned to the district.

To support the request for assistance staff are seeking a mini grant of $5,000 to support paying for a consulting firm operating under the California State Association of Counties (CSAC) to write proposals on behalf of the SCSD.

Should the application be successful, the SCSD may request additional support in the form of a cash match grant and gap financing for the acquisition from the Community Investment Fund.

This request supports infrastructure critical to the safety of residents of the peninsula and expanding development of the district.

Action: Approve or Deny Request for Funding
AGENDA ITEM 4

DISCUSSION

Staff from Economic Development and Redwood Region Economic Development Commission (RREDC) have been working to support opportunities for local fishermen. One of the most desired opportunities is the creation of an open-air market for the regular sale of locally caught seafood on the Eureka waterfront.

The proposed scope of work will cost approximately $12,000 and has received support of $3,000 in cash from RREDC and in-kind contributions from RREDC, Greenway Partners, and North Coast Growers Association.

RREDC is requesting $5,000 in funding from HWF to support this project and will use the support of HWF to secure additional funding to fill the gap in financing.

Action: Approve or Deny request for Funding

AGENDA ITEM 5

DISCUSSION

Given the ongoing activity around offshore wind development off the coast of Humboldt County there is a need to expand community engagement and knowledge about similar projects, successful or not.

County staff are engaged in planning a private viewing of the film “Cape Spin” which discusses the efforts of local communities on the east coast around wind development projects. Various community groups with a vested interest in the results of offshore wind development will be invited to view the film and participate in panel discussions following the viewing. Workforce funding is being used to support most expenses related to this project, however certain expenses are not allowable under WIOA.

County staff are seeking support of $2,500 in mini grant funding to support this community event and fill the gaps in financing present.

Action: Approve or Deny Funding request

AGENDA ITEM 6

DISCUSSION

HWF staff to provide brief update on potential Community Investment Grant/Loan opportunities including but not limited to the acquisition of a Fire Engine for the SCSD, further
financing of a market space for fishermen, and potential funding of additional Minimum Revenue Guarantee’s to support airline expansion.

AGENDA ITEM 7

DISCUSSION

Following the October 2023 HWF meeting, staff spoke with the Workforce Development Board regarding staff’s proposal for closer alignment and collaboration where possible between the two entities. The Workforce Board elected to appoint a member of their board to act as a liaison to the HWFB, attending meetings and providing a report on activity which the Workforce Board is engaged in.

Staff are recommending that the HWFB assign a member of the board to attend workforce meetings, share information, and act as a liaison from the HWFB.

Action: Recommend board member for appointment as liaison to the Humboldt County Workforce Board

AGENDA ITEM 8

DISCUSSION

This item is intended to allow a report out from the Workforce Development Board Liaison on current and future activities related to Workforce Development Board programs/initiatives, studies/research, and grant opportunities.

AGENDA ITEM 9

DISCUSSION

The Director of Humboldt County Economic Development will provide an update on activities around Offshore wind Development opportunities in Humboldt County including but not limited to learning opportunities through scholarships, WindLink, analysis on infrastructure needs, and community engagement.

WindLink is a memorandum of understanding between the Eureka Chamber, Redwood Region Economic Development, SBDC, and Economic Development to support business engagement and education around offshore wind.

The county is offering scholarships to attend a course online through University of Massachusetts focused on Offshore Wind. The county is seeking director level participation from interest parties and organizations to enhance local knowledge around offshore wind. It is not the intention of this opportunity to promote pro/con attitudes.
The county is engaged in an infrastructure analysis of physical and workforce infrastructure gaps related to opportunities around offshore wind. This study is being supported by the workforce and Enhanced Infrastructure Financing District funding.

**Action:** Recommend a HWFB member apply for the University of Massachusetts scholarship

**AGENDA ITEM 10**

**DISCUSSION**

Staff will provide an update on work to date and pending activity related to the development of a new Comprehensive Economic Development Strategy (CEDS). This process includes community engagement, industry analysis, and strategic planning involving community groups. County staff are considering making use of the HWFB and the Workforce Board as sources of members for the CEDS committee, a required component of the CEDS process.

Economic development staff have completed vendor selection following a Request for Proposals (RFP) for work on industry specific analysis and will be running a subsequent RFP for completion of the CEDS. HWFB members may be asked to support the RFP review process.

**AGENDA ITEM 11**

**DISCUSSION**

International Cannabis Farmers Association was awarded funding in the fiscal year 2019-20 to support research need for the establishment of cannabis appellations. Following timeline requests due to delays resulting from COVID 19, staff discovered several issues with the final extension and fund request submitted by the grantee. Staff have attempted to remedy the issues but have been left with no alternative to terminate the agreement for cause and request the return of all equipment purchased with the grant funds.

**AGENDA ITEM 12**

**DISCUSSION**

This item is intended to allow discussion on the pending work of the current ad hoc groups including but not limited to the Code of Conduct and Lending Ad Hoc. Code of Conduct ad hoc is to supply a draft to the full board for review and approval. The Lending ad hoc is to meet regularly with our lenders to discuss sensitive information regarding current troubled loans and to work with staff to improve processes and support contracting with vendors to enhance the programs efficacy and impacts.

**AGENDA ITEM 13**

**DISCUSSION**
With the development of Offshore wind projects off the coast of Humboldt, the wind developers are required by law to provide community benefit agreements (CBA) to offset impacts in the local economy. Tentative discussions have occurred involving the use of the HWF as a mechanism to distribute funds from a CBA with the developers.

This item is intended to inform the board of various mechanisms by which the HWFB could support the deployment and management of these funds.

**AGENDA ITEM 14**

**DISCUSSION**

Staff to provide an update on work to date by Cliffton Larson Allen LLC in support of reconciliation of the HWF accounts and funds. Currently the consultant has provided a number of recommended actions and is working with county staff to reconcile the county’s accounting of loan balances in preparation of fund balance reconciliation. Current recommendations from the consultant are as follows:

1. Reconcile the individual loan balances and accrued interest for loans out of the Revolving Loan Fund with the accounting records from the AEDC and RREDC. Work with ACO to make adjusting entries.
2. Reconcile HWF fund balances and make recommended journal entries to ACO.
3. Recommend implementing a standard loan reporting template for use by all Economic Development Corporations.
4. Recommend that no “administrative carve outs” be used regarding Headwaters Funds operating activities.
5. Recommend changes to the HWF Revolving Loan Fund Lender Manual Para 10(b)(iv)(a) regarding loan loss.
6. Recommend that a bad loan loss calculation methodology be adopted to better account for future bad loans.

**AGENDA ITEM 15**

**DISCUSSION**

Staff to provide an update on the fiscal year 2024-25 spending plan and budget for the Headwaters Fund. Staff recommend focusing the spending plan on competitive grant funding and allocation of funds to remain in the liquidity fund to offset annual inflation for the prior fiscal year. Staff are reviewing budgeting processes and are examining budgeting at the fund level rather than the Budget unit to fully capture activities of the fund and protect the fund from unallowable expenses needing to be reimbursed in the future.

Staff will be bringing back revenue figures and a proposed spending plan at a future meeting prior to submittal of the county’s budgets to the board of supervisors.
AGENDA ITEM 16

DISCUSSION

This item is intended to allow the HWFB to propose future agenda items to staff including actionable items, educational opportunities, and community engagement.

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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
Oct 10, 2023 – 3:00pm
825 5th Street, Eureka CA
Conference Room B

Remote attendance at this meeting is available through Microsoft Teams. Please click here to join the meeting remotely.

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
   a. Approval of minutes from September 12, 2023 - (Attachment 1)
   b. Public comment on non-agenda items
   c. Board member recusals, conflicts, or reports on meetings, engagements, or activities which relate to (or inform) Headwaters activity.

2. HWB to discuss possible collaboration with the Humboldt County Workforce Development Board with the current chair and staff
   a. Discussion
   b. Public Comment
   c. Action

3. HWFB to discuss preferred avenues for community engagement by board members outside of Headwaters meetings
   a. Discussion
   b. Public Comment

4. Staff update on contracting for policy, procedure, and reconciliation work
   a. Discussion
   b. Public Comment
5. HWFB to discuss options for upcoming meetings in November and December and future meeting location.
   a. Discussion
   b. Public Comment
   c. Action

Agenda Staff Report

AGENDA ITEM 2

DISCUSSION
During the Sept. 12, 2023 HWFB meeting the HWFB discussed interest in exploring possible avenues for collaboration with the Humboldt County Workforce Development Board (WDB). It was decided to invite the chair and staff for the WDB to attend the October HWFB meeting to discuss areas of shared interest and opportunities for collaboration. Discussed may include but is not limited to:

- Current Headwaters and Workforce Programs
- Use of Headwaters funding as seed money for non-formula workforce grants
- Braiding of Workforce and Headwaters support for business retention, expansion, and attraction efforts
- Potential reduction in federal workforce dollars and impacts on programs

Action: Staff are requesting the HWFB to offer staff direction on next steps

AGENDA ITEM 3

DISCUSSION
The HWFB has previously discussed coordinated engagement with the community through various means. The current goals would be to receive input from the community on perceived needs related to economic and community development and to report back to the HWFB. These efforts can be taken advantage of during grant rounds to provide marketing of available funds to community groups.

No Action

AGENDA ITEM 4

DISCUSSION
HWFB staff have been working to execute an agreement with an outside agency to provide consulting work related to policy, procedures, and reconciliation work in an effort to simplify the work needed to support the HWFB by various county agencies. Inconsistent practices have caused a number of issues over the years that now need to be addressed. The agreement
received approval by the Audit Committee and has been moved to the BOS. It will be before the BOS on the 17th of October. Following approval, staff will move to execute the agreement and begin the work.

No Action

AGENDA ITEM 5

DISCUSSION
HWFB staff to discuss upcoming meetings in November and December in light of staff commitments and holiday vacation. Staff have been directed by leadership to hold meeting at ADA approved locations. The Professional Building at 507 F Street in Eureka has a large conference room that is ADA approved, has windows, more space for attendees than the current location, and is cost free.

Action: Staff are proposing moving future meetings to the F street location, cancelling the November meeting, and requesting consideration on topics for the December meeting

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January 5, 2024

Ryan Heitz
Coordinator
County of Humboldt Headwaters Fund
825 Fifth Street
Eureka, CA 95501

Dear Mr. Heitz,

I am writing this letter to request a $5,000 Headwaters Fund mini grant to support the development of a feasibility analysis, design concept, and workplan for the development of a Dockside Fish Market.

Specifically, this grant will allow us to retain the services of Greenway Partners, who will be conducting the analysis under the direction of a project management team of Ashley Vellis of Ashley’s Seafood, Megan Kenney of the North Coast Growers Association, and me. This project team is strong in both subject matter and in project and grant management. Resumes can be provided upon request. All three of these partners will be providing their expertise as an in-kind match for this grant. In addition, Greenway Partners has discounted their fees for service and will donate additional services valued at approximately $7,000. Their scope of work is attached.

The total cost for the study is $12,000. RREDC will be contributing $3,000 in cash match in addition to providing in-kind project management support. Should the Headwaters Fund Board approve our request, we will seek additional funders for the remaining $4,000.

Upon completion of the study, we will work to implement the “project roadmap” as outlined in the attached scope of work. Toward this end, we have already begun discussions with potential partners in both Fort Bragg and Crescent City, who are also implementing similar projects. In addition, discussions have been held with the City of Eureka regarding their potential partnership. Finally, we have already identified potential funding sources for the implementation of a project.

I look forward to meeting with you and your board of directors to further discuss our request and answer any questions you might have.

Sincerely,

Gregg Foster
Executive Director
Project Name: NCGA Harvest Hub-Dockside Fish Market

Project Team Members: Kirk Cohune, Principal and Project Manager; Jason Brownfield, Architect

Stakeholders: Ashley Vellis, Megan Kenney, Gregg Foster, City of Eureka staff, NCGA Board Members, Fishermen’s Committee

Project Background

Greenway was approached by Gregg Foster, Executive Director of Redwood Region Economic Development Commission to assist Ashley Vellis from Ashley’s Seafood and NCGA Harvest Hub Director, Megan Kenney to develop a dockside seafood processing and sales facility to enable fresh seafood to be sold directly to the consumer.

Using Bellingham Washington’s Dockside Market and other projects as a model for planning purposes, the Eureka project may be envisioned as a relatively small (2,500 s.f.+/-) facility that is to be located at, or adjacent to, the entrance to Madaket Plaza along 1st Street. A processing facility with water, sinks, cutting and fileting tools, market stalls, public assembly areas, ice and storage will need to be made accessible to multiple users simultaneously.

https://www.facebook.com/bellinghamdockside
https://bellinghamseafeast.org/docksidemarket

This project is being proposed in two discrete phases; a Discovery (pre-development) phase outlined here and a second development and design phase to be proposed later. A working group to be composed of Ashley Vellis and Megan Kenney, Greenway and others will be established and will work closely together throughout the tasks outlined below.

Task 1—Program Development

In this phase we will define all specific requirements after meeting with all involved or affected stakeholders. Meetings will be scheduled and facilitated by Greenway working closely with NCGA.

Detailed Approach

1.1 Project Definition Phase

- Produce a Statement of Intent for the project working with Ashley, Megan, and others they appoint.
- One meeting with City of Eureka staff as appointed by City Manager
- Stakeholder outreach
  - One meeting with fishermen and other likely facility users
● One meeting with past purchasers of dockside fish at Woodley Island
● Detailed facility requirements and architectural program development
● Permitting agency meetings as required (Env. Health, City Engineering Department, CDFW, etc.)

**Task 2—Design Feasibility Analysis**
Concurrently with Task 1, we will work with you to develop design criteria for the facility. These design criteria will enable us to begin the process of laying out both site and adjacency diagrams so that we can address the project requirements.

2.1 Preliminary Conceptual Design
● Create an as-built site plan of the project area showing existing conditions based on a site survey, existing site plans, and/or deed descriptions all provided by the City of Eureka
● Development of up to three schematic designs for the proposed site plan including facility adjacency diagrams
● Identification of site requirements for operations
● Identification of utility connections and locations (water, electric, wastewater)

**Task 3—Road Map Development**
Once Tasks 1-2 are complete, Greenway will collaborate with you to develop a Road Map that outlines a pathway towards project feasibility. We will work with you to:

● Select the preferred project option
● Provide you a Discovery Roadmap that is a report of our work in this phase and an outline of the pathway to implementation for the preferred project option
  o Cost estimates for acquisition/leasehold improvements on the selected design option
  o Full design process and timeline
  o Regulatory approval process and timeline for the project
  o Construction process

Following the presentation of the completed Road Map, Greenway can present a proposal for Phases II and III: Formal Design and Construction Management or Formal Design and Construction.

**Phase I Timeline and Budget**
We estimate that Phase I will take 60-90 days from signing of contract.
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<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>Design Feasibility Analysis</td>
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<td>3</td>
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<td>Total</td>
<td>$12,000</td>
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January 4th 2024

Dear Headwaters Board Members,

I am writing to you expressing my full support for the development project of the Humboldt Commercial Fishermen's Dockside Market. This project would bring opportunity for commercial fishermen to develop resiliency through changing markets, blue economy developments such as offshore wind, the effects of climate change, and build an interest in workforce development for the future of the fishing industry.

The funds from the Micro Grant will help build infrastructure needed for a successful market allowing for commercial fishermen of Humboldt's Redwood Coastline to process their catch on site for customers locally and from inland that come here to purchase seafood.

Our local commercial fishing fleets have experienced hardships from restricted fishing areas, shortened seasons, and loss of fisheries entirely. The Dockside Market would bring opportunity to commercial fishermen from Shelter Cove to Orick to have more opportunity to grow, pivot, or even a place to start their fishing business during changes that regulate the industry.

Our industry is very expensive and younger fishermen wanting to start in the industry purchase small trailerable boats that are cheaper to maintain. Many companies do not buy from these small boats due to the lack of volume and during the summer months there are limited slips available for them to sell off the dock. Working with these younger fishermen, they struggle developing in the industry due to lack of opportunity. This market will allow them to sell consistently and have equal opportunity in their business.

Thank you so much for your consideration and support of the project, and please don’t hesitate to reach out to me for questions.

Sincerely,

Ashley Vellis
January 4, 2023

To representatives at Headwaters Fund,

The North Coast Growers’ Association (NCGA) is writing in support of the Dockside Fish Market project. As the operator of Humboldt’s 10 Certified Farmers’ Markets, NCGA sees the huge benefit that our vendors see from having a regularly scheduled market for direct sales and know that the fishing community will see these same benefits from a dockside market.

Our farming and fishing communities face very similar challenges. Farms often have difficulty drawing customers to farm stands due their remote locations and rugged terrain, while visiting docks to buy fish off boats presents challenges for ADA and stroller accessibility for individuals. As farmers’ markets offer a regularly scheduled event at an easily accessed location for farmers to gather to sell their products directly to customers, a dockside market would provide the same. Our fishing community already draws customers from inland who not only spend sometimes thousands of dollars on locally caught fish, but also contribute to the local economy through hotel visits, restaurant meals, and shopping trips. A dockside market in Old Town Eureka would allow those customers to schedule trips to Eureka to purchase fish, while encouraging them to patronize our local businesses.

Additionally, when customers purchase fish from the docks, the fisherfolk are responsible for cleaning fish and disposing of the byproduct when customers do not want to take the whole fish home. Without having a collective system for disposing of the byproducts, it becomes burdensome to haul the byproduct to a waste facility or to a business, like a farm, who could use the valuable nutrients in the product. In order to reduce organic waste, per SB 1383, a dockside market would have systems in place for the collection and distribution of byproducts to businesses who can compost and use those products.

Our fishing community has been severely impacted year after year by delayed and canceled fishing seasons and are planning for reduced fishing grounds due to the future off-shore wind project. Because of these challenges, it is important for us to support the development of alternate marketing strategies, like a dockside market, now to help remediate the future impacts of climate change and off-shore wind. NCGA will offer our expertise from operating farmers’ markets, alternate ways to market fish through our food hub, Harvest Hub, and support with the development of this project through staff time.

Thank you for considering this important and timely proposal to support the historic fishing industry in Humboldt,

Megan Kenney
Director of Cooperative Distribution, NCGA
megan@northcoastgrowersassociation.org
# 2023-2024 HCWDB Meeting Schedule

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<tr>
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<th>HCWDB Meetings</th>
<th>HCWDB Executive Committee</th>
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<td><strong>Quarterly</strong></td>
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<td><em>2x each Quarter</em></td>
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<td><em>Humboldt County Office of Education Annex</em></td>
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<td><strong>HCWDB Retreat</strong></td>
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<td>September 2023</td>
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<td>June 2024</td>
<td>6/14/24 9:00-11:00am</td>
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OVERVIEW

The UNIVERSITY OF MASSACHUSETTS OFFSHORE WIND PROFESSIONAL CERTIFICATE program is designed for professionals and graduate students seeking to upskill and broaden their knowledge to address the needs of the offshore wind industry. This program is a great fit for those seeking to enter the offshore wind industry or who are already in a related field. This program will draw on a broad range of disciplines involved in the offshore wind industry, including technology and engineering, development and finance, supply chain management, marketing, environmental impact, business logistics, law, and policy.

The certificate consists of the following three courses:

- ECO 610: Offshore Wind Energy – Technology, Resources, Grid Integration, and Trends (3 credits, Fall, Online)
- ECO 611: Offshore Wind Energy - Environmental Impacts, Siting, Permitting, and Stakeholder Engagement (3 credits, Spring, Online)
- ECO 612: Offshore Wind Energy – Project Economics, Deployment, and Business Logistics (3 credits, Summer, Online)

MORE INFORMATION IS AVAIABLE ONLINE AT: https://ag.umass.edu/clean-energy/offshore-wind-professional-certificate

Governance: This sponsorship program, for admission into the University of Massachusetts Offshore Wind Professional Certificate Program, shall be administered by the County of Humboldt Economic Development Division (GoHumCo) and in accord with policies of the Humboldt County Workforce Development Board and the Workforce Innovation Opportunity Act. Applicants must also meet all qualifications for enrollment at the University of Massachusetts Amherst. Requirements for admission into the Offshore Wind Professional Certificate Program may be required as well.
**Estimated Total Program Funding:** $70,848.00. This opportunity is funded by a grant award totaling $1.5m, 100% of that funding comes from the Department of Labor, through the California Employment Development Department.

**Grant Amount:** Applicants who are certified and approved will be eligible for up to $5,904.00 in tuition and registration fees paid on their behalf. Applicants will be responsible for any and all other classroom or program fees outside of or in addition to this amount or for other ancillary costs associated with participating in the program.

**Tuition Distribution:** Shall be paid directly to University of Massachusetts Amherst – Clean Energy Extension on behalf of certified and approved applicant.

**Location:** Courses will be offered during the day at the Humboldt County Job Market and will coincide with course offerings and schedule provided by The UNIVERSITY OF MASSACHUSETTS. An online option will be made available.

409 K Street, Eureka, CA 95501
Phone: 707-441-5627

**CERTIFICATION**

Applicants are required to go through an application and approval process to be selected for sponsorship before registering for classes. This selection process for sponsorship involves evaluating whether applicants meet certain eligibility criteria, such as residency in Humboldt County and/or meeting specific workforce development or economic development goals.

Applications will be reviewed in the order received. If an application is found complete, the application will be reviewed by a committee comprising of members of the Humboldt County Workforce Development Board (HCWDB) the Humboldt County Economic Development Director/Executive Director of the HCWDB, and other staff from the Humboldt County Economic Development Division as designated by the Director. Applications for sponsorship will be scored based on merit and per a rubric as established by the committee. If an application for sponsorship is approved, the applicant will receive a notice of award via email. Awards are expected to be made no later than January 19th 2024. The applicant will have 3 business days to accept the award. This notification will serve as the authorization for them to proceed with registering for classes in the UNIVERSITY OF MASSACHUSETTS OFFSHORE WIND PROFESSIONAL CERTIFICATE program.

**PAYMENT**

The UNIVERSITY OF MASSACHUSETTS OFFSHORE WIND PROFESSIONAL CERTIFICATE program offered by the County of Humboldt Economic Development Division is structured as a pay on behalf program rather than a reimbursement program. This means that the County of Humboldt will directly cover the tuition costs for
qualifying applicants, but there are specific steps and criteria applicants must meet to ensure that their classes are paid for:

Direct Payment: After applicants have registered for the classes and provided proof of enrollment, the County of Humboldt will directly pay the tuition costs on behalf of the eligible applicants. This means that qualified participants do not need to use their own funds to pay for the classes in advance.

No Reimbursement: It's important to note that this sponsorship program does not offer reimbursement for classes that have already been paid for by the applicant. In other words, if an applicant pays for classes before going through the certification and eligibility process, they will not be reimbursed for those expenses by the County of Humboldt.

DISCLAIMERS

Note: This sponsorship application provides funding for access into a graduate certificate, administered and offered by the University of Massachusetts. To qualify to enroll in the certificate program, you must have completed an undergraduate degree. Additional requirements for admission into the University of Massachusetts Offshore Wind Professional Certificate Program may be required as well.

Registration will occur after applicants are selected and certified. The registration deadline for the Spring 2024 course is Thursday, January 25th 2024. The course begins on February 5th 2024.

The application must be completed in full and in its entirety at the time of submission to the County of Humboldt Economic Development Division.

Application review and approval will cease when all available funding has been awarded.

Submission of an application in no way obligates the County to award a grant and the County reserves the right to reject any or all applications, wholly or in part, at any time, without penalty. Applications may be subject to public disclosure pursuant to the California Public Records Act. All awards are subject to the terms and conditions of guidelines set forth by the Workforce Innovation Opportunity Act (WIOA). The County reserves the right to modify or amend the program if programmatic, funding, staff, or resource limitations or changes arise.

INSTRUCTIONS

Individuals interested in participating in this program MUST complete this application form. Please submit completed form AND a current resume to:

Mail: County of Humboldt Economic Development Division Re: UMASS OSW Application 825 5th Street Eureka, CA 95501

Electronic: gohumco@co.humboldt.ca.us Subject: UMASS OSW Application

Attach more pages as necessary but be concise.

For additional questions regarding board membership, please contact: gohumco@co.humboldt.ca.us or 707-445-7745. Applications are subject to public records acts and disclosure requirements.
UMASS OSW Application – GoHumCo Sponsorship Program December 2023

This is a one-year long professional certificate program. This program requires a minimum time commitment of 4-5 hours per week inclusive of online course sessions and is balanced to meet the needs of individuals working full-time. The program is best suited for leadership level staff, board, or committee members, or for those on a managerial pathway within the agency or institution they represent. Future opportunities for less senior staff will be made available through the County’s ETPL and workforce programs.

<table>
<thead>
<tr>
<th>Residency Information</th>
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<tbody>
<tr>
<td>Full Name</td>
</tr>
<tr>
<td>Street Address</td>
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<tr>
<td>City, State, ZIP Code</td>
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<td>Home Phone</td>
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<tr>
<th>Organization Information</th>
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<tr>
<td>Name of Organization of Agency</td>
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<td>Title</td>
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<td>Size of organization</td>
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<th>Application Questions (Must complete all)</th>
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**Educational and Professional Background:**

- What is your current educational level and field of study or profession?
- Please list any relevant academic achievements or professional experiences
Motivation and Goals:

- Why are you interested in this particular program?
- How do you plan to use the knowledge and skills gained from this program to support the organization you represent and the broader Humboldt County Business Community?

Financial Need:

- Please describe the financial situation of your organization and why you require this scholarship.
- Have you received any other scholarships or financial aid to support your professional development in regard to offshore wind education?

Impact and Contribution:

- How do you envision applying the skills and knowledge from this program to make a positive impact in your community or organization?
- Can you provide examples of past experiences where you obtained a certification or education that led to contributing positively to the Humboldt County business community or your organization?
Long-Term Vision:

- As relates to the emergent offshore wind industry in Humboldt County, where do you see your organization in 5-10 years, and how does this program fit into that vision?
- What are the long-term professional goals or your organization, including your role within the organization, and how will this scholarship and certificate program help you achieve them?

Commitment to the Program:

- Are you able to commit to the full duration of the program which is one (1) year?
- This program requires a minimum time commitment of 4-5 hours per week inclusive of online course sessions and is balanced to meet the needs of individuals working full-time. How will you balance the demands of this program with other responsibilities?

Please provide three references who can speak to your qualifications and your ability to utilize the knowledge provided in this educational opportunity to support the Humboldt County business community in the transition to offshore wind.

Include: Name, Title/Organization, relationship to you, phone and email.
Attestation and Signature

By submitting this application, I affirm my understanding and acceptance of the facts, disclaimers, and terms therein and also affirm that the information I have provided are true and complete, to the best of my knowledge:

<table>
<thead>
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<th>Name (printed)</th>
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<tr>
<td>Title</td>
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<tr>
<td>Signature</td>
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<td>Date</td>
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</table>

UMASS OSW Application – GoHumCo Sponsorship Program December 2023

Application checklist:

- Submitted by 5pm January 12\textsuperscript{th} via email to gohumco@co.humboldt.ca.us
- Residency information included.
- Organizational information included.
- Application questions completed.
- Three references provided.
- Resume attached.
- Attestation signed.
MEMORANDUM OF UNDERSTANDING
BETWEEN
THE COUNTY OF HUMBOLDT ECONOMIC DEVELOPMENT DIVISION
AND
REDWOOD REGION ECONOMIC DEVELOPMENT COMMISSION
AND
REDWOOD COAST CHAMBER FOUNDATION
AND
GREATER EUREKA CHAMBER OF COMMERCE
AND
NORTHERN CALIFORNIA SMALL BUSINESS DEVELOPMENT CENTER
AND
NORCAL APEX ACCELERATOR

This Memorandum of Understanding ("Agreement") is entered into this ___ day of ______ by
and between the County of Humboldt ("County"), Redwood Region Economic Development
Commission ("RREDC"), Redwood Coast Chamber Foundation, Greater Eureka Chamber of
Commerce ("Eureka Chamber"), Northern California Small Business Development Center
("NorCal SBDC"), and NorCal APEX Accelerator (each a "Party" and, together, the "Parties"); to
establish WindLink, a strategic partnership focused on empowering local businesses to be
educated in, and engaged with, economic opportunities related to the emerging offshore wind
industry in Humboldt County.

WHEREAS, the development of the Port of Humboldt Bay and the emergence of offshore wind
in the region represent significant opportunities for economic growth, business expansion, job
creation, and infrastructure investment in Humboldt County; and

WHEREAS, the successful development of offshore wind energy and port infrastructure projects
demands a resilient, robust, and adequately prepared supply chain to ensure the efficient and
effective execution of the associated tasks and activities;

WHEREAS, it is recognized that the integration of local and regional businesses into the supply
chain for offshore wind and port development projects can yield substantial economic benefits,
foster job creation, and stimulate growth in communities surrounding these initiatives;

WHEREAS, the Parties seek to support local businesses in engaging with, and gaining a better
understanding of, business and economic opportunities related to port development and offshore
wind in Humboldt County; and

WHEREAS, the Parties wish to leverage their respective expertise, resources, and connections
for the mutual benefit of local business and the community; and

WHEREAS, the Parties recognize a need to proactively engage and educate local businesses
on how to participate in, and benefit from, the emerging offshore wind industry in Humboldt
County; and
WHEREAS, the partners of the WindLink coalition are working closely with the private owners of waterfront properties, the City of Eureka, and the Humboldt Bay Harbor, Recreation and Conservation District to understand the capabilities, needs, and opportunities for development along the industrial waterfronts of Humboldt Bay.

WHEREAS, the County of Humboldt is working closely with the Humboldt Bay Harbor District to evaluate workforce and supply chain needs for the District's Offshore Wind Heavy-lift Marine Terminal project."

THEREFORE, it is acknowledged and emphasized that supporting and integrating local and regional businesses into the supply chain is both a strategic and social imperative, crucial to enhancing the economic, environmental, and community benefits of offshore wind energy and port development. By promoting local and regional business participation and providing opportunities for growth and collaboration, this Agreement seeks to contribute to the shared prosperity and sustainability of the regions involved.

To accomplish this, the Parties agree as follows:

AGREEMENT

1. Purpose

The purpose of this Agreement is to establish Humboldt County WindLink, a partnership comprising the aforementioned Parties, which shall act as a resource hub for Humboldt County businesses seeking greater understanding of, and engagement with, business and economic opportunities related to port development and offshore wind.

This Agreement aims to be the first step toward equipping local businesses with the resources and knowledge necessary to understand and successfully participate in opportunities generated by the emerging offshore wind industry.

2. Commitment to Cooperate

The Parties agree to cooperate and work together in good faith for the purpose of this Agreement. Ensuring that the local business community is apprised of, and engaged in, opportunities related to the development of floating offshore wind energy off the coast of Humboldt County.

To advance this commitment, the Parties further agree to:

1. Convene monthly, and
2. Maintain regular and focused communications by informing the other Parties in a timely fashion of relevant developments that could affect or impact the purpose of this Agreement, and
3. Share relevant knowledge, experiences, resources and information with regards to the work laid out in this agreement.
3. **WINDLINK Program**

The Parties agree to leverage their respective expertise, capabilities, and connections to develop the WINDLINK program to provide resources to the local business community which help inform and empower them to better understand and engage with opportunities related to offshore wind. The resources that WINDLINK provides shall include, but is not limited to, the following:

- Networking Opportunities
- Education and Training
- Technical Assistance
- Access to Capital and Financing
- Up-to-date Communication on Relevant Opportunities

These resources will be delivered and communicated to the business community in the form of quarterly meetings for businesses, a monthly informational newsletter, networking events and mixers, education and training events, timely announcements concerning industry updates and opportunities, social media announcements, and through an online internet presence which will house information, data, and resources for WINDLINK participants.

4. **Roles and Responsibilities**

The Parties agree that, as a collective, WINDLINK shall work together to proactively engage with the local business community on a regular basis to better offer resources to businesses, as defined in Section 3. This engagement may be in the form of, but is not limited to, public meetings, workshops, newsletters, social media campaigns, webinars, and business surveys. In addition, or as a part of these direct engagement activities, each Party also agrees to contribute knowledge and resources to the business community which is specific to their area of expertise. As such, the Parties agree to the following roles in supporting WINDLINK and the business community:

- County of Humboldt – Program Financing and Staff Support
- RREDC – Education, Information Hosting and Access to Capital
- Eureka Chamber & Redwood Coast Chamber Foundation – Convening and Meeting Facilitation
- NorCal SBDC – General Business Technical Assistance
- NorCal APEX Accelerator – Procurement Technical Assistance

These roles may be modified with the consent of affected Parties.

5. **Additional Partners**

The Parties agree to welcome the inclusion of additional partners to WINDLINK who share the vision and goals outlined in this Agreement. The Parties recognize that new stakeholders may contribute unique expertise, resources, or perspectives that enhance the effectiveness and impact of WINDLINK.

The inclusion of additional partners will be subject to mutual agreement and documented through an amendment process outlined in Section 6 of this Agreement.
6. Marketing and Branding

The parties agree to use the WINDLINK logo and font for any formal announcements, publications, materials or communication used with regards to the WINDLINK program.

7. Funding and Cost Sharing Clause

Any funding, financial arrangements, or cost-sharing agreements between the parties pertaining to the work and activities outlined in this Agreement shall be documented and managed independently from this Agreement. The parties acknowledge that separate, supplementary agreements, or financial documents may be necessary to detail the terms, conditions, and obligations related to funding, contributions, or cost-sharing arrangements.

The parties commit to engaging in good faith discussions to establish such separate agreements or financial arrangements, which will be mutually agreed upon in writing and signed by authorized representatives of the involved parties. These supplementary documents will govern the financial aspects of the collaboration and will be considered binding and enforceable to the extent permitted by applicable laws.

This Agreement is not intended to replace or supersede any specific funding, financial, or cost-sharing agreements that may be required to facilitate the activities and objectives described herein. The parties understand that such separate agreements are essential to ensuring transparency, clarity, and compliance with any regulatory or financial requirements associated with the collaboration.

In the event of any conflict or inconsistency between this Agreement and any separate funding or cost-sharing agreements, the terms of the separate agreements shall prevail to the extent of such inconsistency, while the remaining provisions of this Agreement shall remain in full force and effect.

8. Amendments

Any party may initiate an amendment to this Agreement by written request. Any proposed amendment must be mutually agreed upon by the Parties.

9. Term
This Agreement shall be effective upon the date last signed and executed by the duly authorized representatives of the Parties, and shall continue in full force until December 31, 2027, unless terminated as described in Section 9.

10. Severability

If any section, subsection, phrase or clause of this Agreement is for any reason found to be invalid, such section, subsection, phrase or clause shall be severed from, and shall not affect the validity of, all remaining portions of this Agreement that can be given effect without the severed portion.

11. Termination and Dispute Resolution

The Parties, in their sole discretion, may withdraw from this Agreement due to another Party's material breach of this Agreement. In such case, the rights and responsibilities of the withdrawing Party are terminated. Any Party seeking withdrawal or termination shall provide written notice to the other Parties, and the Party allegedly in material breach of Agreement shall have 90 days after such written notice is provided to cure the identified breach. The Parties agree to meet and confer in good faith during this 90-day period in order to resolve disputes prior to withdrawal or termination.

12. Mutual Indemnification

Each party agrees to defend, indemnify and hold the other party, its officers, employees, and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees), or claims for injury or damages arising out of the performance of this Agreement, but only in proportion to and to the extent such liability, loss, expense, attorneys' fees or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of the party, its officers, employees, or agents.

IN WITNESS WHEREOF, the parties have entered into this Agreement as of the first date written above.

THE COUNTY OF HUMBOLDT

By:_________________________
REDWOOD REGION ECONOMIC DEVELOPMENT COMMISSION

By: __________________
Name: __________________
Title: __________________

GREATER EUREKA CHAMBER OF COMMERCE

By: __________________
Name: Nancy Olson
Title: CEO

REDWOOD COAST CHAMBER FOUNDATION

By: __________________
Name: Nancy Olson
Title: CEO

NORTHERN CALIFORNIA SMALL BUSINESS DEVELOPMENT CENTER
By: 

Name: KRISTIN JOHNSON
Title: Executive Director, Norcal SBDC

NORCAL APEX ACCELERATOR

By: 

Name: KRISTIN JOHNSON
Title: Executive Director, Norcal SBDC
Proposal for

Economic Development Studies and Analyses for Target Industries

November 17, 2023
Submitted to

County of Humboldt
Scott Adair, Director of Economic Development

Submitted by

TPMA

Wendy Brewer, Senior Manager
wbrewer@tpma-inc.com
740-350-5880
1. Introductory Letter

Dear Scott,

TPMA, LLC is pleased to provide the attached proposal to the County of Humboldt (The County) in response to the RFP for Economic Development Studies and Analyses for Target Industries, i.e. Project Rebound.

TPMA, headquartered in Indianapolis, Indiana, has worked across the United States on economic and workforce development projects. Our approach places great importance on developing a community understanding of a new economic reality and related opportunities that can support long-term resiliency.

We understand that the County aims to gain a critical understanding of their economic environment and most significant industries, and emerging economic and industry trends that might affect the County. TPMA is prepared to develop detailed analysis (SWOT-, Gap-, Sequencing-, and Target Industry Analyses) to provide the County with robust data about the local economy and opportunities to foster economic development in the long-term.

TPMA understands that strategies must be designed to address the vast and unique challenges faced by underrepresented populations, businesses, families, and local economies. Since our founding in 1989, we have focused on regional approaches to economic strategy and workforce development informed by data and focused on action.

TPMA guarantees that the proposed consultants have sufficient capacity and availability to complete this project on budget and within the given timeframe. Should you have any questions about our proposal, please contact Wendy Brewer, Senior Manager of Proposal Development, at wbrewer@tpma-inc.com or (740) 350-5880 (1630 N. Meridian St., Suite 330, Indianapolis, IN 46202).

Sincerely,

[Signature]

Thomas P. Miller
President & CEO
2. Signature Affidavit

REQUEST FOR PROPOSALS NO. EDD-2023-01
Professional Consulting Services Regarding Economic Development Studies and Analyses for Target Industries, i.e., Project Rebound

ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit with Proposal)

<table>
<thead>
<tr>
<th>NAME OF ORGANIZATION/AGENCY:</th>
<th>TPMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>STREET ADDRESS:</td>
<td>1630 N. Meridian Street, Suite 330</td>
</tr>
<tr>
<td>CITY, STATE, ZIP:</td>
<td>Indianapolis, IN, 46202</td>
</tr>
<tr>
<td>CONTACT PERSON:</td>
<td>Wendy Brewer, Senior Manager</td>
</tr>
<tr>
<td>PHONE #:</td>
<td>740-356-5880</td>
</tr>
<tr>
<td>FAX #:</td>
<td>317-925-4231</td>
</tr>
<tr>
<td>EMAIL:</td>
<td><a href="mailto:wbrewer@tpma-inc.com">wbrewer@tpma-inc.com</a></td>
</tr>
</tbody>
</table>

Government Code Sections 6250, et seq., the “Public Records Act,” define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this Proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or agency to submit or not to submit a Proposal; that this Proposal has been independently arrived at without collusion with any other Proposer, competitor or potential competitor; that this Proposal has not been knowingly disclosed prior to the opening of Proposals to any other Proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above-named agency and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. EDD-2023-01 and declares that the attached Proposal and pricing are in conformity therewith.

[Signature]
11/09/2023
Wendy Brewer
Name
11/09/2023
Date

This agency hereby acknowledges receipt / review of the following Addendum(s), if any:
Addendum # [ ]
Addendum # [ ]
Addendum # [ ]
Addendum # [ ]
Addendum # [ ]
3. **Table of Contents**

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Professional Profile

3.1 Organization Overview

TPMA (LLC), headquartered in Indianapolis, IN, established in 1989 (34 years in business) provides comprehensive consulting services throughout the United States and internationally, working with nonprofit organizations, educational institutions, local and state governments, and industry associations. The TPMA staff includes subject matter experts in economic development, workforce development, housing and labor market research, inclusive stakeholder engagement, capacity building, and resource development. TPMA has been operating and providing similar services under this name since 1989.

TPMA has provided similar services to dozens of government agencies in more than 40 states throughout the last 34 years.

TPMA has not had any litigation regarding the provision of services equivalent to those set forth in this RFP.

TPMA has not been convicted of fraud and has not had any debarments, suspensions, or ineligibility to participate in public contracts.

TPMA has also not violated any local, state, or federal regulatory requirements.

TPMA is not controlled by any other organization and does not have any financial interest in any other organization.

3.2 Overview of Qualifications and Experience

TPMA’s team for this project will be led by Brett R. Wiler (Project Lead & Project Manager), who has extensive experience developing Target Industry Analysis and gap analysis. Brett will be guided by Brian Nottingham, who has vast experience in data analysis and target industry analysis throughout the country. Connor Waddell and Erin Brown play a vital role in developing and conducting research and stakeholder engagement activities. The team will be able to tap into the internal knowledge pool of TPMA’s 48 professional consultants, who work in various fields, ranging from economic development and workforce strategy to housing, grant writing, DEI analysis, and program evaluation. This guidance is critical for the interconnected approach of TPMA, ensuring a holistic approach that considers all related factors and stakeholders.
Brian Nottingham
Senior Director, TPMA

LinkedIn: brian-nottingham-35818452
Email: bnottingham@tpma-inc.com
Phone: 814-853-9288

Strategic Advisor

Brian will advise the project team contributing his experience with target industry, workforce, and gap analysis and long-term strategies to support economic development.

Professional Summary

Brian has extensive experience in workforce development and public policy. Before joining TPMA he led labor market research efforts in South Carolina serving as Director of the Business Intelligence Division for the South Carolina Department of Employment & Workforce.

Throughout the pandemic, Brian's team was responsible for the development, marketing, and promotion of "lifeboat jobs" in South Carolina, identifying pandemic-resistant employment opportunities available to jobseekers in need of immediate financial security. The program supported the statewide economy while focusing on the potential for future advancement out of a lifeboat job into a higher-pay job within the same industry- or even into a different industry.

While at TPMA, Brian has led or advised numerous projects on the future needs of the workforce, utilizing supply/demand (gap) analyses, independent modeling to predict the impact of automation, and forecast the future workforce needs in communities across the country. Highlights include an Industry Analysis & Marketing Study for the City of Yuma (Arizona). This eight-month effort led to the development of an actionable strategy for economic growth for the city. The team created a logic model specifically for this project, which now serves as a best practice model for the organization.

Education

Political Science & Government, PhD (ABD), University at Buffalo
Political Science & Government, MA, The University of Akron
Political Science & Government, BA, Allegheny College

Expertise

• Workforce Development
• Labor Market Analysis
• Policy Development & Analysis

Technical Skills

• Quantitative Analysis
• Strategy Development
• Policy Review
• Focus Group Facilitation
• Asset Mapping
Brett R. Wiler
Sr. Director of Economic Development & Strategic Planning

LinkedIn: brett-wiler-6a959b9
Email: bwiler@tpma-inc.com
Phone: 814-323-1999

Project Lead & Manager
Brett will lead the team throughout the project and be the main point of contact.

Professional Summary
Prior to joining TPMA, Brett worked as the Director of Outreach and Investment for the Erie, PA Regional Chamber, where he managed an industry-recognized best-practice business outreach program. In addition, Brett was the primary architect of the nation’s first municipal-based Opportunity Zone Prospectus and Intermediary and went on to lead the Flagship Opportunity Zone Development Company under the umbrella of the Erie Regional Chamber. His work around Opportunity Zones was the cornerstone of Erie’s signature economic development conference, Erie Homecoming, which has led to over $100 million in investment in Erie since 2019.

At TPMA, Brett serves as an advisor for the firm’s economic development related projects leveraging his vast knowledge of best practices in place across the country. Some recent examples include advisory and lead roles for Comprehensive Economic Development Strategies (CEDS) for the Mountainland Association of Governments (UT), West Piedmont Planning District Commission (VA), Central Oklahoma Economic Development District (OK), the Top of Alabama Regional Council of Governments (AL), and more. Further examples include Economic Development Strategic Plans and Resiliency Plans for the Clarksville-Montgomery County EDC (TN), St. Johns County (FL), Northern Border Regional Commission (NY, VN, ME, NH), The City of Orem (UT). This broad range of experience enables Brett to view projects from a high level, while also understanding the diversity of each of our client’s needs and challenges.

Education
Public Administration, M.P.A.-Gannon University
Business Administration, B. Sc.-John Carroll University

Expertise
• Strategic Planning
• Economic Development
• Asset Mapping
• Organizational Development

Relevant Experience
City of Yuma, AZ
Targeted Industry Analysis

St. Johns County, FL
Economic Development Strategic Plan

Clarksville-Montgomery County EDC, TN
Economic Development Strategic Plan
Connor Waddell

Consultant

LinkedIn: connor-waddell-9b1ab3177
Email: cwaddell@tpma-inc.com
Phone: 317-771-4605

Research & Engagement Specialist

Connor excels in data analysis and engagement and will lead this work in concert with Erin. Connor will also support stakeholder engagement activities for this project.

Professional Summary

Connor serves as a consultant at TPMA and has extensive work experience with non-profits, community organizations, and authorities. He has worked on projects with a focus on affordable housing and market analysis and mostly focuses on data analysis and projections.

He has conducted economic development strategic plans and resiliency plans throughout the country, including work for Greene County, OH (Pandemic Recovery Strategic Action Plan); and Orem (EDSP), UT, South Plains Association of Governments (Economic Recovery & Resiliency Plan), TX, and Asset Mapping for the Michigan Economic Development Corporation.

As a research specialist, he analyzes economic and demographic data from a variety of sources to identify relevant trends, gaps, resiliency gaps, and opportunities. Using his analyses, the project team can craft data-driven recommendations to improve and foster economic development and resiliency conditions within the community of focus.

Education

Master of Public Affairs, Indiana University

Philosophy, B.A., University of Indianapolis

Applied Psychology, B.A., University of Indianapolis

Relevant Experience

Greene County
Pandemic Recovery Strategic Action Plan, OH

City of Orem
Economic Development Strategic Plan, CO

Expertise

- Data Gathering and Aggregation
- Evaluation
- Policy Review
- Data Analysis

Technical Skills

- Economics and Mathematics
- Projections
- Asset Mapping
Erin Brown
Consultant

LinkedIn: erinkbrown
Email: ebrown@tpma-inc.com
Phone: 203-913-7694

Research Specialist

Erin will conduct research and analyses in concert with Connor.

Professional Summary

Erin is a Consultant at TPMA who brings years of experience in research and analyzing quantitative data. Erin’s strong quantitative background enables her to use various analytical tools including R, Stata, and ArcGIS.

Prior to joining TPMA, Erin served as a Research Assistant at the Margaret Chase Smith Policy Center, where she developed and authored technical reports, created visualizations for stakeholders, and analyzed and summarized papers for researchers. Erin also served as a research assistant for the University of Maine, where she cleaned and analyzed data to study Maine Residents’ perceptions of aquaculture, conducted literature reviews, and presented complete research findings to stakeholders at several conferences.

Currently, Erin is working on several projects at TPMA including a Economic Development Strategic Plans, Housing Assessments and Studies, Strategic Plans. Erin developed comprehensive dashboards, data analytics, and much more during these projects, and can provide the team with exceptional data skills.

Education

Economics, MS, University of Maine
Economics, BS, University of Maine
Environmental Sciences: Hydrology, BS, University of New Hampshire

Expertise

• Research and Data
• Market Analysis
• Public Transportation
• Vehicle Electrification
• Housing Assessment

Technical Skills

• R, Stata, and ArcGIS
• Pro IMPLAN
• Spatial Analysis

Relevant Experience

St. Johns County, FL
Economic Development Strategic Plan

Northern Border Regional Commission
Strategic Plan (NY, ME, NH, VT)
WE KNOW TARGET INDUSTRY STUDIES AND DATA ANALYSIS // TPMA has conducted various target industry studies, gap analyses, SWOT Analyses, and cluster studies for various governmental agencies throughout the country. Most of our work in Economic Development Strategic Planning includes SWOT analyses, Workforce Analyses and target industry analyses. We recently completed SWOT and Target Industry Analyses for St. Johns County (FL), City of Yuma (AZ), Clarksville-Montgomery County (TN), City of Orem (UT), and for the Michigan Economic Development Corporation. We understand that there are many different forms of Target Industry and Cluster Studies and are able to provide traditional analyses or any variation that can be tailored to your needs.

WE KNOW CALIFORNIA // TPMA recently completed a Comprehensive Economic Development Strategy for the Eastern Sierra region of California and is currently involved in multiple initiatives with the Northern Rural Training and Employment Consortium (NoRTEC), including planning and labor market reports over several years and preparing gap analyses. This extensive work has helped our team develop an intimate understanding of trends in economic development, regional industry movement, workforce and community needs, and California’s regulatory framework.

WORK IN ECONOMIC DEVELOPMENT STRATEGIC PLANNING // TPMA has provided a variety of services for community organizations across the country including the development of Economic Development Plans and Strategic Plans. All the mentioned projects include different analyses, such as SWOT, target industry analysis, cluster analysis, workforce analysis, and gap analysis. Currently, the team is developing an EDSP for Kenton County (KY), City of Louisville (KY), Harrisburg (NC), and St. Johns County (FL). A list of recently completed projects has been provided below, followed by project summaries highlighting some of our related work.

Recently completed projects include EDSPs for:
- Clarksville-Montgomery County (TN)
- Green County (OH)
- Allegany County (MD)
- Morehead-Rowan County (KY)
- City of Orem (UT)
- North Carolina Gateway Communities along the Blueridge Parkway (representing 29 counties in VCA and NC)
- Knox County Development Corporation (IL)
- Accomack-Northampton Planning District (VA)

RESEARCH & ANALYSIS CAPABILITIES // Our skilled team of researchers utilizes comprehensive data sets and provides findings in easy-to-comprehend formats to
inform policy and strategy. This includes workforce and labor market analyses, program feasibility studies, economic impact studies, and community needs assessment.

WORK IN EMERGING COMMUNITIES // TPMA has worked in communities of all sizes from Los Angeles, California to Cumberland, Indiana. Our experience in unique locations such as Greenville, South Carolina; Moscow, Idaho; Detroit, Michigan; and Orem, Utah has developed our ability to conduct research, design recommendations, and tailor strategies in communities of varying size across the United States.

ACTIONABLE RECOMMENDATIONS // We customize recommendations for our economic development partners based on relevant local data and personal interactions with stakeholders and residents. We accompany our community-specific recommendations with implementation schedules detailing timelines, partners, responsible parties, and funding options to allow a seamless transition from planning to implementation.

DIVERSITY, EQUITY, AND INCLUSION // TPMA understands the importance of embedding diversity, equity, and inclusion (DEI) practices into all areas of the company and our work. We value participatory approaches, engaging community members and those affected most by programs to ensure their voices are being heard. This is especially important for project design and planning activities as it promotes buy-in, generates understanding, ensures inclusion, and leads to more comprehensive plans as all challenges, processes, and viewpoints can be addressed.

Please find full work samples of Targeted Industry Studies or economic development studies that included SWOT Analyses, Target Industry Studies, or Gap Analyses below:

City of Yuma, Arizona: Targeted Industry Analysis & Marketing Study, 2022 - TPMA provided professional consulting services for the preparation of a Target Industry Analysis & Marketing Plan. The team conducted research and analysis for the City of Yuma that led to the development of actionable strategies for economic growth to guide and support the future development of the City. The analysis was complemented by the introduction of a new business recruitment strategy to foster the business attraction efforts of the city. Brian Nottingham and his team used focus groups to gain insights into the unique features of Yuma. Based on initial feedback and direction from the Economic Development team from the City of Yuma and the focus groups as a shaping mechanism, the study explicitly accounts for the vision and goals of the
collective Yuma community, vis-à-vis industry expansion in the region. Armed with these insights from Yuma residents, the team next empirically examined a vast pool of potential industry matches that aligned with the community’s vision. A cluster analysis complemented this stage of the work. While the factors examined were myriad, in the most general terms, the team analyzed data from the U.S. Bureau of Labor Statistics, the Bureau of Economic Analysis, the Census Bureau, and modeling data powered by Lightcast. These efforts led to a Targeted Industry Analysis & Marketing Study that created guidance for the city for years to come. The final Deliverable can be found here.

City of Orem, Utah: Economic Development Strategic Plan, 2022 - TPMA partnered with leadership and community stakeholders from the City of Orem, Utah. Orem is the fifth-largest municipality in the state with a population of 100,275 residents. Orem is in Utah County, 45 miles south of Salt Lake City and 6 miles north of Provo. Utah County is projected to have the largest numeric increase in population in the state, adding over one million new residents to reach 1.6 million by 2065. This dramatic increase requires careful long-term planning to manage and guide the growth of the area and to ensure their lucrative strategic areas of retail, technology-based industry jobs, and small business entrepreneurship are firmly established. As the goals and objectives of the City of Orem have evolved and changed due to time and the impact of the COVID-19 pandemic, City leadership realized the importance and necessity of reviewing and revising the Economic Development Strategic Plan. TPMA has partnered with City leadership and revised the existing plan, incorporated new strategic economic areas, and initiated plans for continued resiliency. The final deliverable can be viewed here.

Allegany County, Maryland: Economic Development Strategic Plan, 2019 - TPMA completed an economic development strategic plan for Allegany County. Allegany County is in the Western Maryland panhandle in the Ridge-and-Valley Country of the Appalachian Mountains, with a population of over 71,000 residents. The project included a deep dive into demographic and industry data and retail and tourism case studies. Additionally, a comprehensive engagement process included focus groups, onsite public engagement sessions, and working sessions with a steering committee to refine goals and strategies. The final plan focused on four key goals, including aligning regional economic development partners to strengthen traditional business development activities, attracting, and retaining a skilled workforce, growing
the County’s position as a tourism destination, and investing in infrastructure and housing development. These goals were complemented by twelve working strategies that outlined a comprehensive action and implementation plan. The final plan can be viewed [here].

Clarksville-Montgomery County, TN: Economic Development Strategic Plan, 2023 - ongoing – TPMA developed the Economic Development Strategic Plan for Clarksville-Montgomery County. Clarksville-Montgomery County is heavily influenced by the local military base Fort Campbell, which is a significant economic driver for the whole region and an important partner. The team conducted thorough data analysis (SWOT Analysis, workforce analysis, and Gap Analysis) of existing documents, ongoing projects, and data around the economy, workforce, tourism, and socioeconomic factors. TPMA then proceeded with an online survey, which was open to the public, and multiple rounds of focus groups on the ground, focusing on different topics, such as workforce, housing, tourism, etc. In addition, the team conducted multiple interviews with local leadership, to garner further insights from local experts in different fields. The team then developed recommendations and strategies for the county to follow, which included a clear roadmap, and tracking metrics to enable the county to track progress and achievement of goals. The preliminary final deliverable can be viewed [here].

4. Quality Assurance Capabilities

4.1 Description of Services

Task 1: Project Launch & Situational Assessment

The Project Team will facilitate a launch meeting with County leadership to make introductions and discuss any information that may help develop context for the planning process. We do not view this launch as a formality, but rather the first of many discussions that will help us develop deeper contextual understanding. In addition to this stage setting, we will use the meeting to finalize a detailed project plan that includes:

- Scope of work, project plans, timeline, and deliverables;
- Roles and responsibilities;
- Implementation Budget and Schedule;
- Desired outcomes and measures of success;
• Communication preferences and monthly schedule for regular meetings;
• Existing plans and programs; and;
• Logistics for identifying and conducting stakeholder engagement.

TPMA values regular, open communication with our clients. For this project, we propose bi-monthly calls throughout the process. We will use this time to gather feedback on the work being done and adjust, as necessary, to meet the County’s expectations. We understand that the development of a CEDS and Regional and Local Workforce Development Plans are currently underway and will facilitate coordination with the respective consultants and align efforts, where applicable.

**Timeline:** January 2024

**Task 2: Economic Research & Data Analysis**

Following the launch meeting, TPMA will review and analyze existing studies, plans, documents, and reports in addition to any related regional planning documents (e.g., County of Humboldt Strategic Framework & updated Framework, County CEDS, Strategic Plan, etc.). This review will help inform the planning process by providing TPMA with an understanding of historical and current efforts as well as concurrent planning around the County. It will also include best practices for zoning regulations, workforce development, and economic development.

Data analysis will be conducted to evaluate and validate the current economic conditions of the County around the economy, with a special focus on the targeted industries. This will include data gathering around demographics, industry-specific data (key industries in the county, major employers, trends in technology etc.), infrastructure and transportation (access, cost, type, etc.), education and workforce (educational institutions, graduation rates, educational attainment, etc.), regulatory and tax environment, real estate and commercial property (zoning, land use, available sites etc.), consumer and market trends, sustainability and environmental factors (environmental regulations and initiatives that influence industry development, etc.), local government initiatives and plans.

TPMA will leverage the following resources for data discovery: Lightcast (EMSI), DataAxle Genie, ArcGIS Business Analyst, U.S. Census Bureau, U.S. Bureau of
SWOT Analysis & Sequencing Analysis

The Project Team will evaluate the needs and current situation of the County with an assessment of the strengths, weaknesses, opportunities, and threats (SWOT) based on findings from Tasks 2 and 3. A draft analysis will be provided to the County and refined based on feedback received.

To complete the SWOT Analysis, the Project Team will use information to identify what is or could be identified as the County’s competitive advantages, including such examples as regional clusters and unique community assets. A community that has a strong understanding of its assets can identify emerging economic sectors that may lead to a diversified economic base.

The Project Team will also identify real and perceived competitive disadvantages within the County, including such examples as workforce availability, educational gaps, housing availability, lack of funding, or other challenges to economic development. The Project Team will work to identify resources needed (e.g., the cost, staff, policy) to neutralize or convert these into competitive advantages in the short-, medium-, or long-term.

TPMA will identify external opportunities for regional progress, which could include targeted industry and talent recruitment and increased funding through collaborative programming. Opportunities can often be found through the integration of existing state, regional, or local plans that have already been completed or are underway. External challenges or threats, such as changes to regulations or shifts in the regional value chain, will also be identified. TPMA will carefully analyze these challenges to inform what preventative and proactive measures can contribute to long-term economic resiliency. Potential elements to be examined in the SWOT Analysis include:
TARGET INDUSTRY AND GAP ANALYSIS

The team will use the information from stakeholder engagement activities and data collection to develop the target industry and gap analysis. The team will define the industries to target for economic and workforce development. Concurrently, the gap analysis serves as an essential part of the assessment. It involves identifying unmet needs within the local economy. These gaps could encompass various dimensions, such as industries that are underrepresented, areas facing skill shortages, infrastructure deficiencies that impede progress, or instances where the county lags its neighboring regions. The purpose of this identification is to discern opportunities and areas that require strategic attention, ultimately paving the way for targeted economic development initiatives and growth.

Timeline: January – June 2024

Task 3: Implementation Goals, Strategies and Activities

The Project Team will establish a dynamic engagement process. The proposed facilitation tools will be developed in close cooperation with the County to ensure that engagement considers all relevant stakeholders. Stakeholder engagement will be conducted both in-person and online to increase participation and offer flexible options for those who are unable or unwilling to attend in person.

The process and methodology for engagement will be refined based on input received through the engagement. Different tools will enable the team to gather an array of input from a variety of sources including, but not limited to,
industry organizations, economic development representatives, major employers, local businesses, realtor agencies (if applicable) etc.

**FOCUS GROUPS**

TPMA will design a series of stakeholder focus groups discussing topics such as industry, workforce availability, business needs, economic climate, site development, infrastructure. This exercise will validate and complement the SWOT analysis, sequencing analysis, and gap analysis. Discussions will provide insights on the focus for long-term strategy with special attention to resiliency and economic growth. One-on-one interviews with key leaders may also be used to gather insights not easily conveyed in a group setting.

**STAKEHOLDER SURVEY**

The Project Team will design and administer a survey to economic development partners, including business owners and associations, major employers, industry associations, educational institutions, industry sector partnerships, realtor associations, and others as identified with County leadership. Online surveys will be designed to develop a broader understanding of community needs, partner capacity, and gaps in support for industry, and business and economic growth. The team will develop easy-to-understand infographics that highlight key findings.

**LEADERSHIP STRATEGY SESSION**

TPMA will conduct a strategy session with County leadership. This session will guide framework design and develop goals and objectives. The session will implement aspects of a design sprint, which TPMA uses regularly for leadership sessions and strategy development.

What is a Design Sprint? Heavily rooted in the successful prototyping practice used in tech industries throughout the world, a Design Sprint is a highly interactive workshop format in which participants spend the entire session working through a series of intentionally curated activities designed to help them understand the problem/big question (e.g., What do we need for robust growth? How do we achieve this? What are our ideas around the topic? How and what should we prioritize? What services should we offer/change or adopt?), brainstorming potential solutions, and sketching out potential action steps, and priorities for their communities.
**Timeline**: June - August 2024

**Task 4: Draft Comprehensive Final Report**

TPMA will use the gathered data, results from stakeholder engagement activities and the conducted analyses to prepare a comprehensive final report. Our team understands that the final report will be critical to develop the latter Regional and Local Workforce Development Plan and the County's Comprehensive Economic Development Strategy. Therefore, we will provide the final report to the County and ensure alignment with the needs of these projects.

If deemed necessary, TPMA is able to present the final report to internal and external stakeholders.
Our team will ensure alignment with the requirements of the HUD CPF grant program.

**Timeline:** October 2024

### 4.2 Quality Assurance Capabilities

Our experienced team has a track record of conducting numerous SWOT, Target Industry and Gap Analyses and is well-versed in identifying major risks that may arise during the project. As a result, we proactively engage in risk mitigation efforts even prior to commencing the project. During the Project Launch phase (Task 1), we will carefully outline tasks for each stakeholder and establish clear timelines that delineate their responsibilities. Our Project Lead will also maintain regular communication with each stakeholder to ensure they stay on course. This strategic approach helps us preemptively address most of the significant risks by defining roles, assigning tasks, and setting up timelines.

Another notable risk pertains to facilitating stakeholder engagement that includes the most significant major employers, industry representatives, and others. To ensure robust results of engagement, we must include these stakeholders to get a comprehensive overview of the state of the industries and economy. Therefore, we will engage with stakeholder engagement participants early in the process.

TPMA assigns a Project Manager, Brett R. Wiler, to every engagement to ensure milestones are accomplished, timelines are met, and polished deliverables are produced to meet and exceed partner expectations. Frequent two-way communication ensures small issues are resolved before they grow and any changes to the project parameters are carefully evaluated and approved by both partners before they are implemented. The Project Team will take great care to review our outputs for completeness, correctness, and consistency with the agreed-upon standards before delivery. We will share drafts with your team and invite your review and feedback so that we may make the revisions you request.

At the time of Project Launch, we will capture the agreed-upon scope in a project plan that will be shared with your team for review, amendment, and approval. Any proposed changes to the project will be carefully evaluated and approved by both partners before they are implemented.
Brett will monitor the progress of the project regularly and systematically. We propose a monthly check-in meeting to stay connected as progress unfolds or issues arise. Your Project Manager is always available during standard business hours to advise or troubleshoot. Brett will ensure our communications with you and your stakeholders are accurate and professional to allow for building trust, understanding, and alignment.

TPMA maintains an internal time-tracking system that indicates the availability of staff members that is referenced when submitting proposals and assigning work. Both current and projected time commitments are considered, ensuring adequate availability for the duration of a project. If a team member cannot fulfill the obligations associated with this project, TPMA will assign a professional staff member whose qualifications match or exceed the expertise of that team member. Any changes will be communicated to and approved by the client.

Brett has plenty of experience preparing target industry analysis, SWOT analysis, workforce analysis, and gap analysis. He recently completed the Target Industry Analysis for the City of Yuma, SWOT analysis, and gap analysis for the City of Orem, St. Johns County, and many more, and is aware of potential data pitfalls and barriers. This will ensure the team collects the correct data during the appropriate timeframe.

## 5. Cost Proposal

### 5.1 Price Quotes

TPMA can perform the above-outlined scope of work for a total cost of **$149,900.00**. This cost is inclusive of all staff time, travel, on-site engagement, and materials. Our firm recognizes the fiduciary responsibility of government agencies and makes every effort to design efficient project budgets that leverage the unique expertise of individual team members. The calculated cost below cost is based on the number of hours which our consultants are expected to work on each task.
ATTACHMENT B – COST PROPOSAL FORM
(Submit with Proposal)

Itemize all costs that will be incurred by the County for the provision of services equivalent to those set forth in RFP No. EDD-2023-01. Price Quotes shall include any and all costs associated with the provision of such services. A narrative should be attached to clarify any pricing data submitted.

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<thead>
<tr>
<th>A. Personnel Costs</th>
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<tr>
<td><strong>Title:</strong> Brian Nottingham, Senior Director</td>
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<td>Salary Calculation: $235’212</td>
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<td>Duties Description: Strategic Advisor</td>
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<td><strong>Title:</strong> Brett R. Willy, Senior Director</td>
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<th>B. Operational Costs</th>
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6. Supplemental Documentation

All of the necessary information and work samples have been provided in sections 1-6.
# References

**REFERENCE DATA SHEET**

Provide a minimum of three (3) references with name, address, contact person and telephone number whose scope of business or services is similar to those of Humboldt County (preferably in California). Previous business with the County does not qualify.

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<tr>
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<th>Golden State Finance Authority (2023)</th>
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<tr>
<td>STREET ADDRESS:</td>
<td>1215 K Street, Suite 1650</td>
</tr>
<tr>
<td>CITY, STATE, ZIP:</td>
<td>Sacramento, CA, 95814</td>
</tr>
<tr>
<td>CONTACT PERSON:</td>
<td>Barbara Hayes</td>
</tr>
<tr>
<td>EMAIL:</td>
<td><a href="mailto:bhayes@rrcnet.org">bhayes@rrcnet.org</a></td>
</tr>
<tr>
<td>PHONE #:</td>
<td>855-740-8422</td>
</tr>
<tr>
<td>FAX #:</td>
<td>916-444-3219</td>
</tr>
<tr>
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<td>STREET ADDRESS:</td>
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</tr>
<tr>
<td>CITY, STATE, ZIP:</td>
<td>Orem, UT, 84057</td>
</tr>
<tr>
<td>CONTACT PERSON:</td>
<td>Kathi M Lewis</td>
</tr>
<tr>
<td>EMAIL:</td>
<td><a href="mailto:kmlewis@orem.org">kmlewis@orem.org</a></td>
</tr>
<tr>
<td>PHONE #:</td>
<td>801-229-7079</td>
</tr>
<tr>
<td>FAX #:</td>
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7. Evidence of Insurability and Business Licensure

We are able to provide any further proof of insurance upon award of the project. In order to stay within the 25-page limit, please find one of our insurance certificates as an example below.
# Certificate of Liability Insurance

**Issued By:**
StateFarm
**Address:**
9757 Westpoint Dr S'E 300
INDIANAPOLIS IN 46256

**Insured:**
Thomas P Miller and Associates LLC
1630 N Meridian St Ste 433
INDIANAPOLIS IN 46222

**Certification Number:**
11/15/2023

**COVERAGES**

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**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES**

- **PLAINS CORPORATION**
- **EMPLOYER/INSURIOR**
- **OFFICER/OWNER/EXECUTIVE**
- **F/A**

**Certificate Holder Also Acts As Additional Insured**

**Certification Holder**
Humboldt County
835 5th Street
Eureka CA 95501

**Cancellation**

- Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.
- Authorized Representative

**Signature**

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8. Exceptions, Objections and Requested Changes

TPMA has no exceptions, objections or request changes to this RFP.

9. Required Attachments

All four Attachments have been added to their respective sections within this proposal.

Supplemental Documentation or any necessary certificates are in place and can be provided to the County upon award of the contract.