Headwaters Fund Board Meeting Agenda
February 7, 2020 - 9:00-4:00
Holiday Inn Express, 815 W. Wabash, Eureka CA, 95501

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 (9:00 a.m.)
   a. Approval of minutes from January 14, 2020 - (9:00) - (Attachment 1)
   b. Public comment on non-agenda items
   c. Report out on meetings attended

2. Review and Approve RREDC Quarterly Report (9:10) – (Attachment 2)
   a. Discussion
   b. Public Comment
   c. Action

3. Review and Approve AEDC Quarterly Report (9:20) – (Attachment 3)
   a. Discussion
   b. Public Comment
   c. Action

4. Recommend to the BOS that Dianna Rios be reappointed to the HWFB - (9:30)
   a. Discussion
   b. Public Comment
   c. Action

5. Review and vote on slate for Chair/Vice-Chair as presented by Nominating Committee – (9:40)
   a. Discussion
   b. Public Comment
   c. Action

6. Review and vote on Playhouse Arcata Mini Grant - (9:50) – (Attachment 4)
   a. Discussion
   b. Public Comment
   c. Action

7. Hoopa Valley Tribe Competitive Grant Application Presentation and Q/A by the HWF Board – (10:05) – (Attachment 5)
   a. Discussion
   b. Public Comment
   c. Action

8. Westside Community Improvement Association Competitive Grant Application Presentation and Q/A by the HWF Board – (10:45) – (Attachment 6)
   a. Discussion
   b. Public Comment
   c. Action
9. Humboldt NeuroHealth Therapeutic Services Competitive Grant Application Presentation and Q/A by the HWF Board – (11:25) – (Attachment 7)
   a. Discussion
   b. Public Comment
   c. Action

10. Break for Lunch – (12:05)

11. Humboldt Bay Harbor, Recreation and Conservation District Competitive Grant Application Presentation and Q/A by the HWF Board – (1:05) – (Attachment 8)
   a. Discussion
   b. Public Comment
   c. Action

12. Redwood Region Entertainment and Education Liaisons Competitive Grant Application Presentation and Q/A by the HWF Board – (1:45) – (Attachment 9)
   a. Discussion
   b. Public Comment
   c. Action

13. City of Blue Lake Competitive Grant Application Presentation and Q/A by the HWF Board – (2:25) – (Attachment 10)
   a. Discussion
   b. Public Comment
   c. Action

14. Staff and Board updates - (3:05)
   a. Discussion
   b. Public Comment

15. Adjourn

Next Meeting: March 10, 2020
AGENDA ITEM 2

DISCUSSION
Gregg Foster to present quarterly report for Headwaters Fund Revolving Loan Fund activities performed by Redwood Region Economic Development Commission

Action: Approve or Deny Report

AGENDA ITEM 3

DISCUSSION
Jayne Lovig to present quarterly report for Headwaters Fund Revolving Loan Fund activities performed by Arcata Economic Development Corporation

Action: Approve or Deny Report

AGENDA ITEM 4

DISCUSSION
Headwaters Fund Board to vote on the recommendation to the Board of Supervisors that Dianna Rios be reappointed to the Headwaters Fund Board for her third and final term, term is for three-years. Dianna was originally appointed in May 2015 and reappointed in 2017.

Action: Vote to Recommend Dianna Rios to the BOS for Reappointment

AGENDA ITEM 5

DISCUSSION
Nominating Committee of current chair and former chair, Carl Hansen and Chuck Ellsworth, to present slate of candidates for chair and vice-chair for April 2020 through March 2021.

Action: Vote on Chair and Vice-Chair

AGENDA ITEM 6

DISCUSSION
Board to review and vote on Playhouse Arcata mini-grant application to perform planning activities related to the expansion of the Local Arts Agency and furthering collaboration with the City of Arcata.

Action: Vote to approve or deny funding

AGENDA ITEM 7

DISCUSSION
Board to hear a presentation on the Hoopa Valley Tribe’s competitive grant application pertaining to the expansion and refinement of the processes of their sawmill operations. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 8

DISCUSSION
Board to hear a presentation on the Westside Community Improvement Association’s competitive grant application pertaining to the creation of a service industry training facility. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 9
DISCUSSION
Board to hear a presentation on the Humboldt NeuroHealth Therapeutic Services’ competitive grant application pertaining to the relocation and expansion of their facility offering mental health services. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 11

DISCUSSION
Board to hear a presentation on the Humboldt Bay Harbor, Recreation and Conservation District’s competitive grant application pertaining to the planning and review components of the offshore wind energy project. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 12

DISCUSSION
Board to hear a presentation on the Redwood Region Entertainment and Education Liaisons’ competitive grant application pertaining to the upcoming Familiarity Tour 2020 which will bring studio executives and site scouts to the County of Humboldt. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 13

DISCUSSION
Board to hear a presentation on the City of Blue Lake’s competitive grant application pertaining to the creation of a city center on a vacant lot which is being purchased by the city. Applicant will be given ten minutes to present the project followed by twenty minutes of Q/A by the HWF Board.

Action: Approve or deny placement onto final grant review slate

AGENDA ITEM 13

DISCUSSION
Staff report to the Headwaters Fund Board.

Adjourn
## RREDC - Headwaters Fund Loan Portfolio Performance - Cash and Accrual Basis

<table>
<thead>
<tr>
<th>Period</th>
<th>Period End Loan Balance</th>
<th>Average Loan Balance*</th>
<th>Interest Paid HWF**</th>
<th>Cash Basis Yield***</th>
<th>Change in HWF Accrued Interest</th>
<th>Interest (Cash and Accrued) Capitalized This Period</th>
<th>Accrual Basis Yield</th>
<th>Losses/Recovery this Period</th>
<th>Net Return Including Recoveries/Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct - Dec 2019</td>
<td>2,680,141</td>
<td>2,674,324</td>
<td>37,086</td>
<td>5.55%</td>
<td>3,291</td>
<td>40,377</td>
<td>473</td>
<td>6.04%</td>
<td>1,921</td>
</tr>
<tr>
<td>Jul - Sep 2019</td>
<td>2,668,507</td>
<td>2,680,019</td>
<td>42,106</td>
<td>6.28%</td>
<td>(263)</td>
<td>41,843</td>
<td>394</td>
<td>6.25%</td>
<td>2,148</td>
</tr>
<tr>
<td>2018-2019****</td>
<td>2,691,531</td>
<td>2,708,601</td>
<td>160,645</td>
<td>5.93%</td>
<td>(1,577)</td>
<td>159,068</td>
<td>8,835</td>
<td>5.87%</td>
<td>7,881</td>
</tr>
<tr>
<td>2017-2018</td>
<td>2,725,671</td>
<td>2,915,692</td>
<td>171,525</td>
<td>5.88%</td>
<td>(1,467)</td>
<td>170,059</td>
<td>-</td>
<td>5.83%</td>
<td>7,623</td>
</tr>
<tr>
<td>2016-2017</td>
<td>3,105,712</td>
<td>2,888,199</td>
<td>157,554</td>
<td>5.46%</td>
<td>3,301</td>
<td>160,855</td>
<td>-</td>
<td>5.57%</td>
<td>4,179</td>
</tr>
<tr>
<td>2015-2016</td>
<td>2,670,685</td>
<td>2,494,823</td>
<td>143,092</td>
<td>5.74%</td>
<td>4,167</td>
<td>147,259</td>
<td>-</td>
<td>5.90%</td>
<td>36,273</td>
</tr>
<tr>
<td>2014-2015</td>
<td>2,318,961</td>
<td>2,247,540</td>
<td>84,915</td>
<td>3.78%</td>
<td>107</td>
<td>85,022</td>
<td>-</td>
<td>3.78%</td>
<td>(98,784)</td>
</tr>
<tr>
<td>2013-2014</td>
<td>2,176,119</td>
<td>2,290,930</td>
<td>86,969</td>
<td>3.80%</td>
<td>(18,196)</td>
<td>68,773</td>
<td>-</td>
<td>3.00%</td>
<td>-</td>
</tr>
<tr>
<td>2012-2013</td>
<td>2,405,741</td>
<td>2,429,923</td>
<td>114,907</td>
<td>4.73%</td>
<td>7,989</td>
<td>122,896</td>
<td>4,904</td>
<td>5.26%</td>
<td>-</td>
</tr>
<tr>
<td>2011-2012</td>
<td>2,454,105</td>
<td>2,058,467</td>
<td>86,923</td>
<td>4.22%</td>
<td>1,849</td>
<td>88,772</td>
<td>2,016</td>
<td>4.41%</td>
<td>-</td>
</tr>
<tr>
<td>2010-2011</td>
<td>1,662,828</td>
<td>1,633,288</td>
<td>74,518</td>
<td>4.56%</td>
<td>8,282</td>
<td>82,800</td>
<td>-</td>
<td>4.41%</td>
<td>(18,096)</td>
</tr>
<tr>
<td>2009-2010</td>
<td>1,603,748</td>
<td>1,753,866</td>
<td>95,908</td>
<td>5.47%</td>
<td>(7,383)</td>
<td>88,525</td>
<td>-</td>
<td>5.07%</td>
<td>-</td>
</tr>
<tr>
<td>2008-2009</td>
<td>1,903,983</td>
<td>1,795,369</td>
<td>79,059</td>
<td>4.40%</td>
<td>2,311</td>
<td>79,290</td>
<td>21,106</td>
<td>5.59%</td>
<td>-</td>
</tr>
<tr>
<td>2007-2008</td>
<td>1,686,755</td>
<td>1,730,138</td>
<td>88,739</td>
<td>5.13%</td>
<td>6,297</td>
<td>95,036</td>
<td>-</td>
<td>5.49%</td>
<td>-</td>
</tr>
<tr>
<td>2006-2007</td>
<td>1,773,521</td>
<td>1,712,020</td>
<td>86,796</td>
<td>5.07%</td>
<td>6,109</td>
<td>92,905</td>
<td>312</td>
<td>5.44%</td>
<td>-</td>
</tr>
<tr>
<td>2005-2006</td>
<td>1,650,518</td>
<td>1,699,646</td>
<td>97,874</td>
<td>5.76%</td>
<td>(3,173)</td>
<td>94,703</td>
<td>1,215</td>
<td>5.64%</td>
<td>-</td>
</tr>
<tr>
<td>2004-2005</td>
<td>1,748,774</td>
<td>1,584,545</td>
<td>62,488</td>
<td>3.94%</td>
<td>3,350</td>
<td>65,836</td>
<td>9,523</td>
<td>4.76%</td>
<td>-</td>
</tr>
<tr>
<td>2003-2004</td>
<td>1,420,315</td>
<td>710,158</td>
<td>4,739</td>
<td>0.67%</td>
<td>2,715</td>
<td>7,454</td>
<td>13,299</td>
<td>2.92%</td>
<td>-</td>
</tr>
</tbody>
</table>

Totals: 1,675,843 1,691,474 62,077 ($6,855)

*Average loan balance is calculated as the average of the beginning and ending balance of the period.

**Actual cash paid to HWF.

***Interest paid/average loan balance. Annualized for quarterly reports.

****Figures are unaudited and subject to revision.

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**Year-End Loan Balances and Cash Payments**

![Graph showing loan balances and cash payments](image-url)
### AEDC - Headwaters Fund Loan Portfolio Performance - Cash and Accrual Basis

<table>
<thead>
<tr>
<th>Period</th>
<th>Period End Loan Balance</th>
<th>Average Loan Balance**</th>
<th>Interest Only Paid HWF***</th>
<th>Cash Basis Yield****</th>
<th>Change in HWF Accrued Interest</th>
<th>Total HWF Interest (Cash and Accrued)</th>
<th>Interest Capitalized This Period</th>
<th>Accrual Basis Yield</th>
<th>Loan Losses/Recovery this Period</th>
<th>Net Return Including Recoveries/Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020*</td>
<td>2,051,360</td>
<td>2,651,181</td>
<td>48,071</td>
<td>5.60%</td>
<td>-</td>
<td>48,071</td>
<td>-</td>
<td>5.70%</td>
<td>-</td>
<td>5.60%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>3,251,001</td>
<td>3,023,221</td>
<td>166,792</td>
<td>5.52%</td>
<td>-</td>
<td>166,792</td>
<td>-</td>
<td>5.52%</td>
<td>-</td>
<td>5.52%</td>
</tr>
<tr>
<td>FY 2018</td>
<td>2,795,441</td>
<td>2,841,802</td>
<td>152,295</td>
<td>5.36%</td>
<td>3,972</td>
<td>156,267</td>
<td>-</td>
<td>5.50%</td>
<td>(73,821)</td>
<td>2.90%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>2,888,163</td>
<td>2,478,044</td>
<td>116,861</td>
<td>4.72%</td>
<td>15,901</td>
<td>132,762</td>
<td>-</td>
<td>5.36%</td>
<td>-</td>
<td>5.36%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>2,087,926</td>
<td>2,182,185</td>
<td>112,390</td>
<td>5.15%</td>
<td>2,324</td>
<td>114,714</td>
<td>-</td>
<td>5.26%</td>
<td>-</td>
<td>5.26%</td>
</tr>
<tr>
<td>FY 2015</td>
<td>2,296,444</td>
<td>2,097,853</td>
<td>98,641</td>
<td>4.70%</td>
<td>5,839</td>
<td>104,480</td>
<td>-</td>
<td>4.98%</td>
<td>(13,665)</td>
<td>4.33%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>1,899,261</td>
<td>1,695,036</td>
<td>82,533</td>
<td>4.87%</td>
<td>1,496</td>
<td>84,029</td>
<td>-</td>
<td>4.96%</td>
<td>(17,000)</td>
<td>3.95%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>1,490,811</td>
<td>1,747,499</td>
<td>86,516</td>
<td>4.95%</td>
<td>11,581</td>
<td>98,097</td>
<td>-</td>
<td>5.61%</td>
<td>-</td>
<td>5.61%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>2,004,188</td>
<td>2,134,658</td>
<td>98,896</td>
<td>4.63%</td>
<td>12,079</td>
<td>110,975</td>
<td>-</td>
<td>5.20%</td>
<td>(194,922)</td>
<td>-3.93%</td>
</tr>
<tr>
<td>FY 2011</td>
<td>2,265,129</td>
<td>1,801,579</td>
<td>78,926</td>
<td>4.38%</td>
<td>9,703</td>
<td>88,629</td>
<td>-</td>
<td>4.92%</td>
<td>(20,873)</td>
<td>3.76%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,031,574</strong></td>
<td></td>
<td><strong>889,953</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(320,282)</td>
</tr>
</tbody>
</table>

*07/01/2019 - 12/31/2019

**Average loan balance is calculated as the average of the beginning and ending balance of the year as presented in the annual audit.

***Interest paid to HWF.

****Interest paid (annualized) / average loan balance:

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/30/2019</td>
<td>$37,724</td>
<td>actual</td>
</tr>
<tr>
<td>12/31/2019</td>
<td>$46,014</td>
<td>actual</td>
</tr>
<tr>
<td>3/31/2020</td>
<td>$30,812</td>
<td>projected</td>
</tr>
<tr>
<td>6/30/2020</td>
<td>$31,391</td>
<td>projected</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$147,938</strong></td>
<td>Annualized</td>
</tr>
</tbody>
</table>
### Loan Portfolio Performance

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Cash ROI</th>
<th>Accrual ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>4.38%</td>
<td>4.92%</td>
</tr>
<tr>
<td>2012</td>
<td>4.63%</td>
<td>5.20%</td>
</tr>
<tr>
<td>2013</td>
<td>4.95%</td>
<td>5.61%</td>
</tr>
<tr>
<td>2014</td>
<td>4.87%</td>
<td>4.96%</td>
</tr>
<tr>
<td>2015</td>
<td>4.70%</td>
<td>4.98%</td>
</tr>
<tr>
<td>2016</td>
<td>5.15%</td>
<td>5.26%</td>
</tr>
<tr>
<td>2017</td>
<td>4.72%</td>
<td>5.36%</td>
</tr>
<tr>
<td>2018</td>
<td>5.36%</td>
<td>5.50%</td>
</tr>
<tr>
<td>2019</td>
<td>5.52%</td>
<td>5.52%</td>
</tr>
<tr>
<td>2020</td>
<td>5.60%</td>
<td>5.60%</td>
</tr>
</tbody>
</table>
January 29, 2020

Name and address of organization •

Playhouse Arts (Arcata Playhouse)
1251 9th Street
Arcata, CA 95521

Dear Headwaters Fund Directors,

The Arcata Playhouse, as Local Arts Agency for the city of Arcata, wishes to apply for a $5,000 planning grant to further develop the structure of the LAA and strengthen its relationship with the City of Arcata.

The project, CREATIVE ARCATA, addresses the following issues listed in your Mini-Grant instructions:

**Describe how your project will lead to future economic development and improved quality of life for Humboldt County residents •**

Working together, the City of Arcata and its Local Arts Agency will build entrepreneurial opportunities for artists, expand city leadership’s ability to draw on the creative thinkers in the arts community and assure that quality of life for Arcata residents will be enhanced through thoughtful arts involvement.

**Expected economic impact (in measurable terms)**

- By working closely with the City, Creative Arcata will create a structure and establish protocol for future funding/investment opportunities and provide clear channels for communications, effective marketing and advocacy.
- Increased communication between businesses, residents and artists will develop new avenues for funding for artists and create artist input on civic developments such as housing, transportation, and education.
- State and national funding is leveraged by demonstrating active partnerships between the City and its LAA.
- Creative Arcata will build the capacity for cultural tourism; Americans for the Arts data shows that each arts attendee spends $24.60 per event in addition to the cost of admission. When a community attracts cultural tourists, it harnesses significant economic benefits.

We appreciate this opportunity and look forward to hearing from you.

Yours truly,

Jacqueline Dandeneau, Executive-Artistic Director
The Arcata Playhouse
<table>
<thead>
<tr>
<th>Project Expense Item</th>
<th>Total Cost ($)</th>
<th>Requested Amount from Headwaters Grant Fund</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Salaries &amp; Wages (breakdown by individual position &amp; indicate full or part-time; list indirect staff costs in “Overhead-staff related” section below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff 1: Executive Director/ Project Manager (% of annual wage)</td>
<td>$8000.00</td>
<td>$2000.00</td>
<td>$6000.00</td>
<td>California Arts Council/Playhouse Arts</td>
</tr>
<tr>
<td>Marketing</td>
<td>$4000.00</td>
<td>$500.00</td>
<td>$3500.00</td>
<td>California Arts Council/Playhouse Arts</td>
</tr>
<tr>
<td>Facilities/Rental Manager</td>
<td>$2000.00</td>
<td>$500.00</td>
<td>$1500.00</td>
<td>California Arts Council</td>
</tr>
<tr>
<td>Consultant &amp; professional fees (specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant: Greenway</td>
<td>$8000.00</td>
<td>$2000.00</td>
<td>$6000.00</td>
<td>California Arts Council</td>
</tr>
<tr>
<td>Marketing: advertising, print</td>
<td>$1500.00</td>
<td>$1500.00</td>
<td>California Arts Council/Playhouse Arts</td>
<td></td>
</tr>
<tr>
<td>Rentals: Facilities</td>
<td>$1500.00</td>
<td>$1500.00</td>
<td>California Arts Council</td>
<td></td>
</tr>
<tr>
<td>Travel (describe)</td>
<td>$0.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment (specify)</td>
<td>$0.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overhead- non-staff related</td>
<td>$1000.00</td>
<td></td>
<td>$1000.00</td>
<td>Playhouse Arts</td>
</tr>
<tr>
<td>Total</td>
<td>$26000.00</td>
<td>$5000.00</td>
<td>$21000.00</td>
<td></td>
</tr>
</tbody>
</table>

Income

- California Arts: this grant has been confirmed and the contracts executed | $16000.00 |
- Playhouse Arts: These funds will be taken from our earned income and individual donations | $5000.00 |
Date of application: January 15, 2020

Organization Name: Hoopa Valley Tribe

Director/CEO: Byron Nelson, Jr. Chairman

Contact Person Name and Title: Joe Davis, Councilmember

Contact Phone: 530-625-4211 Contact Email: jgd119@humboldt.edu

Contact Address: PO Box 1348 Hoopa, CA 95546

Total current year organizational budget: $90m # of FTE employees: 800

Summarize the organization’s mission (in the space provided):
To preserve, promote and protect the culture, sovereignty and natural resources of our Hoopa Valley Tribe, and create long-term economic prosperity and self-reliance for future generations.

Project title: Sawmill Enhancements at Hoopa Forest Industries

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

The proposed project will enhance the market competitiveness of the Hoopa Forest Industries forestry products by expanding the use and products of their sawmill. This will help create new Forest Stewardship Council-certified, high quality products that can reach outside markets, as well as produce goods that can supply Tribal entities. For example, the future redevelopment of the Tribe’s Modular Plant to build tiny homes will need wood products that could be produced at the mill. This project will create at least 2 new jobs and help in retaining another 3 positions at the sawmill. Moreover, this project will minimize waste of existing forestry products and increase environmental stewardship of our precious timberlands. To accomplish these outcomes, the Tribe will procure an extension, resaw/moulder, and planer that can be used to enhance the existing sawmill owned and operated by the Hoopa Forest Industries and the Hoopa Valley Tribe.

Amount requested: $58,202 Total project cost: $116,425

Grant timeline: Period covered: 2/1/20 to 1/31/21

Total match amount: $58,222 Match amount as % of project budget 50%
(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: $52,520 In-kind match: $5,702 Cash match as 45% of budget
(Required: 25% for implementation, 12% for planning or technical assistance)

Number of new FTE jobs created, if funded: 2
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 3
Type of project: □ Planning    □ Implementation

Geographic focus of project: Hoopa Valley Indian Reservation

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

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

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

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

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

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

□ Building permits □ Yes □ No
□ Market research □ Yes □ No
□ Legal review □ Yes □ No
□ Regulatory approval □ Yes □ No
□ Consultants hired □ Yes □ No
□ Staff hired □ Yes □ No
HEADWATERS GRANT FUND PROPOSAL
SUBMITTED BY THE HOOPA VALLEY TRIBE

1. Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will mitigate those?

The Hoopa Valley Tribe is fortunate to have a viable source of high-quality timber on the Hoopa Valley Indian Reservation. The Tribe maintains sustainable timber production by managing forestlands according to a Forest Management Plan. The Hoopa Valley Tribe has relied on the Forest Products Industry for decades as a means of generating jobs and Tribal revenue. With various factors impacting the Forest Products Industry, such as local mills closing, higher transportation costs, and increased operational costs, it is increasingly harder to make money from solely logging and then directly selling the logs to the mills. Moreover, with reliance on a finite resource, there is a need to maximize use of those trees that are logged. Finally, the new products created will create jobs and could supply a need by other Tribal entities. Addressing all of these needs help support the local tribal economy. This is critical in the Hoopa Valley, which, according to the most recent BIA American Indian Labor Force data, maintains unemployment rates as high as 64.6% for American Indians/Alaska Natives living on the Reservation.

The Tribe has been in possession of a viable sawmill owned by its Hoopa Forest Industries (HFI) for a few years. The existing mill is capable of producing rough-cut lumber from cull and scavenged logs; making the Tribe’s timber resources more valuable. The current saw mill will allow the Tribe to utilize the low grade logs that are harvested by tribal entities that occur in older growth timber stands. The processing of these logs by the Tribe’s own mill will help recover the value of those logs. The key to making the mill operational is in the value of the lumber produced. The mill cannot be a fabricator of dimensional lumber (i.e. 2x4’s, 2x6’s and 4x4’s) without the purchase of a track extension. The strength of the Hoopa Sawmill would be in the specialty lumber market. The mill should be producing specialty wood products and to do so needs to purchase new equipment. With a track extension, a planer, and resaw/moulder, the Tribe would be better able to market these products.

The most beneficial outcome will be the Tribe’s ability to make wood products that can then be sold to other Tribal entities to build tiny homes and sell marketable products to the outside communities and other builders while keeping transportation costs low. The move to construction of small homes is the next step in the Tribe’s future economic development long term plan for use of timber on the reservation. The Tribe spent decades logging, and with market conditions unfavorable, it’s time to make the move to more viable options that have the potential to create just as much, if not more, revenue.

The sawmill extension will allow for the production of longer boards, cants, etc. Currently, the sawmill can produce 20-foot lengths. This extension could allow for up to 41-feet lengths. This will help produce a higher quality product, as well as maximize truckloads and minimize transportation costs. A planer will allow the sawmill the ability to produce retail quality wood. This could include typical lumber (2x4, 4x4), but also high value beams and architectural grade timbers. The planning of these timbers will ensure the Tribe gets the highest value. The
resaw/moulder will allow the Tribe to re-use the pieces left when sawing a log into cants or lumber. This will maximize the current forestry materials, as well as create new products for sell. The moulder alone is expected to use 60% of waste products to create specialty products.

The economic benefits to the Tribe of utilizing its mill to process excess logs are many. The mill will create additional jobs, but more importantly, it will help the Tribe reach the long term goal of milling the timber harvested by the Tribe for special wood sales. Additionally, the Tribe would like to use its now defunct modular plant to construct tiny homes while the market for such homes is still viable. In order to reach long term goals, the mill needs the right equipment to process the logs for the specialty market. Therefore, the Tribe is seeking grant funds to help get the mill fully operational to process specialty products. The staff at HFI are working with the Tribal Council and the Tribe’s Forestry Department to ensure operability and identify needs.

Challenges to the project’s success will be likely be related to the market conditions once the wood products are ready for sale. However, the FSC-certification will provide a specific, higher valued market. This includes the federal preference/formal recommendation for FSC-certification wood products for projects funded by the government. This certification will greatly help with ensuring wood products reach markets outside the County. Moreover, a way to mitigate market conditions will also be to sell the products directly to Tribal entities, ensure local resources are supporting the local economy, and enhancing the tribal economic sovereignty of the Tribe.

2. What are the measurable objectives of your project? Quantify the expected outcomes.

Project Goal: To establish new forest products that support environmental stewardship and increase market competitiveness of the Hoopa Forest Industries and environmental sustainability.

Objective 1: By the end of the 6th month, the Tribe will have procured and installed a sawmill extension, planer, and resaw/moulder.

Objective 2: By the end of the 9th month, the Tribe will have the mill FSC-certified.

By the end of the 12th month, the Tribe will have hired two (2) new millworkers and the new equipment will be operational at the mill.

Outcomes

Improves Market Competitiveness: Will create new products (e.g. molding, high value beams, architectural grade timbers, cants); moulder expected to use 60% of waste products to create specialty products.

Benefits a Major Industry Identified in the Humboldt County CEDS: Forestry Products is a Major Industry in the County CEDS, as well as is identified in the Hoopa Valley Tribe CEDS (2016).

Job Creation/Retention: Help retain 3 existing sawmill jobs; will create at least 2 and perhaps 3 new millworker positions by the end of the 12 months.
**Business Growth/Retention:** will help ensure viability of the HFI sawmill, which is currently breaking even, as well as grow the business by creating new products and improving market competitiveness within a Major Industry identified in the County and Tribal CEDS.

### 3. Describe what you will do to achieve your objectives. Describe how you will measure your progress towards your objectives.

The Tribe will follow federal procurement requirements to purchase the sawmill extension, planer, and resaw/moulder. The specs for this equipment have already been identified by the HFI Director and Hoopa Forestry Department Director, based on the existing sawmill, current needs, and level of quality for expense. The equipment will be installed by current HFI staff; concrete will be completed by a contractor. **Benchmark 1:** Equipment Purchased and Installed by 6th month.

The HFI Director will work with the Forestry Director and the FSC to have them certify the mill as part of their annual evaluation of Hoopa’s forestland management. Initial discussions with the FSC have already taken place and the process for certification should be streamlined because of the existing relationship. **Benchmark 2:** Sawmill FSC-certified by 9th month.

The HFI Director will hire 2 millworkers according to the Tribe’s competitive hiring process; TERO will apply. The new millworkers will be trained by existing sawmill staff. Together, they will operate the equipment to produce new products (e.g. molding, market lumber, longer cants). **Benchmark 3:** Two new positions hired and production initiated by 12th month.

The overall effectiveness of the project will be seen after 1 production year. This will be measured by the Tribe. The Hoopa Tribal Forestry Department monitors all volumes harvested. Timber to be harvested is cruised prior to incorporation into a Timber Sale. After trees are felled and harvested, all scale tickets are collected and compared to original volumes. The tanoaks and cull logs would be scaled at the mill site and recorded in timber sale folders. These would then be reported in the Annual Timber Harvest Report. The sawmill would then be required to maintain and inventory of logs and the resulting products. This could be added to the Annual Sales Reports. This information, as well as profit and loss statements from the sawmill that will be produced by HFI, will provide a means to measure post-project performance for years to come.

### 4. Describe the work which has already been done to ensure that this project will be a success (i.e. research and planning or permitting).

The Tribe has done a sawmill analysis in which it considered mill operations and what the benefits of producing specialty wood products would be. A preliminary feasibility study has been done, and in 2013, HFI prepared a Mill Recovery Project report. Each of these documents has informed the Tribe and provided the information necessary for the decision to be made to proceed with operating the mill to produce specialty wood products. As previously mentioned, research on the equipment specifics has also already been completed.
The Tribe manages their timberlands according to a Forest Management Plan. This Plan is certified by the Tribe, the Bureau of Indian Affairs, and the Forest Stewardship Council (FSC), to ensure sustainable and culturally appropriate practices. This Plan conforms to all applicable federal and tribal requirements. In the current structure, the Hoopa Forestry Department manages, and the Hoopa Forest Industries harvests, timberlands on the Reservation. Having the internal capacity to manage and harvest timberlands, helps to ensure a supply of wood required for a sawmill. The timber harvested by the Tribe has been Forest Stewardship Council (FSC) certified for 20 years. The Tribe plans to seek FSC certification for the mill as well to help ensure project success. This project should not have any foreseeable permitting requirements. The project is focused on purchasing equipment that will be installed to an existing sawmill, which is located in open space on an old mill yard in the Hoopa Valley.

5. List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. If project is expected to create indirect jobs in the long term, please quantify those as well.

With the purchase of the necessary equipment, at least two (2), and possibly three (3), new full-time jobs will be created for tribal member employees. To Millworker positions will be created to operate the equipment and grade the products. These jobs are anticipated to be full-time temporary, with an expected wage of $15-17/hour.

The project will create indirect, long term jobs once other Tribal entities begin to purchase the mill products for the building of tiny home. A tiny home enterprise will create a number of new jobs for the entire community.

6. If appropriate, explain how the project protects and/or improves the natural environment in one or more of the categories listed below:

Supports the sustainable use of environmental resources - The Tribe will be using wood products that would otherwise have gone to waste to create marketable products. The mill will also support the sustainable use of resources by creating the ability of the Tribe to be able to possibly lower harvest volumes if there is an increase in revenue due to the sale of specialty or high end wood products. Additionally, wood chips can’t be utilized or sold due to high transportation costs to out of the area venues. With the purchase of a moulder, wood chips can be used or pressed into molding, thereby lessening the waste or byproduct of the mill operations.

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

Benefits underserved population – The Hoopa Valley Indian Reservation has a 64.6% unemployment rate for American Indians/Alaska Natives, according to the most recent BIA American Indian Labor Force data. Job creation in the Hoopa Valley is critical, particularly in an Indigenous community that desires to stay and maintain a quality of life where their ancestors have always lived. The tribal membership continues to ask for job creation and it is the
responsibility of the Tribal Council to do what it can to create jobs. The mill will create at least 2 jobs, but the ability to create wood products to be utilized by the Tribe to build homes for tribal members not only creates additional job opportunities, but it provides housing in an area where affordable homes are a necessity.

Preserves cultural heritage and strengthens community identity – The Hoopa Valley Tribe and its membership pride themselves on being stewards of their lands. The reservation lands are culturally significant in many ways, and the Tribe works to protect areas of special cultural significance. Being the caretakers of the land and managing tribal lands in a way that is consistent with the values and beliefs of tribal people strengthens the community identity. Jobs created by responsible stewardship also bring the community closer together. Tribal customs teach that what you take should not be wasted. What better way to practice this by using low grade logs, or remnants of logs that would have otherwise not been used, to create marketable specialty wood products.

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

The Hoopa Valley Indian Reservation is the largest reservation in California and was established in 1864. The Tribe has been managing grants and contracts from a variety of federal and state agencies for decades and has an annual budget of approximately $90 million. Organizational capacity to implement this project is robust at an administrative, operational, and fiscal levels. With the purchase of new equipment the mill will employ additional staff to ensure operations run smoothly and professionally. The Tribal Council and Tribal Forestry will also assist HFI with project implementation and provide whatever kind of technical and financial assistance that may be needed.

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

It is unlikely at this point that the project will need to hire experts or consultants to perform the work or assist with production of wood products. Current staff and new hires will be able to sufficiently handle operations. There may be a need for a contractor for the concrete slab work needed to place the extension and that has been accounted for in the budget. Ideally, this work will be done internally, however.

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

The Tribe will hold a Grand Opening when the new equipment is ready and at that time publically thank the Headwaters Fund for grant assistance. The opening and invitations to the opening will be published in the local newspaper, and the Headwaters Fund will be acknowledged in the advertisement as well. Any other means identified by Headwaters Fund to highlight the project are welcomed for discussion.
## Budget

<table>
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<tr>
<th>Project Expense Item</th>
<th>Total Cost ($)</th>
<th>Request Amount From Headwaters Grant Fund</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
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<td>Equipment:</td>
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<tr>
<td>Baker AN-610 Double Planer</td>
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<td>Overhead – Non staff related</td>
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<td>Tribal funds – lost indirect</td>
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<td>$58,202</td>
<td>$58,202</td>
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</table>

Overhead Costs are a higher percent of Total Project Costs because they will be used as match on the project for project management and coordination between two Tribal entities (HFI and Forestry) and the Tribal Council, as well as to hire new positions identified in proposed project.
MIGHTY MITE CIRCULAR BLADED DIMENSIONAL LUMBER SAWMILLS

W Series
- D1212WTxp* 100hp Diesel engine: 68,000
- E1212Wxp* 75hp Electric motor 460/220 volt 50/60 hz. 3 phase: 68,000

H Series
- D912Hxp* 61hp Diesel engine: 52,000
- D412Hxp* 61hp Diesel engine: 54,000
- E912Hxp* 50hp Electric motor 460/220 volt 50/60hz. 3 phase: 52,000
- E412Hxp* 50hp Electric motor 460/220 volt 50/60hz. 3 phase: 54,000

*xp models include hydraulic raising & lowering system and Mighty Mite hydraulic log dog deck (LD)

PRODUCTION ENHANCING ACCESSORIES

10 Foot Track Extension
- H Series: 1,800
- W Series: 2,200

**A maximum of 20 feet of additional track may be added.

LOG DECKS

Hydraulic Log Deck (LD): 2,750
Hydraulic Log Turning Deck (LTD): 14,600
Fully Hydraulic Large Log Turning and Squaring Deck (LTSD): 28,500
Loading Arms for LTSD Deck: 4,500
12 Foot Three Strand Powered Infeed: 12,000

Maximum Production High-Performance Package

Includes: 54,250
- Auxiliary Electric or Diesel Hydraulic Power Pack: 8,500
- Fully Hydraulic Large Log Turning and Squaring Deck (LTSD): 28,500
- 12 Foot Three Strand Powered Infeed: 12,000
- Hydraulic Crossfeed: 2,500
- Hydraulic Scissor Lift Table: 2,750

Special package price with new mill order (exchange): 48,000

Shipping quotations gladly provided
25% Non-refundable deposit is required to secure order
Prices and specifications are ExWorks, Mighty Mite Factory, Canby, Oregon, U.S.A. in U.S. dollars and are subject to change without notice.

Revised 2018

http://www.mightymitesawmills.com/dimopt.html 4/25/2018
The Baker Model AN-610 Automatic Double-Surface Planer is just what you need for high-speed, one-pass planing of lumber, because it is simple and easy to use, and it's economical, too.

The AN-610 features a hard, chrome-plated table surface for smooth feeding and maximum wear resistance. There is a sectional infeed roller and pressure plate to handle work piece variances. To avoid machine damage, there is built-in system overload protection. Minimizing your maintenance costs even further, the AN-610 is equipped with a centralized lubrication system and dependable, long-lasting cutter head bearings. Two long-life, 24" helical cutters are driven by a 15 HP motor and a 10-HP motor.

- Sectional infeed roller and pressure plate for boards of varying thickness.
- Precision-manufactured helical cutter heads, which offer light cutting load, minimal power consumption, low noise, and longer life.
- The helical cutter head has carbide knife inserts, which can be rotated three times before being replaced.
- Maximum working width: 24 in. (610 mm)
- Maximum working thickness: 7 in. (170 mm)
- Minimum working thickness: 1/4 in. (6 mm)
- Minimum working length: 12 1/2 in. (315 mm)
- Variable feed speed from 23 to 52 fpm (7 to 16 meters per minute)
- Hard, chrome-plated, precision-ground table provides smooth feeding and maximum wear resistance.
- Y-delta motor starting.
- The infeed pressure device features overlap layout (optional) without clearance, ensuring uniform feeding pressure. It also allows for feeding of narrow boards.
- The two feeding systems have overload protection devices to avoid machine damage.
- Centralized lubrication system delivers oil to conveyors and chains.
- Cutterheads run on SKF bearings for dependable running performance and long bearing life.
## Specifications

- Number of cutter heads: 2, 1 on top, 1 on bottom
- Dust Output: Three 6 inch (152 mm) diameter dust outlets; 900 CFM each.

## Dimensions & Weight:

- LENGTH: 104\(\frac{1}{2}\) in. (2,650 mm)
- WIDTH: 41\(\frac{1}{2}\) in. (1,100 mm)
- HEIGHT: 63 in. (1,600 mm)
- WEIGHT: 6,615 lbs. (3,000 kg)

## Power

- Top cutter head motor: 15 HP (11 Kw)
- Bottom cutter head motor: 10 HP (7.5 Kw)
- Feed motor: 3 HP (2.24 Kw)
- Raise & Lower motor: 1/3 HP (0.37 Kw)

## Optional Motors:

- Optional 20 HP (15 Kw)
- Optional 15 HP (11 Kw)

## Feedworks and Capacities

- Feed speed: Fully variable 23 to 52 fpm
  
  (7 to 16 m per minute)

- Material Capacity:
  - Maximum Working Width: 24 in. (610 mm)
  - Maximum Working Thickness: 7 in. (170 mm)
  - Minimum Working Thickness: \(\frac{3}{4}\) in. (6 mm)
  - Minimum Working Length: 12\(\frac{1}{4}\) in. (315 mm)

## Cutters

- Type of cutter heads: Helical cutter head with multiple replaceable, carbide knife inserts.
  - Optional knife blade cutter head consisting of four knives.

  Each carbide knife insert in the helical cutter head can be rotated three times before being replaced.

- Cutter head speed: 4,000 RPM

## Other Features

- Thickness setting is fast and can be accomplished simply by placing a sample piece of wood in the microswitch mounted on the side of the AN-610.

- Centralized controls.

- Centralized lubrication system.

- Quick belt tension adjustment with an easy-open guard.

- Torque limiter for transmission system.

- Standard numerically controlled table positioning.

- Powerful carpet finger feed system.

- Overload protection on feed system.

- Heavy-duty construction.

- Electrical complete.
Logosol SH410 Slowplaner Resaw / Moulder (1-Phase 230V) With Adjustable Feed

Logosol SH416 Slowplaner Resaw / Moulder (1-Phase 230V) with Adjustable Feed

Only $6,499.00
Item #: L81.7504.0003.025

Description | Spec | Warranty
---|---|---
The SH410 has become much appreciated by woodworkers and small mill owners. The possibility of resawing and moulding in one single operation has saved a lot of problems and saved many working hours.

Originally, the machine was built for dimensioning in small units, with parts in one pass. The benefited greatly from the solidness of the machine and received valuable feedback for its features. The machine can also be used as a resaw without the portioning function. The Slowplaner has attracted much attention from the building trade, since it eliminates the operation that causes most serious hand injuries at construction sites, namely the use of a resaw. When using the Slowplaner, the workpiece is quickly and safely fed through the machine and is cut accurately into the set dimensions.

Use the full potential of the machine and fit moulding knives in the cutter head. You can resaw, prepare, plane, and mould at the same time! Example of products that can be made in one single operation are master rounds, floor moulding and some mouldings. More advanced mouldings like paneling or crown mouldings can require two or more passes through the machine. You can then produce wide floor boards with tongue and groove.

The machine is built around a sturdy cast iron table that is supported by massive cast iron in the base plate. The table is firmly fitted in the base plate and is easy to use. The sawhead is run by a powerful motor with its own gear. The heavy design with vibration absorbing cast iron ensures accurate resawing and a perfect portioning result. The machine is ready to use. Its basic design, the motor power and the sawing knives are new and solid so you can quickly get started with your production. There are already a number of accessories for the machine. Extra side stops and extension tables for the in-feed and out-feed side, adjustable feed speed and of course, hundreds of moulding, knives to choose from. SH410 can take up to 300x450mm with 150 mm protrusion exactly like our longest plane: moulder: Logosol PH400! This machine has an adjustable feed rate of 8-16 mm per minute. All moulders have been tested run before shipping.

Heavy item - Please call 1-800-322-4539 for a shipping quote.

Item #: L81.7504.0003.025
Governance

List of Tribal Councilmembers as of January 2020

- **Tribal Chairman**: Byron Nelson, Jr.
- **Tribal Vice-Chairman**: Oscar “Tyke” Billings
- **Campbell Field District Councilmember**: Everett H. Colegrove, Jr.
- **Hostler-Matilton District Councilmember**: Leilani Pole
- **Bald Hills District Councilmember**: Darcy A. Baldy-Miller
- **Mesket Field District Councilmember**: Vivienna Orcutt
- **Norton Field District Councilmember**: Vacant
- **Soctish-Chenone District Councilmember**: Joe Davis
Dear Headwaters Board:

January 14, 2020

The Hoopa Tribe is hoping to make upgrades to their saw mill by adding a planer, track extension, and moulder. Their total ask will be about $35,000 and getting these components would be something that would greatly enhance their ability to produce a higher quality product. This wood will not only supply our modular home building operation but also allow us to use more of our scrap wood for making trim with the moulder and thus better clean up the forest, reduce waste and reduce fire danger. It will also create 2-3 additional jobs for our community.

I have been working with the tribe to enhance their operations to help their community, create economic development, and provide jobs in the Trinity Valley. This grant would go along way towards those goals and I fully support this proposal.

Sincerely,

Steve Madrone, County Supervisor
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<th>Tribal Program</th>
<th>Trust Fund</th>
<th>Tribal Dollars</th>
<th>Indirect Cost</th>
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**TOTAL OPERATIONS**

**Land Acquisition**
0

**New Construction**
0

**Senior Payments**
850,000

**Membership Per Capita**
616,875

**Loan Obligations**
68,544 70,179

**TOTAL NON OPERATIONS**
1,466,875 68,544 0 70,179 0 0 0 0 0 0 0 0 1,605,596

**TOTAL TRIBAL BUDGET**
1,466,875 1,278,990 5,675,537 1,048,424 160,274 828,045 4,799,756 450,882 7,757,181 7,649,149 159,155 20,894,178 39,132,902 91,294,276

available 1,562,259 1,338,970 5,282,634 1,100,000 160,274 1,012,647 5,102,248 450,832 7,757,181 7,894,667 20,894,178 39,132,902 91,688,792

95,384 59,980 (390,903) 51,576 - 189,604 302,512 - - 245,518 (159,155) - -
## Timeline

<table>
<thead>
<tr>
<th>Date*</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>2/1/20 to 6/30/20</td>
<td>Equipment Purchased and Installed by 6(^{th}) month.</td>
</tr>
<tr>
<td>5/1/20 to 10/31/20</td>
<td>Sawmill FSC-certified by 9(^{th}) month.</td>
</tr>
<tr>
<td>8/1/20 to 1/31/21</td>
<td>Two new positions hired and production initiated by 12(^{th}) month.</td>
</tr>
</tbody>
</table>

* Dates depends on start date; the proposed project can adjust according to grant start date.
The Headwaters Fund  
Grant Fund Application Coversheet

Date of application: 01/15/2020

Organization Name: Westside Community Improvement Association

Director/CEO: Heidi Benzonelli, President

Contact Person Name and Title: Heidi Benzonelli, President

Contact Phone: 707-498-5764 Contact Email: lets.buy.jefferson@gmail.com

Contact Address: PO BOX 5315 ||| EUREKA, CA 95502

Total current year organizational budget: $538,400 # of FTE employees: 6

Summarize the organization's mission (in the space provided):
The Westside Community Improvement Association, Inc. (a non-profit 501(c)(3) Public Charity) supports and facilitates programs to combat urban blight and revitalize neighborhoods by increasing recreational, educational and vocational opportunities where they are either lacking altogether or insufficient to the needs of the community. The Association’s activities are dedicated to fostering a sense of working together for the benefit of the greater Eureka community.

Project title: J-Café

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

The proposed project will build and run J-Café. The construction will be a collaborative effort with the Employment Training Division, College of the Redwoods and WCIA training Prison to Employment Participants in renovation of a Historic, Streamline Modern School room into J-Café.

J-Café will serve to train marginalized workers from CalWorks, Re-entry from incarceration, Department of Rehab and other apprentices during the day and teens after school in “5 Star Service and Hospitality”. We will set and train to the highest standards. Apprentices will dress the part, learn how to greet customers, and provide a memorable experience. Every facet of the experience will be the highest quality, from the moment you walk in the door to the closing and cleaning of the cafe. Apprentices will complete comprehensive training and time at J-Café to practice and build skills, with training plans uniquely adapted to each individual's professional development goals.

Our apprentices will connect with Express Employment to scout employers and pipeline the highest qualified service personnel into our community to “UP Humboldt’s Game”. Just as we have become known for training some of the top-performing folks in the social work field, renovation workers and commercial kitchen staff, J-Café’s long game is to profoundly improve the hospitality and tourism industry in Eureka and Humboldt County.
Amount requested: $18,825      Total project cost: $74,220

Grant timeline: Period covered: January 15, 2020 to October 13, 2021 We are Respectfully Requesting to be able to start spending immediately “at our own risk” in order to align with the CR schedule for Prison to Employment Construction Trainees, to enhance their opportunities for training and exposure to a broad range of construction renovation skills.

Total match amount: $55,395
Match amount as % of project budget 74%
(Required 50% match for implementation, 25% for planning)

Cash match: $44,595 In-kind match: $10,800 Cash match as % of budget 60%
(Required: 25% for implementation, 12% for planning)

Number of new FTE jobs created, if funded: 13
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 0

Type of project: ☑ Planning  ☑ Implementation

Geographic focus of project: Primarily Greater Eureka, Humboldt County Tourist Region

Number of permanent, long term, private sector jobs to be created: 13

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

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

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

☐ Supporting development of pre-permitted commercial space
☐ Supporting economic development infrastructure
☒ Developing new strategies for economic development
☐ Providing access to external markets or plugging the economic leaks
☒ Retaining and growing existing businesses
☒ Providing workforce training
☐ Increasing the number of new businesses
☐ Leveraging future funding or projects
☒ Reducing poverty by helping people to develop business skills
☐ Other (describe):

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>Building permits</td>
<td>☑</td>
<td>☒</td>
</tr>
<tr>
<td>Market research</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Legal review</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Regulatory approval</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Consultants hired</td>
<td>☑</td>
<td>☒</td>
</tr>
<tr>
<td>Staff hired</td>
<td>☑</td>
<td>☒</td>
</tr>
</tbody>
</table>
EXPLANATION OF NARRATIVE QUESTIONS
Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?

2) What are the measurable objectives of your project? Quantify the expected outcomes.
   - Improves Market Competitiveness: Examples include: return on investment, increase in number of clients served, units sold.
   - Benefits Clusters/major Industries as Identified in CEDS: How many industries will receive benefits and what will those individual industry benefits be?
   - Job Creation/Retention: Number of FTEs created or retained by the project. Please separate direct employment and ancillary employment. Please provide multiplier is used for ancillary positions.
   - Drives Capital Investment: Anticipated levels of Capital Investment? (Purchase of property, plant, and equipment? Property investment? etc.)
   - Business Creation/Growth/Retention: Number of businesses started? Number of businesses retained that would have otherwise shuttered? Percent change in size of businesses? (Sales Revenue, Net Profit Margin, Gross Margin, Lead to Client Conversion Rate, Customer Acquisition Cost, Property/Sales Tax Paid, etc.)

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

3) Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.

4) Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.

5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.

   6) If appropriate, explain how the project will protect and or improves the natural environment in one or more of the categories listed below.
   - Supports the sustainable use of environmental resources
   - Preserves open spaces and working landscapes
   - Utilizes environmental knowledge in the creation of jobs

7) Explain how the project contributes to the quality of life for Humboldt County residents in any of the categories listed below.
   - Benefits Underserved Population
   - Preserves Cultural Heritage and Strengthens Community Identity
   - Improves Existing Infrastructure
1) Describe the need for your project and how it will improve the economy.

What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?

Humboldt County seeks to be a renowned tourist destination. In order to attain that, the travelers experience must be memorable. The hospitality and service industry is the leverage point to create an “experience”. A customer’s experience is 100% about how they feel and that is impacted directly by the way they are treated. J-Café is about training entry level service industry staff in delivering the “experience”.

Currently, our “backstage” at Jefferson is a blank slate. We have utilized the space for concessions at events, as our cafeteria for Summer Food Service, and invite our seniors and our neighbors in for coffee Saturday Mornings while they wait for Free Produce. We know the space works well for food and beverage service but as with everything we do at Jefferson, we ask, how can we not only do this but, “spend every dollar at least three times”. What we mean by this is,

1) The construction of J-Café will be a construction training opportunity for Prison to Employment participants. Not only will the participants learn a trade, but they will be enrolled in College and be connected to Family Resource Center and other Programs and Opportunities throughout our community.

2) We will buy all of our building materials locally that are available locally.

3) When J-Café opens we will utilize it for training for participants with our existing Job Training partnerships CalWORKs, WEX, Department of Rehab, Adult Probation Community Service, WIOA Youth and employment seekers accessing the Family Resource Center. Initial plans are to leverage the afterschool window for Teen training, but as with all programs at Jefferson, we accommodate and invest in the available human resources.

4) Our participants will connect with Express Employment who are well contacted to employers in the service industry, will provide us with a feedback loop to ensure training is suited to employers needs and assure our participants the greatest opportunity for stable employment.

5) Our Service and Hospitality Participants will change the quality of entry level service workers, raising everyone’s game and improving the guests, customers and travelers “experience” in Humboldt.

6) Sometimes, that natural entrepreneur comes along, you know them when you meet them, this is an opportunity for the entrepreneurs, testing the waters to not only learn how to write a business plan, but to field test it with a real project. We plan to connect the “green entrepreneur” with SBDC our local resource for folks who want to start a small business. This will give them an opportunity to model J-Café with a business plan. There are hard lessons to learn in business, this is a risk-free environment in which to learn.

2) What are the measurable objectives of your project? Quantify the expected outcomes.

- **Improves Market Competitiveness**: We assume that 1 in 15 memorable experiences provided by our trainees once they enter the workforce will result in a repeat visit. Depending on that guest, this may mean a repeat visit to a restaurant (assumption $50/table), a return visit to a hotel or lodging establishment (assumption 2 night stay at $200/night) even a return roundtrip flight (assumption 2 seats per experience, $500/seat).
From our estimated 360 memorable experiences over 2 years we estimate 24 will result in a return visit, 20 diners with guests ($1000), 4 separate hotel stays ($1600) 2 of which flew to get here ($2000). Raising the game in hospitality proliferates across the board, the goal is to “Raise the Game in Humboldt Hospitality”.

- **Benefits Clusters/major Industries as Identified in CEDS:** How many industries will receive benefits and what will those individual industry benefits be?
  1. **Building and System Construction:** 6 people will learn renovation skills and be connected to employment services; we assume 4 of those will gain work in the trades. Our past success in Second Chance supports that assumption.
  2. **Specialty Food and Beverage:** The Café will feature locally sourced locally roasted Coffee and Local teas such as Angie’s Chai, Herbal Selections from Humboldt Herbals and Yerba Buena harvested from Weitchpec. On site, our certified gardens produce sustainably grown Mint, Lavender, Rosemary, Sage and Lemon Verbena which can also be harvested and steeped fresh or dried. If this is a sought-after product the gardens. From our kitchen we will offer a small but unique selection of beautiful food. Our in-house Chef Chelsea Sterling will assure that customers receive a sumptuous, beautiful bite. Chelsea will also oversee the training of kitchen trainees. Chelsea is slated to attend a Culinary Institute of America boot Camp this Spring specifically to bring the A game back to our community.

- **Job Creation/Retention:** Number of FTEs created or retained by the project. Please separate direct employment and ancillary employment. Please provide multiplier is used for ancillary positions.
  J-Café is a training site. Although we will be operating a real Café, the goal is to train top notch quality hospitality staff to work in the service industry in Eureka and Humboldt County so all of the jobs included on the table below are ancillary.

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<tr>
<th>Table 1) Jobs &amp; Economic Impact</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
<th>Job Creation</th>
<th>$/yr</th>
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<td>6</td>
<td>4</td>
<td>8000</td>
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<td>2) Hospitality Staff Trained</td>
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<td>8</td>
<td>14</td>
<td>10</td>
<td>169000</td>
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<td>3) Kitchen Support Staff Trained</td>
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<td>5</td>
<td>3</td>
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<td>4) Entrepreneurs connected to SBDC</td>
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<td>2</td>
<td>3</td>
<td>2 (Incl. owner)</td>
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<td>5) Businesses Served</td>
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<td>6</td>
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<td>6) Memorable experiences</td>
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<td>240</td>
<td>360</td>
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<td>4600</td>
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**Economic Stimulation** $334,330

1. Multiplier 70% (Our track record is 80% employed, 70% employed over 2 years)
2. Multiplier 70%
3. Multiplier 60%
4. Assumption 1 person opens 1 business which can financially support 1 FTE, owner’s income is not included.

- **Drives Capital Investment:** Anticipated levels of Capital Investment? (Purchase of property, plant, and equipment? Property investment? etc.)
- **Business Creation/Growth/Retention:** Number of businesses started? Number of businesses retained that would have otherwise shuttered? Percent change in size of businesses? (Sales Revenue, Net Profit Margin, Gross Margin, Lead to Client Conversion Rate, Customer Acquisition Cost, Property/Sales Tax Paid, etc.)
For other strategies you plan to use, quantify measurable outcomes in terms of numbers of businesses supported and additional dollars coming into the local economy.

3. Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.

**Objective 1** - Train 6 P2E Participants to Build J-Café
This workforce is currently being selected through a collaborative including Probation, Post Release Community Services, Drug Court, Parole, Alcohol Drug Care Services, WCIA and ETD. The College courses including, Work Readiness, Customer Service, Mindfulness and Construction Training are all scheduled and funding is secured. We will work with each participant through our Family Resource Center to assure they are connected with available local resources for recovery support, housing, childcare and transportation, the most common stumbling blocks to long-term employment and educate each participant in financial literacy addressing court fines, child support and credit concerns.

**Objective 2** - Train High Quality Hospitality Staff
WCIA will secure professional training in Safe Food Handling and Food Service Management for Trainees. First and foremost, everything has to be spotlessly clean and beautiful all the time. The customer “experience” includes what you see, what you smell, what you taste and how you feel, we are starting with the basics. We will use vetted “Front of House” training procedures, we will also visit live and virtually restaurants and hotels, and privately critique service, what was great and what could have been done to improve the customer experience?

**Objective 3** Train Kitchen support staff to make beautiful food.
Our kitchen rates 100% since inception on inspections from not only the Dept of Environmental Health but also the California Department of Public Health Food and Drug Branch, the local Department of Agriculture as well as the California Department of Education and the USDA. Because we prepare meals for multiple agencies through diverse funding streams we are held to the upmost standards and we abide religiously by them all. When entry level food service staff train in our kitchen they are taught to maintain the highest standards of safety, sanitation, recordkeeping and most of all prepare the most delicious, highest quality, beautiful food. Back of the house in Eureka and Humboldt in general also needs some work, we need a trained workforce that understands and upholds a higher standard than the norm in Eureka today (as substantiated by the publicly posted environmental health inspections).

4) Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.

The P2E construction cohort has already been funded and scheduled. The construction permits are in progress, a new Teen Program began at Jefferson in November and is being very well attended, one of our Teen Program Staff Logan White will be mentor and J-Café oversite for Teen Training after school. We have current job training relationships and contracts in place with CalWORKS, Department of Rehab, RCAA’s WIOA program and have successfully trained and transitioned to lasting employment dozens in the past. Chelsea, our Chef and Food Artist in Residence, is scheduled to take Culinary Institute of America Boot Camp trainings this Spring kicking the professional capacity of our community and the knowledge imparted to our trainees up a big notch.
5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.

Please Refer to Table 1: Objectives, Jobs and Economic Impact

1) 6 Renovation workers trained in historic building repair, maintenance and commercial quality restaurant construction. Assumed 4 gain employment work 40/52 weeks per year and earn $500/week. This is a rule of thumb for an entry level construction worker, that they will bring home about $100/day and have a few lull’s between jobs.

2) Hospitality staff trained in quality service and upholding professional standards. Assumptions include 14 trained and 10 land in stable employment earning $13/hour working 25 hours per week. Jefferson has always held a higher standard than this for our employees (in pay and hours) and hope to lead the community in proving STAFF IS VALUABLE pay them what they are worth, it translates into better service, a positive attitude and a happy, inviting environment where staff want to stay and customers want to return. However current local pay rates and hours are included in assumptions.

3) Kitchen Support Staff trained in highest standards of sanitation, safety, food production to produce the highest quality, best tasting most beautiful “bites” for J-Café earning $13.50/hour working 25 hours/week 52 weeks a year. 5 trained 3 employed.

4) Over 2 years we anticipate 1 entrepreneur will get their footing in business and earn enough to hire 1 full time entry level worker. Owner’s pay is not included in the assumption.

6. If appropriate, explain how the project will protect and or improves the natural environment in one or more of the categories listed below.

- Supports the sustainable use of environmental resources-The project it’self is using a repurposed room in a former elementary school, we have lovingly and painstakingly re-used and repurposed and restored whatever we could to not only lighten our footprint but also save money.
- Preserves open spaces and working landscapes- The gardens at Jefferson including the Herb Gardens are patch by patch replacing the lawn, all irrigation on the whole site is sustainable, rainwater is forbaried in tankes to eater all the gardens and the sump pump in the basement has been redirected to perc under the park and recharge groundwater.
- Utilizes environmental knowledge in the creation of jobs. Ultimately, what we teach and mentor here will be carried out to the community by our trainees.

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

- Benefits Underserved Population- Our trainees by enlarge are addressing a barrier: poverty, re-entry from incarceration, recovery from substance use, generational reliance on government assistance, and youth who want to enter the workforce but can’t because they have no experience. J-Café is where you get to learn, where you get to make mistakes in a risk free environment and learn how to be the “best” in your chosen path.
- Preserves Cultural Heritage and Strengthens Community Identity- We seek to disseminate the culture of Jefferson through out the county. People today are Proud to be Westsides, this site used to be the problem for our neighborhood, now it holds the solutions for our community.
• Improves Existing Infrastructure: We will repurpose the old backstage into an internet Café utilizing and improving upon what is already here.

• Strengthens Community Leadership and Civic Participation: J-Café is likely to host at least monthly if not weekly Taboo Café evenings where residents are invited and encouraged to talk about what we are not supposed to talk about, race, religion, politics, discrimination, addiction, re-entry, being poor. The best to solve community problems is to uncover and expose them, in order to do this we must open our minds, open our hearts and open up the dialog.

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

Heidi Benzonelli, Board President and Program Manager has been working with individuals to address barriers to education and employment since 1995, has been a trainer with College of the Redwoods and the CCC through Green Jobs Training under ARRA, was a Site Supervisor for Step-Up for Youth at the Redwood Coast Energy Authority and has taken the lead in Program Design, Development and Management for the CalCRG Community Investment and Re-entry Training program presently renovating the old De-Tox on 14th and C. Chelsea Sterling is a proficient Food Service Manager and trains and models the highest quality kitchen management skills in the county, she will be building on her skills with upcoming training at the Culinary Institute of America and sharing that with Trainees. Mark Weller has a Finance Degree from San Francisco State University and a great eye for detail for Financial Administration and Risk Management. WCIA works collaboratively with employment Training Division, College of the Redwoods, Department of rehab, Express Professionals and has been training and pipelining quality Social Workers, Janitorial and Maintenance and Construction Renovation workers since our inception.

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

   Design- Kash Bodjeh
   Employment Support- Express Professionals (Eureka Branch)
   Culinary Institute of America-St. Helena -This level of quality is not available here, the idea is to bring this expertise back and train with it.
   JB Jordan,-Flooring
   Design Air- Stainless Steel Fabrication only
   Piersons Building Center
   FoodServiceAssist Carol Miller- Food Safety Sanitation & Management Training (Local)

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

   We will produce a sign or plaque to be installed within J-Café acknowledging the collaborative effort needed to make a project like this effective. Nothing at Jefferson has happened without many, many hands. An organization goal this year is to communicate that through signage and promotion of the collective efforts. We are a small community the more we can collaborate rather than compete the more efficiently we use our finite rural resources.

Thank you in advance for considering this application.
## WCIA Project Budget

### J-Café

<table>
<thead>
<tr>
<th>Project Expense Item</th>
<th>Total Cost</th>
<th>Requested amount from Headwaters Grant</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>1,100</td>
<td>1,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permitting</td>
<td>600</td>
<td>600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Materials</td>
<td>6,000</td>
<td>6,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Floor</td>
<td>1,900</td>
<td>1,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stainless</td>
<td>950</td>
<td>950</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>3,900</td>
<td>3,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td>875</td>
<td>875</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialty Training</td>
<td>3,500</td>
<td>3,500</td>
<td></td>
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</tr>
<tr>
<td><strong>Total Headwaters Request</strong></td>
<td><strong>18,825</strong></td>
<td><strong>18,825</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and Beverage Costs</td>
<td>12,000</td>
<td>12,000</td>
<td></td>
<td>WCIA</td>
</tr>
<tr>
<td>Support Staff (LW)</td>
<td>7,000</td>
<td>11,550</td>
<td>WCIA (FRC)</td>
<td></td>
</tr>
<tr>
<td>Kitchen Support Staff (CS)</td>
<td>7,000</td>
<td>11,550</td>
<td>WCIA</td>
<td></td>
</tr>
<tr>
<td>Program Management and Oversite (HB)</td>
<td>5,400</td>
<td>10,800</td>
<td>CCRP (Intersections)</td>
<td></td>
</tr>
<tr>
<td>Administration (MW)</td>
<td>3,750</td>
<td>6,188</td>
<td>WCIA (P2E)</td>
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</tr>
<tr>
<td>Sub-total: all Direct Salaries &amp; Wages</td>
<td>23,150</td>
<td></td>
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</tr>
<tr>
<td>Benefits &amp; Payroll Taxes</td>
<td>16,938</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Utilities</td>
<td>40</td>
<td>40</td>
<td>WCIA</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>140</td>
<td>140</td>
<td>WCIA</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>240</td>
<td>240</td>
<td>WCIA</td>
<td></td>
</tr>
<tr>
<td>Janitorial-</td>
<td>1,750</td>
<td>2,888</td>
<td>WCIA</td>
<td></td>
</tr>
<tr>
<td>Sub-total: all Overhead Salaries &amp; Wages</td>
<td>1,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits &amp; Payroll Taxes</td>
<td>1,138</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Overhead Costs as % of Total Project Cost</td>
<td>4.57%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Matching Funds</td>
<td></td>
<td></td>
<td>55,395</td>
<td></td>
</tr>
<tr>
<td><strong>Total Project Cost</strong></td>
<td><strong>$74,220</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Match Sources** – All sources are received except WCIA (P2E) and WCIA (FRC), both are reimbursement and are committed.
January 14, 2020

Heidi Benzonelli, President  
Westside Community Improvement Association  
1000 B Street  
Eureka, CA 95501

Dear Heidi,

Arcata Economic Development Corporation (AEDC) is a Community Development Financial Institution that assists business and community leaders to grow our area’s economy by financing and supporting projects that will support innovative, entrepreneurial endeavors.

We at AEDC have worked with Westside Community Improvement Association for over 7 years, acting as WCIA’s primary lender in their $3.3 million dollar Prop 84 project to purchase the abandoned Jefferson School and renovate it to become the Jefferson Park and Community Center. In our years as a community partner to WCIA, we have seen them work with countless marginalized workers to get trained, build holistic stability, and launch into the workforce as productive and valuable assets to our local industries.

AEDC supports Westside Community Improvement Association’s proposal to the Headwaters fund for the creation of J-Café as a hospitality and tourism service industry workforce training program. We believe that there is a significant need in our local hospitality and tourism industry to have access to workers with training and experience in high quality service. This project is a natural progression of WCIA’s work to fill long-term gaps in our local economy by uplifting people who have barriers to employment to fill those gaps, and is also a sound way to raise the bar for our tourism and hospitality industry as a whole.

We look forward to supporting WCIA in this exciting new venture.

Ross Welch  
Executive Director  
ross@aedc1.org  
(707) 798-6132, ext 211
January 14, 2020

To: Heidi Benzonelli, President - Westside Community Improvement Association

From: Dan Heinen - Express Employment Professionals

Express Employment Professionals matches jobseekers to employers, filling workforce demand gaps with a supply of ready-to-work Associates. We often are a launch pad for jobseekers, helping them to get a foot in the door to employment opportunities and gain valuable skills along the way while they decide upon a career path to pursue. Express Employment likewise acts as a conduit through which employers can try out and evaluate workers, get extra help in a pinch, and find top-quality professionals to fill their long-term staffing needs.

Express Employment Professionals presently work with WCIA to facilitate a historic housing preservation reentry training program. WCIA’s work with marginalized workers is literally changing people’s lives, building the professional and personal skills of each program participant. We see the workforce development that WCIA performs help job seekers who have significant barriers to overcome and at the end of the training program, the participants have learned marketable skills and are valuable additions to our local labor force.

Express Employment Professionals support Westside Community Improvement Association’s proposal to the Headwaters fund for the creation of J-Café as a hospitality and tourism service industry workforce training program. This project is an extension of WCIA’s capacity to uplift marginalized jobseekers by helping them build their confidence, self-esteem and get a chance to prove themselves as skilled professionals. We agree that there is a strong on-going demand for high quality workers in our local hospitality and tourism industry, and we see J-Café as an incubator where people can get comprehensive, hands-on training in hospitality service, ultimately turning out skilled professionals for our hospitality and tourism sector locally.

Express Employment Professionals is thrilled to support WCIA’s effort to create and operate J-Café, and we are looking forward to supporting the job seekers trained through J-Café!

Respectfully,

Dan Heinen
Operations Manager
Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Sincerely,

Lois G. Lerner
Director, Exempt Organizations

Enclosure: Publication 4221-PC

Letter 947 (DO/CG)
### WCIA 2020 Organizational Budget, Non-construction

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>AMT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAAA Grants and Contracts</td>
<td>$470,750.00</td>
</tr>
<tr>
<td>BBBB Private Donations</td>
<td>$40,000.00</td>
</tr>
<tr>
<td>CCC Rental Income</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>DDDD Interest Income and Dividends</td>
<td>$150.00</td>
</tr>
<tr>
<td>EEEE Fundraising Events</td>
<td>$2,500.00</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE** $538,400.00

#### Expenses

**a. Direct Program Expenses**

- 10 Food Program Consumables $38,000.00
- 11 Emergency Food Pantry $2,400.00
- 12 Non-food Program Consumables $3,500.00
- 13 Volunteer Appreciation $2,000.00
- 14 Community Outreach Events $12,000.00
- 15 Program Related Wages $217,000.00
- 16 Program Related Equipment $2,000.00
- 19 Other Food and Consumables $2,900.00

**b. Indirect Expenses**

- 20 Janitorial & Landscaping $2,500.00
- 21 Office Supplies & Services $3,750.00
- 22 Occupancy $13,000.00
- 23 Repairs and Maintenance $1,500.00
- 24 Transportation and Travel $650.00
- 25 Non-Program Wages $-
- 26 Non-Program Related Equipment $500.00
- 29 Non-Program Consumables $250.00

**c. Administrative Expenses**

- 30 Contract Management (HNFRC + RCAA) $4,750.00
- 31 Planning and Development (Manhard) $1,250.00
- 32 Special Training and Services $1,800.00
- 33 Building Permits and Misc. Fees $1,200.00
- 34 Accounting $2,700.00
- 35 Payroll Taxes $36,000.00
- 39 Other Services $7,500.00

**d. Operational Expenses**

- 40 Advertising and Promotion $1,000.00
- 41 Insurance and Bonding $14,400.00
- 42 Workers' Compensation $7,500.00
- 43 Interest Paid $21,000.00
- 49 Miscellaneous Expenses $1,900.00
- 50 Employee Benefits (Dental / Gym) $1,600.00

**e. Capital Expenses**

- 91 Leasehold Improvements $100,000

**TOTAL EXPENSE** $504,550.00
Westside Community Improvement Association
Application to The Headwaters Fund
J-Café
Timeline with expected project milestones and completion dates

<table>
<thead>
<tr>
<th>Dates 2020</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 23 to April 9</td>
<td>Prison 2 Employment work-readiness classes to prepare reentry construction participants with functional work behavioral skills &lt;br&gt;  <em>Partnership with College of the Redwoods and Employment and Training Division</em></td>
</tr>
<tr>
<td>April 14 to May 15</td>
<td>Prison 2 Employment reentry construction training program participants will complete the renovation of the Jefferson Community Center’s backstage space to become J-Café &lt;br&gt;  <em>Partnership with College of the Redwoods and Employment and Training Division</em></td>
</tr>
<tr>
<td>June 1</td>
<td>WCIA to begin training program for apprenticeships at J-Café.</td>
</tr>
<tr>
<td>By July 1 (and beyond)</td>
<td>J-Café open to serve community and center events. Training and apprenticeship program continues iteratively.</td>
</tr>
</tbody>
</table>
Applicants are strongly encouraged to submit a letter of interest prior to submitting a full application. Please refer to the letter of interest guidelines for information.

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

a) Support the growth of industry clusters and increase the number of sustainable jobs that pay near or above the median income;

b) Enhance the quality of life through social and environmental projects that promote healthy communities and protect and enhance the natural environment.

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

Applications are due January 15th, 2020. Given the fund’s current commitments, the annual allocation this year will be $130,000. Applicants may apply for up to $65,000. The application form, instructions, and information on the Grant Fund may be found on our website at www.humboldtgov.org/headwaters.

APPLICATION PACKET CHECKLIST

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

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

Date of application: January 14, 2020

Organization Name: Humboldt NeuroHealth Therapeutic Services

Director/CEO: Jennifer Brown

Contact Person Name and Title: Jennifer Brown, Executive Director

Contact Phone: 707-498-4845  Contact Email: Jennifer.Brown@humboldtneurohealth.org

Contact Address: 2145 Myrtle Ave Eureka CA 95501

Total current year organizational budget: 740,000  # of FTE employees: 4

Summarize the organization’s mission (in the space provided):
Our Mission is to cultivate wellness by supporting the healing and strengthening of individuals and families in order to lift and empower our community.

Project title: HNH Expansion

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

Humboldt NeuroHealth prides itself on offering high quality, evidenced based, and cutting edge services to individuals in the community. Our project will create 4 new full-time positions, and will allow the ongoing expansion of 1-2 new full time employees per year. The expansion will also serve an unmet need in the community that significantly impacts people's mental health, which directly impacts people's ability to be employed and thrive in the workforce. There is a shortage of skilled medical and mental health professionals in Humboldt County. The expansion of Humboldt NeuroHealth will both create jobs which meets the needs of economic development as well as contributes to the mental health needs in the community. We will continue to put efforts into growing the agency to provide jobs and services to Humboldt County on going. This project is necessary because Humboldt County needs more clinicians to provide healing and we are also creating jobs to support a self sustaining community.

Amount requested: 34,000  Total project cost: 68,000

Grant timeline: Period covered: March 1, 2020 to December 31, 2020

Total match amount: 34,000 Match amount as % of project budget 50%
(Required 50% match for implementation, 25% for planning)

Cash match: 0 In-kind match: 34,000 Cash match as % of budget 50%
(Required: 25% for implementation, 12% for planning)

Number of new FTE jobs created, if funded: 4+
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 0

Type of project:     Planning     Implementation
Geographic focus of project: Eureka

Number of permanent, long term, private sector jobs to be created: 4+

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

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

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

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

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

☐ Building permits ☐ Yes ☒ No
☐ Market research ☐ Yes ☒ No
☐ Legal review ☐ Yes ☒ No
☐ Regulatory approval ☐ Yes ☒ No
☐ Consultants hired ☐ Yes ☒ No
☒ Staff hired ☒ Yes ☐ No
EXPLANATION OF NARRATIVE QUESTIONS
Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

1) Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?

2) What are the measurable objectives of your project? Quantify the expected outcomes.

- **Improves Market Competitiveness:** Examples include: return on investment, increase in number of clients served, units sold.
- **Benefits Clusters/major Industries as Identified in CEDS:** How many industries will receive benefits and what will those individual industry benefits be?
- **Job Creation/Retention:** Number of FTEs created or retained by the project. Please separate direct employment and ancillary employment. Please provide multiplier is used for ancillary positions.
- **Drives Capital Investment:** Anticipated levels of Capital Investment? (Purchase of property, plant, and equipment? Property investment? etc.)
- **Business Creation/Growth/Retention:** Number of businesses started? Number of businesses retained that would have otherwise shuttered? Percent change in size of businesses? (Sales Revenue, Net Profit Margin, Gross Margin, Lead to Client Conversion Rate, Customer Acquisition Cost, Property/Sales Tax Paid, etc.)

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

3) Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.

4) Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.

5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.

- 6) If appropriate, explain how the project will protects and or improves the natural environment in one or more of the categories listed below.
  - Supports the sustainable use of environmental resources
  - Preserves open spaces and working landscapes
  - Utilizes environmental knowledge in the creation of jobs

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

- Benefits Underserved Population
- Preserves Cultural Heritage and Strengthens Community Identity
- Improves Existing Infrastructure
- Strengthens Community Leadership and Civic Participation

8) Explain the capacity of your organization, staff and project partners to implement this project.
9) If you will be using grant funds to hire expertise please list the consultants or firms you are considering. If you are not considering using a local business please explain why.

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

REQUIRED ATTACHMENTS

Please attach the following after the project narrative:

- **Project budget** – use the budget format outlined below and include a description of match sources.
- **Governance** - List of your board of directors or council members.
- **Support Letters** – attach documentation of collaboration and/or project need in the form of up to 5 Letters of Support, Letters of Partner Commitment, and/or Memoranda of Understanding.
- **IRS tax status certification** – most recent (for non-profits only)
- **Annual operating budget**
- **Timeline with expected project milestones and completion dates (sample below)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OPTIONAL ATTACHMENTS

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

SAMPLE PROJECT BUDGET FORMAT

Use the following format for your project budget submittal. For major expenses, please be specific.

<table>
<thead>
<tr>
<th>Project Expense Item</th>
<th>Total Cost ($)</th>
<th>Requested Amount from Matching</th>
<th>Amount from Matching</th>
<th>Source of Matching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Travel</td>
<td>Headwaters Grant Fund</td>
<td>Funds</td>
<td>Funds</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------</td>
<td>-------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5,000</td>
<td>2,000</td>
<td>3,000</td>
<td>United Way grant</td>
</tr>
</tbody>
</table>

Direct Salaries & Wages (breakdown by individual position & indicate full or part-time; list indirect staff costs in “Overhead- staff related” section below)

Staff 1:

Staff 2: etc.

Sub-total: all Direct Salaries & Wages

Benefits & Payroll Taxes

Consultant & professional fees (specify)

Travel (describe)

Equipment (specify)

Overhead- non-staff related

Overhead- staff related (breakdown by individual position; include payroll taxes and fringe benefits)

All Overhead Costs as % of Total Project Cost

Total Project Cost

Note 1: “Overhead- non-staff related” includes office supplies, printing, telephone/fax, postage, rent, and utilities.
Note 2: “Overhead- staff related” is comprised of indirect staff costs (e.g. bookkeeper).

Match Sources - list all other funding sources for this project. For each source, list whether the amount is received, committed, application pending, or not yet solicited.
1) Economic Impact (50 pts)

Humboldt NeuroHealth Therapeutic Services (HNH), has offices located in Eureka and Fortuna, as well as providing mental health services at two public school sites. HNH is currently facing an overwhelming demand for services from residents throughout Humboldt County. The Department of Health and Human Services (DHHS) has worked tirelessly to address the stigma attached to reaching out for mental health amongst its constituents, thus, flooding the mental health clinical community with high demand. Over 26,000 Humboldt County residents in poverty rely on Partnership HealthPlan of California for insurance to cover the cost of their mental health needs. With a current staff of 4 full time and 4 part time employees, HNH currently serves 122 clients, and has a waitlist of 82 clients, most of whom are already in crisis. Ninety percent of our clients can only be served with their Partnership insurance. HNH doesn’t have space to take on more clients until we can afford to hire, appropriately train, and provide office space for new clinicians. One of the barriers is that Partnership HealthPlan takes approximately 6 months to approve a new clinician. Additionally, the existing lease for our Eureka location will come to term in March, 2020, giving us an opportunity to move into a larger, more appropriate clinical setting to better meet the needs of our community.

The mental health crisis in our community was recently highlighted in a town hall meeting on November 22, 2019 with over 500 community members in attendance. The event was hosted at Humboldt County Office of Education, where California’s Surgeon General, Nadine Burke-Harris, and a panel of local experts gathered to address how Adverse Childhood Experiences (ACEs) have impacted our community. The San Francisco-based Center for Youth Wellness published the ACE study. They reported that Humboldt County has some of the highest rates of ACEs in the state, with nearly one-third of our population identifying as having four or more ACEs. Experts have correlated high rates of toxic stress and ACEs to an increase in the risk of medical and mental health concerns including substance abuse, poor learning outcomes, violence, depression and anxiety. With continued support the growth of our agency will have a significant economic impact, and will result in improved mental health outcomes because we are competent, capable and accessible to our community.

To address the community’s needs HNH has been working for nearly two years to recruit and retain qualified and skilled mental health clinicians from a limited pool of viable applicants. We have established associations and relationships with DHHS, Norcan, NCAMHP, Redwood Pediatrics, Open Door Clinic, South Bay Unified School District, College of the Redwoods, Redwood Coast Regional Center, HSU Social Work dept., 0-8 Mental Health Collaborative, and Humboldt County Office of Education. These adventurous efforts of outreach are part of an extensive planning goal of expanding services and mitigating barriers to accessing mental health such as: transportation, work leave, crisis prevention, appropriate therapeutic treatment, and more. Although sustainable once established, the cost of expanding services throughout the
county, recruitment and retention of trained clinicians, and obtaining appropriate office space is a financial challenge for our agency.

Recently, HNH has begun to apply for grants in order to support our efforts in meeting mental health needs in our community. HNH was awarded a Consultant Grant in the amount of $4,536.00 from Humboldt Area Foundation to hire a human resources consultant to help us strengthen and grow our internal structure as we strive to recruit and retain qualified clinicians.

The direct and positive effects of this funding on our economic development and vitality will be seen in a multitude of areas in both private and public sectors. Currently, the financial impact on the community is significant, and is seen across many different areas from loss of wages due to mental health leave, overcrowding of emergency rooms at hospitals, primary care physicians being overwhelmed by the need for mental health services of their patients, and rate of unemployment. By providing effective community resources and interventions, support for public schools systems, and also providing job opportunities for internships and employment for current and graduating students we hope to see a stronger shift in the overall state of our local economy. The National Association of Community Health Clinics report that “every $1 invested in health centers generates $8.72 in economic activity.”

2) Impact on the Environment and Quality of Life (30 pts)
The measurable objectives of our plan are to recruit and provide appropriate office space for four additional clinical full time employees over the next year, providing them with appropriate training in neurofeedback and other evidence-based therapeutic models as a means to address the high need of mental health services in Humboldt County.

A. Improving Market Competitiveness:
Once vested and trained in our well supported agency, clinicians could serve more than double our current client caseload which would drastically shorten the current waitlist.

B. Benefitting Clusters and Major Industries as Identified in CEDS:
The benefits of HNH’s expansion will be seen in both measurable and immeasurable ways throughout multiple industries. In a 2017 DHHS Needs Assessment and Recommendation report for Child Mental Health, it was determined that a major factor hindering Humboldt County mental health services is the distribution of resources. This highlights not only the importance of investing money into mental health, but also the need for optimal allocation of mental health funds and resources, as they are finite. The relevance of HNH’s expansion in addressing the Board of Supervisors’ Diversified Health Care Cluster should be approached with an economic perspective that values how the cost of mental health impacts our health care system and improving cost-effective and equity funded resources which are vital to the economic growth in
mental health services for our community. Increasing mental health services provided on school campuses, alleviating the burden of additional job duties, most of which are out of the scope of practice for administrators, teachers, and aides. Additionally, providing education for school communities around mental health to yield healthy learning outcomes. Addressing individual impaired ability and parents or caregivers who must leave their jobs to take the child to a mid-day appointment which results in a loss of job production and wages. Alleviating our exhausted mental health care system by providing preventative and appropriate mental health care.

Providing critically needed interventions to support healthy and sustainable placements of foster and adopted children and their families in order to avoid the surrender back into the Child Welfare System, which is in desperate need of foster and adoptive homes in Humboldt County. Alleviating the need of medical facilities to manage the care of mental health patients.

C. **Job Creation and Retention:**

HNH currently employs four full-time and four part-time employees. We are in the final stages of hiring two additional full time clinicians, and promoting two current part time clinicians to full time pending Partnership Health Plan approval. Our agency goal is to continue to hire one new full time clinician per year. Our approach to retention includes healthy work environments, health benefits, paid sick time, and most importantly high-quality training and supervision as well as giving resources to avoid employee burnout.

<table>
<thead>
<tr>
<th><strong>Direct Salaries and Wages</strong></th>
<th><strong>Annual Salary</strong></th>
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</thead>
<tbody>
<tr>
<td>Associate Clinical Social Worker Level 1</td>
<td>39,000</td>
</tr>
<tr>
<td>Associate Clinical Social Worker Level 2</td>
<td>46,800</td>
</tr>
<tr>
<td>Associate Marriage and Family Therapist Level 1</td>
<td>39,000</td>
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<tr>
<td>Associate Marriage and Family Therapist Level 2</td>
<td>46,800</td>
</tr>
<tr>
<td><strong>Sub-total: All Direct Salaries and Wages</strong></td>
<td><strong>171,600</strong></td>
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</tbody>
</table>

HNH values multidisciplinary team collaboration. Our wraparound services program depends on the employment of qualified individuals from multiple disciplines and collaborating with agencies outside of our own to address the individual needs of children and their families. HNH currently works with behaviorists, equine therapy coaches, enrollment in sports activities, acupuncture specialists, tutors, therapeutic skills coaches, parent partners, meal prep providers, respite, transportation services, and more. Funding for these services is provided out of our operating budget. Having additional clinicians will enable HNH to provide more services to
more families, and thus an increase of such work collaborations. HNH provides workforce training and capital investment: HNH greatly values high quality, science and evidence based cutting edge training. HNH expects that all employees are up to date with what is current and best practice. There is an expectation that clinicians will be traveling out of the area when needed for training. It's essential that all clinicians are equipped with appropriate tools, equipment, and office space to address client needs. HNH also recognizes the importance of supporting our employees. The health and wellbeing of our clinicians is made a priority so that they are able to provide services holding to the values of human relationship and service, competency, and integrity.

D. Business Creation, growth and retention:
HNH has two clinical offices located in Eureka and Fortuna that provide child, family and adult therapy. Fortuna also houses our wraparound program, serving foster and adopted children and their families. Additionally, we have two clinicians who travel to public elementary and junior high school campuses to provide mental health care services. We are in the final contractual stage with College of the Redwoods to house a clinician on their Eureka campus in order to provide services to students. With the addition of more clinicians, HNH will be able to increase its client caseload and better serve the needs of our community. A full-time clinician carries a caseload of 25 clients per week. The growth of HNH will provide the ability to expand by hiring qualified clinicians who will provide services to an additional 100 or more clients, reducing the load on nearly a dozen institutions and agencies who are desperately trying to address the extreme mental health needs of our community.

3) Project Design and Readiness (20 pts)
The community response to the skilled professional services that HNH is able to offer has been overwhelmingly positive. HNH fills a significant role within the community by providing much needed and sought-after services which are not offered by, or available from other mental health providers in Humboldt county. The 2017 DHHS Needs Assessment and Recommendation report for Child Mental Health states that the greatest health gains are found in available resources for our community needs, and that “psychosocial treatment and investment of training and intervention” will yield high gains. Therefore, it is essential that each clinician is provided with the highest quality of training, which most often is out of the area. When a clinician leaves their practice for training (local or not), they miss out on earning revenue that is needed to support themselves and the agency. Grant funding will help to supplement income while the clinician is gaining much needed resources and experience by attending trainings.

As mentioned before, Partnership HealthPlan insurance takes 6 months to approve new clinicians. This means that once a clinician is hired, they must wait 6 months or more before being able to see 90% of our clients which is unsustainable. Support is needed to allow clinicians
to begin servicing the needs of clients immediately after being hired, to be able to leave the area to obtain much needed training, and not threaten their own livelihood in the process.

Lastly, the lease for our Eureka location is coming to term in March of 2020. Providing this grant to HNH will support sustainable use of environmental resources by allowing us to find a larger location in Eureka which is geographically accessible. Once the project expansion takes flight, HNH will have the capacity and the momentum in the community to thrive.

HNH’s sensitivity and awareness of the importance of cultural diversity, trauma informed care, and historically marginalized populations with creative evidenced based interventions that remove barriers to services and create opportunities for sustainable solutions. This empowers and supports children and their families regardless of racial, social, or economic standing. Researchers estimate that for every one million US dollar invested in mental health we gain approximately 350 -700 healthy years of life gained. It is time for us to respond to our damaged mental health care system in Humboldt County with a viable and sustainable approach.

Thank you for your consideration and this opportunity which will allow Humboldt NeuroHealth to continue to grow and provide high quality care to the citizens of Humboldt County.
<table>
<thead>
<tr>
<th>Project Expense Item</th>
<th>Total Cost ($)</th>
<th>Requested from Headwaters Grant Fund</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
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</thead>
<tbody>
<tr>
<td>Larger facility approx 2,000 Sq feet- 6 offices</td>
<td>Up to $4,000 per month $36,000</td>
<td>$2,000 per month $18,000 for 9 months</td>
<td>$2,000 per month (cash)</td>
<td>Operating Budget (all cash)</td>
</tr>
<tr>
<td>Training Per Clinician 8 Clinicians</td>
<td>$32,000</td>
<td>$16,000</td>
<td>$16,000 (cash)</td>
<td>Operating Budget (all cash)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$68,000</strong></td>
<td><strong>$34,000</strong></td>
<td><strong>$34,000</strong></td>
<td><strong>Operating Budget (all cash)</strong></td>
</tr>
</tbody>
</table>
Humboldt NeuroHealth Therapeutic Services  
2145 Myrtle Ave.                     3429 Renner Drive  
Eureka, CA 95501                     Fortuna CA 95540

Board of Directors

Jennifer Brown- Chairman of the Board  
Executive Director for Humboldt NeuroHealth Therapeutic Services  
Jennifer.Brown@humboldtneurohealth.org  
(707) 498-4845

Dennis Scott- Chief Financial Officer  
President of the McLean Foundation  
ersscott@aol.com  
(707) 725-1722

Maria Herrera- Secretary  
Mortgage Broker at Briton Mortgage  
maria@britonmortgage.com  
707-498-7252

Leah Price- Board member  
Realtor for Land Mark  
klprice5@gmail.com  
(707) 834-1028

Jen Briar-Bonpane- Board member  
Founder and Practitioner, Functional Mental Health Solutions, LCSW  
jen@functionalmentalhealthsolutions.com  
(707) 877-4787
January 4th, 2020

To Whom It May Concern:

I’m writing this letter in support of Humboldt Neurohealth and their application for the Headwaters Grant. My name is Danielle Hinrichs, I’m a teacher at Ridgewood Elementary and I’m a mom of three children. Five years ago, our family was involved in a head-on collision while on vacation. Our whole family was in the car and thankfully we walked away with minor physical injuries. My son Henry was four at the time of the accident. Since the accident we have dealt with multiple therapists and treatment plans to help him with his PTSD and anxiety from the accident. I’m not a professional, but he was sleeping when the accident occurred and I believe that whatever sleep cycle he was in had an effect on how he mentally processed the accident. Fast forward four years later when a good friend of mine, Larissa Krause was going through EDMR training and discussing with me how neurofeedback might benefit Henry. At this point he was seeing his counselor, talking with a psychiatrist about medications, and we started neurofeedback with Larissa.

Neurofeedback has helped immensely with Henry’s anxiety and processing through his feelings and frustrations. Larissa has been patient with him, she frequently communicates with us, and is very upfront when she feels like she needs to try different techniques with him. Recently Henry began the process of EDMR to start working through the trauma that he suffered and work backwards to deal with his PTSD. The road that he is taking takes patience and consistency. Over the past year I have seen him be able to react differently to situations that were previously very hard for him. As an educator, I see students daily that would benefit from this therapy. I see students that are angry, that have had far worse trauma than I could even imagine, and would benefit greatly from the services at Humboldt Neurohealth. It’s heartbreaking as a parent and teacher to tell others about how well my son is doing from the services he has received from Humboldt Neurohealth and knowing that they would have to be put on a waitlist and not have access to programs that they can’t wait for. So many children and adults can’t even function in our society because of the trauma that they have endured. We owe it to our children and our community to give them the type of therapy that can truly work for them and help them to blossom into healthy individuals. My son’s life is changed because of the therapy he has received from Humboldt Neurohealth. My hope is that many others can start receiving this as well.

Sincerely,
Danielle Hinrichs
Headwaters Fund Board  
Attn: Grant Programs  

RE: Humboldt NeuroHealth Grant Request  

To Whom it May Concern,  

I am writing this letter on behalf of Humboldt NeuroHealth Therapeutic Services and the Owner/Director, Jennifer Brown. I have known Jennifer Brown for the last 11 years, having met Jen when she was a therapist/Social Worker and she was attending my classes to keep her licensure current; she is a Licensed Clinical Social Worker. At the time, I was an instructor for Butte College’s Foster/Kinship Care Program, living in Humboldt County and also teaching for College of the Redwood’s Foster/Kinship Care Education Program. Jen and I became friends over the course of a few years. I invited her up to Humboldt County in hopes of enticing her to move her therapy practice here to Humboldt County from Lake County; I was successful!

Jen moved her state-of-the-art business providing Neurofeedback and play therapy to Humboldt with the hope of establishing a first rate therapeutic model for people dealing with trauma history. She has done just that. I currently teach for South Bay School District as the TK-8th grade Independent Studies Lead Teacher. Humboldt NeuroHealth Therapeutic Services has brought therapeutic services into our district to serve underserved students at our school site who would otherwise not be availed of exemplary therapeutic services. Humboldt NeuroHealth Therapeutic Services accepts Partnership Health Plan which allows people who are in need of therapy and rely on state funded health insurance to access much needed neurohealth services.

My husband and I are the parents of eight children, two by birth, five by adoption through foster care and one foster child. All of our children adopted through foster care have experienced severe trauma. Jen’s background as a Licensed Clinical Social Worker availed many of our children of superior therapeutic services. My recommendation for Jennifer Brown and Humboldt NeuroHealth Therapeutic Services to be the recipient of a grant from the Headwaters Fund comes from a place of knowing the need for high-quality therapeutic services for the underserved populations of Humboldt County, and also knowing first hand how difficult those services are to find for the children and adults in our county needing therapeutic services related to early childhood trauma. Jennifer Brown is a person of integrity who also possesses a strong business sense and desire to help those most in need.

I have had the privilege of providing ongoing staff development for Humboldt NeuroHealth Therapeutic Services current clinicians and staff. Jen is committed to finding and training interns from Humboldt State University and the surrounding areas. I have personally worked with these staff members and am impressed by their commitment to not only their profession, but also to the clients they serve. It is my personal opinion, that were The Headwaters Fund to invest in Humboldt NeuroHealth Therapeutic Services by awarding a grant to expand her service model by hiring and training more clinicians who would serve the underserved populations of Humboldt County, The Headwaters Fund would be investing in the wellbeing of the people of Humboldt County.

Just recently, Humboldt NeuroHealth Therapeutic Services began a new endeavor to expand the business, creating the non-profit WRAP program for families who have adopted children from foster care who are in need of extended therapeutic family services called Wired Together. This brand new program that serves families in Humboldt County has the potential to bring about state-of-the-art trauma informed services to the most needy demographic I come into contact with in both my work and personal life. The positive impact is only limited by Jen’s current resources. My hope is that The Headwaters Fund will graciously provide a grant award to Humboldt NeuroHealth Therapeutic Services that will positively impact the lives of future generations of residents of Humboldt County with better mental health outcomes that will result in improved quality of life for them and all of those around them.

Respectfully,  

Ronda Evans  
530-321-9705
Dear Headwaters Grant Committee:

My name is Rose Becker and I am a Licensed Clinical Social Worker with a private practice in Eureka, CA. I have worked with a variety of treatment issues and populations throughout my professional career. Specifically, I have extensive experience treating depression and anxiety. I have specialized training in maternal mental health, pregnancy & infant loss, and traumatic grief. In our culture, there is a strong narrative surrounding what "family" means. We have certain expectations for what a family should look like, who is included and how a family should function. My goal is to engage my clients in working through the various issues that can arise from living outside our culture’s norms. While working with the parents, I often refer the children to Humboldt NeuroHealth Therapeutic Services to help with attachment disorders, defiance, anger, and anxiety disorders.

One of the most challenging things that I face as a mental health clinician, is being able to refer my clients to another clinician that has capacity to take another client, and among clinicians in Humboldt County even fewer are trauma informed and up to date with how to best treat children with emotional disorders. In my opinion, Humboldt NeuroHealth Therapeutic Services continues to value providing evidence based training to their clinicians. They are willing and able to collaborate care with me so we can provide the best treatment to our families. I fully support their ability to grow successfully in our rural community providing excellent quality care to all individuals that they serve.

It would be a wonderful thing to this community if Humboldt NeuroHealth Therapeutic Services was able to have more resources that would allow expansion so they could continue to hire and train more clinicians. Therefore, I fully endorse this letter of support to Humboldt NeuroHealth Therapeutic Services awardment of the Headwaters Grant. Please feel free to contact me if you have any questions.

Best Regards,

[Signature]

Rose Becker, LCSW #73844
350 E Street, Suite 409
Eureka, CA 95501
Phone: 707-497-8932
To whom it may concern,

I am a community pediatrician practicing in Fortuna California. I am writing to you today to recommend Humboldt Neurohealth Therapeutic Services for the Headwaters Grant.

Humboldt County, and rural America generally, is in the grip of a crisis of mental health care. Pediatric mental health care is in particularly short supply. Our county is suffering, with one of the highest rates of Adverse Childhood Experience (ACE) scores of 4 or above in the state. My patients wait months to get in with a therapist, and when they do too often it is with someone only minimally trained in working with the pediatric population.

Humboldt Neurotherapy has been an incredible asset to the community. Their therapists are trauma informed, pediatric trained and highly skilled. I have seen them work wonders with some of my most challenging patients.

Moreover, they incorporate brain training into their therapeutic work, which is invaluable to children with trauma histories, mood and behavioral disorders, and attention deficit disorder. Their work with Neurofeedback in conjunction with age appropriate therapeutic techniques is eliciting therapeutic improvement in cases where therapy alone couldn't.

My only complaint about Humboldt Neurohealth is the long waiting list to see them. With this grant to fund further hiring, training and retention of qualified practitioners I believe they will be able to help more of our community’s most vulnerable children.

Thank you for your time,

Evan Buxbaum MD

Redwood Pediatric Medical Group
3305 Renner Dr Fortuna, Ca 95540
Phone-(707) 725-9355 Fax (707) 725-2426
January 13th, 2020

To: Headwaters Fund Board Grant Committee

As the former Deputy Superintendent for the Humboldt County Office of Education, a founding board member of the Headwaters Fund and one who is currently involved with mental health services in Humboldt County, I’ve come to understand that addressing mental health needs in our county is one of the most important things we can do to achieve healthy learning outcomes for our children. Yet, accessing quality mental health services for children and families has proven to be a significant challenge for many years. The importance of this issue cannot be overstated. Humboldt NeuroHealth is addressing this barrier head on by bringing services to school campuses and providing support to children and their families. Approval of this funding request would expand the number of children and families being served who are presently unable to access these greatly needed services.

Simply stated, there is a severe shortage of trained and skilled therapists in Humboldt County. A larger facility, as proposed, will allow for increased recruitment, training and retention of licensed clinicians providing EMDR, Play Therapy, Cognitive Behavior Therapy and Neuro-Feedback services. These services have high success in supporting mental health needs of children and their families throughout the nation.

Headwaters support for this project will help lay the foundation to increase high paying sustainable jobs in the Health Care Sector and improve the quality of life for children and families in our County. I strongly encourage your support of this important application and project.

Sincerely,

Jon G. Sapper, Ed. D.
Deputy Supt. HCOE (Ret.)
1965 Home Ave.
Fortuna, CA 95540
(707) 498-6065
Dear Applicant:

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

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

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

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

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

[Signature]

Director, Exempt Organizations
Rulings and Agreements
## Humboldt Neurohealth Therapeutic Services
### Profit & Loss Budget Overview
#### January through December 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Jan - Dec 20</th>
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<td>Income</td>
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<td>Insurance</td>
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<td>Total Other Types of Expenses</td>
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<td>Payroll Expenses</td>
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<td>Milestone</td>
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<tr>
<td>March 2020</td>
<td>Establishment of a new Eureka office location</td>
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<tr>
<td>March 2020</td>
<td>1 clinician flown out to Colorado for level 1 Comprehensive Resource Model</td>
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<tr>
<td>April 2020</td>
<td>All clinicians attend Neurofeedback Advanced Clinical Summit 3 days virtual streaming</td>
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<tr>
<td>April 2020</td>
<td>1 clinician flown out to Colorado for Level 2 Comprehensive Resource Model</td>
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<td>July 2020</td>
<td>Training for all staff on Trauma and Attachment disorders- 1 clinician flown out to Maine for a training on Dyadic Development</td>
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<tr>
<td>August 2020</td>
<td>Introduction Neurofeedback training for 2 clinicians in Los Angeles 5 days</td>
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<td>September 2020</td>
<td>Neurofeedback Practicum Level 1- 2 clinicians 3 days Los Angeles</td>
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<tr>
<td>October 2020</td>
<td>2 clinicians week long California Play Therapy association Palm Springs, Ca</td>
</tr>
<tr>
<td>November 2020</td>
<td>8 clinicians trained in Janina Fishers dissociation model 40 hours in house</td>
</tr>
</tbody>
</table>
Associated Research


[Humboldt County Department of Health and Human Services](https://www.a4pt.org/)

Association for Play Therapy. (n.d.). Retrieved December 12, 31AD, from [Association for Play Therapy](https://www.a4pt.org/)

Californial Association Play Theapy Website: [California Association for Play Therapy | Claremont, CA 91711](https://www.a4pt.org/)

*The National Assciation of Community Health Centers Information Graph*. (2017) (pp. 1–2).

[NACHC - Eco Impact Info graph](https://www.a4pt.org/)
OBJECTIVE | To provide services to youth and families where they normally wouldn’t have access while at a setting that is least disruptive to their education.

SKILLS & ABILITIES | I have specialized in treating Children and Families with trauma, stress, attachment disorders, and anger. I am a responsible self-starter, organized, professional, and I collaborate well with all members of the team. I am dedicated to improving the health and well-being of others.

EXPERIENCE | EXECUTIVE DIRECTOR- HUMBOLDT NEUROHEALTH THERAPEUTIC SERVICES 7/1/2019-Current

Responsible for leading and guiding HNH to be a thriving community clinic. Responsible for communicating effectively with the board of directors. Responsible for fiscal integrity, responsible for HNH carrying out its mission, hiring and retention of staff, auditing all clinicians charting so that it is up to standard. Has a caseload of 20 clients, supervises 3 clinical interns, provides ongoing training and support to all employees.

JENNIFER BROWN, LCSW- PRIVATE PRACTICE 8/1/2014-6/30/2019

Provided individual and family therapy to improve quality of life using various different modalities, including EMDR, Theraplay, Neurofeedback, Art therapy, Play therapy, Internal Family Systems, and CBT. Supervised interns and provided case consultation.

BEHAVIORAL HEALTH SPECIALIST- ADVENTIST HEALTH 5/20/2010-9/16/2015

Provided individual and family therapy for ages 3-18. Led monthly case conferences between Konocti Unified School District and the Pediatricians on staff. I was an integral part of the team that implemented a behavioral health department at Lower Lake High school.
**CASE MANAGER**- Redwood Children Services

1/2/2008-5/30/2010

Provided case management to foster youth, ensuring that foster parents and children placed in the home had access to services and that all needs were met.

**JUVENILE CORRECTIONAL OFFICER**- Sonoma County Probation


Provided structure, safety, and managed all residents on my unit. Security and court visitation.

**EDUCATION**

**CAL STATE LONG BEACH, ROHNERT PARK, CA**

MASTERS SOCIAL WORK

Certificates and Training:

- Theraplay
- Neurofeedback
- Cognitive Behavioral Therapy
- Dyadic Developmental Psychotherapy
- Love and Logic
- Parenting the Explosive Child
- Sandtray Therapy
- EMDR
- Cognitive Behavioral Play Therapy for Children with Sexual Behaviors
- Dr. Bruce D. Perry
- Bryan Post
- Comprehensive Resource Model
- Internal Family Systems (IFS)
Curriculum Vitae

LARISSA KRAUSE, MSW, PPSC
Registered ASW # 67821
1339 Marsh Rd., Eureka, CA 95501 * Ph: (707) 834 0080
* email: larissa.krause@humboldtneurohealth.org

PROFESSIONAL SUMMARY
Dedicated Clinical Social Worker with rich experience in case management and community networking. Fluent in Parts Work, EMDR, Mindfulness Based Intervention, Strengths-based framework of practice, with an emphasis on Trauma Informed Approach, Decolonization, and Rural Community. Respectful, attentive, and committed to meeting the unique individual needs of clients. Invested in supporting caring professional self-care and sustainable wellness models.

SKILLS
- Comfortable, clear, and articulate when communicating with others.
- Case Management
- Trainer and consultant for: ACEs, Trauma, and Self-Care
- Creative, innovative, and resourceful problem solving skills.
- Calm and objective in crisis situations.
- Able to identify strengths in others and effectively advocate for their needs and/or goals.
- Strong work ethic, resourceful, well organized, reliable and dedicated employee.
- Ability to exercise solid judgment, think critically, plan and execute tasks in a timely manner, manage multiple projects simultaneously, work as part of a team, maintain patience and sense of humor under pressure.
- Excellent writing, research, oral communication, and interpersonal skills.
- Efficient in Microsoft Word, Office, and Excel
Therapeutic Skills

- Eye Movement Desensitization Repair (EMDR)
- Internal Family Systems (IFS)
- Mindfulness-based Interventions
- Motivational Interviewing
- Solutions Focused
- Narrative Approach
- Trauma Informed Approach

EDUCATION

Pupil Personnel Services Credential Program (PPSC), San José State University 2015
Masters of Social Work (MSW), Humboldt State University, May 2015
Bachelor of Arts: Social Work (BASW), Humboldt State University, May 2010
Associates of Arts: College of the Redwoods, May 2007
Deaf Studies Major, California State University Northridge (CSUN) Fall 1995 - Spring 1997

Work EXPERIENCE

Humboldt NeuroHealth Therapeutic Services
Child, Family, Adult Therapist Intern
Director of School Based Services August 2018 - Present

- Child, Adult & Family Therapist
- Neurofeedback Provider
- Coordinator of School Based Services
- Lead Grant Writer

Humboldt State University, Department of Social Work
Asst. Director of Distance Learning and Field Education August 2016 - May 2019

- Faculty Lecturer
- Assistant Coordinator for Distance Learning and Field Education
- Department Mental Health Sponsored Program Representative

Cutten Elementary  
School Social Worker       August 2017 - June 2018
- Provide supervision for both BASW and MSW student interns  
- Provide supervision for PPSC school social work employees  
- 1:1  
- Conflict Resolution/Restorative Practice  
- Groups  
- Administrative consultation

College of the Redwoods, Associate Faculty Counselor - CalWORKs  April 2016 - June 2017
- Provide academic advising and counseling services to CalWORKs students at both Eureka and Del Norte campus sites  
- Develop student education plans to meet the needs of student self-sufficiency and healthy academic outcomes.  
- Liaison between DHHS and CR for CalWORKs students

Eureka High School, Counselor Intern       January 2016- April 2016
- Connect with students (i.e. rapport building, connection to resources)  
- Support current School Counselor Director (i.e. parent contact, data entry, file documentation, observation, etc.)

Morr is Elementary School, Psychological Technician       August 2015 - June 2016
- Student group facilitator (social skills, emotional regulation, friendship skills)  
- Parent Liaison (McKinney -Vento)  
- Counseling Services  
- Staff development and support for Restorative Justice and PBIS models

Humboldt State University, MSW Student Assistant       Aug. 2014 - May 2015
- Co-facilitator/Graduate Instructor for Bachelor Course 355: Social Agency Experience  
- Support faculty, staff and students with clerical assignments  
- Planning Committee Member of the annual Distance Learning Intensive
Community Resources Directory research and data entry

- Help students achieve the best possible social/emotional adjustment so they are available to participate in healthy learning process.
- Provide services and support that identifies and addresses the social-emotional-environmental issues that interfere with the developmental process.
- Work with parents/guardians, teachers, school staff, and community based resources to implement strategies that promote students’ positive school adjustment.
- Case management for students and families.
- Group facilitation
- 1:1 counseling

- Case Management, working with an interdisciplinary team to meet patient needs.
- Assessed patient level of: safety, medical and mental health, possible abuse, safety transportation, intervention needs, etc. within HIPAA guidelines.
- Organized and facilitated family meetings and discussion surrounding client needs.
- Connected patients with appropriate resources both within and outside the community.
- Assisted patient in establishing goals and objectives to meet individual needs.

Mad River Home Health, BASW Volunteer/Assistant  Jan 2009 - May 2009
- Managed agency resource community database.
- Assisted Medical Social Workers and agency staff with case management brainstorming.
- Aided Mad River Senior Resource Center

- Support Staff in case management of clients
- Assist at Adult Day Class for Traumatic Brain Injury survivors
- Documentation of organizational requirements
MEMBERSHIPS

- Board Member, California Association of School Social Workers, Northern California Regional Coordinator
- National Association of Social Workers
- 0-8 Mental Health Collaboration
- Board Member, Hip Hop for Hope Project, a nonprofit organization dedicated to helping support local children who have been diagnosed with cancer through the hardships of treatment.

Trainings/Certifications

- Eye Movement Desensitization Repair (EMDR) certification course 2019
- At the Crossroads of Trauma Therapy 2019
- Introduction to Internal Family Systems 2019
- Neurofeedback - Level 2 training 2018
- NeuroFeedback- Level 1 training 2018
- Diversity and Inclusion training 2015
- Reflective Practice Certification 2015
Concepcion Leona Sousa, ASW 67955

2257 Newburg Rd. • Fortuna, CA 95540
Phone: 415-637-6961 • E-Mail: lilleo003@me.com

Education

2017  Pupil Personnel Services Credential (PPSC) from San Jose State University (San Jose, Ca)
2015  Master of Social Work (MSW) at Humboldt State University (Arcata, Ca)
      Thesis Title: Trauma-Informed Care on the Web
      Major Professor: César Abarca, Ph.D
2013  Bachelor of Arts with a major in Social Work (BASW) at Humboldt State University (Arcata, Ca)
      Internship: 2001 - 2002
      o  Child Welfare Services Humboldt County
      o  Private Investigator, Jamie Flower – Humboldt County, DA’s office

Skills

○ Mental health counselor with experience working with children, adolescents and adults using a
  variety of theoretical perspectives in individual, family and group therapy sessions with a
  specialization in trauma informed intervention strategies.
○ Conversationally fluent in American Sign Language
○ Beginning/Intermediate fluency with Spanish in both written and oral.
○ Writes clearly and concisely; listens attentively; openly expresses ideas, negotiates/resolves
  differences; provides and asks for feedback; offers well-thought-out solutions; cooperates and works
  well with others
○ Leads and directs others; teaches/trains/instructs; counsels/coaches; manages conflict; helps team
  members set and achieve goals; delegates effectively; makes and implements decisions; enforces
  policies with diverse populations and professions.
○ Forecasts/predicts; identifies and gathers appropriate resources; thoroughly researches background
  information; develops strategies; thinks critically to solve problems; handles details; coordinates and
  completes tasks; manages projects effectively; meets deadlines; plans and arranges activities;
  multitasks; creates plans with events, case management and programs alike.
○ Beginning/Intermediate with Web Design platforms
○ Advanced skills working with Microsoft Office Suites (Work, Excel, Publisher, and Power Point) as
  well as Apple Suites (Pages, Keynote, Numbers)
○ Advanced skills working with Google platforms and social media.
Certifications

- DBT Skills Training, February/2018
- ASSIST Suicide Certificate Training, November/2017
- Parent Project Facilitator, 2016
- Reflective Practice Certification Training Series, May/2015
- Neurosequential Model in Education Certification Training, By Dr. Bruce Perry, 2014
- Standards of Quality for Family Strengthening & Support Certification Training, March/2015
- Stewards of Children Certification Training, February/2015
- Domestic Violence Counseling Certification, 2003

Research Experience

- HSU Big Time Assessment, 2014
  Assisted in gathering and analyzing qualitative data.

Affiliations/Memberships

- NASW California Chapter, 2017 to present
- Registered Associate Clinical Social Worker, Aug 2015 to present
- 0 to 8 Mental Health Collaborative, 2013-2017
- School Social Worker Collaborative, 2014-2016
- True North Community Network, 2015
- Latino Net Collaborative, 2013-2015

Trainings Provided

Building Trauma Informed Communities: An intro to ACEs - Co-Facilitator with Dr. Tasha Howe, CEU’s provided, Provided by the 0 to 8 Mental Health Collaborative, April 2017

ACEs 101: An Introduction to Adverse Childhood Experiences - Co-Facilitator with Larissa Krause, MSW, PPSC, CEU’s provided, 0 to 8 Mental Health Collaborative, July 2017

Trauma Informed Care Through a Cultural Lens in our Schools - Co-Facilitator with Andres Castro, MS PPSC, HB McDaniel & CASC NorCal Conference, April 2016

Trauma Informed Care Through a Cultural Lens in our Schools - Co-Facilitator with Andres Castro, MS PPSC, Provided by The Child Abuse Prevention Counsel, Humboldt, CA, 2016
Professional Experience

January 2017 to present – Frequent Guest Lecturer, Social Work Dept., HSU, Arcata, Ca.

- Trauma Informed Care in K-12 schools
- What is Trauma Informed Care
- School Counseling and Social Work
- Mental Health and Social Work
- Adverse Childhood Experiences: The impact of toxic stress and development
- Social Work and marginalized populations
- Rural Social Work
- Social Work and Indigenous Populations

Aug 2018 to Current – WiredTogether Wraparound Program Manager/Clinician, Humboldt NeuroHealth Therapeutic Services, Fortuna/Eureka, CA.

- Monitors and controls the delivery of Wraparound in accordance with Agency standards and acceptable professional practices.
- Monitors and ensures that documentation and case records are developed and maintained in accordance with Agency and SB163 wraparound standards.
- Provides supervision and performance management of program staff.
- Monitors and controls the referral and intake process, maintaining high quality service delivery and good working relations within the community being served.
- Implements and maintains quality assurance systems and reporting programs related to clinical services and participates on Quality Improvement teams as assigned.
- Provides direct wraparound services as needed to ensure program and service delivery continuity.
- Abide by all legal and ethical standards of the profession including as dictated by state, federal, accrediting and licensing body guidelines.
- Provide direct behavior health services to individuals, groups, children and families, under the supervision of the Executive Director.
- Develop theoretical orientation consistent with personal style of therapy and appropriate to clients served.
o Provide crisis counseling as needed, including in the primary care clinic.

o Provide specialized counseling groups or classes, on topics such as parenting, depression, grief, anger management, self-esteem, youth groups or other topics within the scope of skill and training.

o Participate in weekly case consultation meetings.


o Provide direct behavior health services to individuals, groups, children and families, under the supervision of the Behavioral Health Director.

o Develop theoretical orientation consistent with personal style of therapy and appropriate to clients served.

o Provide crisis counseling as needed, including in the primary care clinic.

o Provide specialized counseling groups or classes, on topics such as parenting, depression, grief, anger management, self-esteem, youth groups or other topics within the scope of skill and training.

o Participate in weekly case consultation meetings.

o Maintain client electronic health records in a complete and timely manner, including assessments, treatment plans, progress notes and other reports and/or statistical data as required by the law, section and agency. Appropriately diagnose, assess and make efficacious treatment recommendations based on client’s clinical presentation and symptoms.

o Include clients in all aspects of treatment, including development of treatment plan and goals. Utilize a strength-based model.

o Utilize strategies and interventions pertinent to individual clients, including, but not limited to, culturally relevant practices, traditions and preferences.

o Utilize strategies and interventions pertinent to individual clients, including, but not limited to, culturally relevant practices, traditions and preferences.

o Collaborate actively with community providers, as approved by clients, to ensure optimal health and wellbeing, and achievement of treatment goals.

o Abide by all legal and ethical standards of the profession including as dictated by state, federal, accrediting and licensing body guidelines.

o Assists in development of departmental policy, procedures, and quality improvement activities within the clinic as directed

**November 2015 – July 2017 – School Counselor**, Fortuna Middle School, Fortuna, Ca

o Implement the middle level or junior high school guidance curriculum through delivery of classroom units and infusion in content areas.
• Guide individuals and groups of students through the development of educational and career plans.
• Counsel individuals and small groups of students toward social and emotional growth.
• Consult with and train teachers, parents and staff regarding needs of middle level or junior high students.
• Refer children with problems and their parents to special programs, specialists and outside agencies.
• Participate in, coordinate and conduct activities that contribute to the effective operation of the counseling program and school.
• Participate in and facilitate the intervention team process.
• Plan and evaluate the counseling program.
• Pursue continuous professional growth.


• Performed eligibility assessments to determine that Veterans were eligible for VA health care as determined by the VA Clinic.
• Identified opportunities for collaborative ventures with local apartment complexes, rental agencies, and owners of rental houses to begin the process of finding local affordable housing for the Veterans.
• Utilized a Housing First approach to work with Veterans to ensure rapid housing placement and stabilization.
• Engaged Veterans in a critical time intervention strategy immediately during enrollment into HUD-VASH program.
• Interviewed, counseled, and case managed identified Veterans by conducting biopsychosocial assessments to identify treatment needs, which affect the Veterans’ adjustment to their environment, and establish treatment goals.
• Established and maintained an intensive therapeutic relationship with the veteran, family, staff, and community programs/agencies, and formulate case-management treatment goals and plans that addressed identified needs, stressors and problems.
• Provided life skills education and support to Veterans, including but not limited to: budgeting, apartment maintenance (cleanliness, safety, minor repairs, etc.), mental health...
wellness self-management / mental health recovery living skills (if applicable), relapse prevention (if applicable), healthy lifestyle/living, community resources, parenting/family living skills (if applicable), family reunification and/or development of relevant social support networks.

2013 – 2015 - Two year Internship as a Student Therapist/Clinic Social Worker at Humboldt State University’s Community Counseling Clinic, Arcata, Ca – The clinic offers counseling to students and community members. Services are offered on a sliding scale. The clinic works from SAMHSA’s eight dimensions of wellness.

- Aided the Clinic Director in the development and implementation of our Emotional Support and Trauma Education (ESTE) group for families with children ages 3 – 5yrs.
- Assisted the Clinical Director in developing curriculum and group activities and goals, researched best practices and new findings in the research with which to base our curriculum for the ESTE group.
- Conducted individualized therapy sessions with clients.
- Developed and wrote treatment plans and process notes.
- Provided counseling using cognitive behavioral therapy and narrative therapy.
- Assisted clients with recognizing behavior patterns and working on cognitive shifts.
- Maintained patient confidentiality.
- Connected clients with community resources.
- Trained clinic staff about the role of a social worker.
- Formed collaborations within the clinic as well as with outside agencies.
- Headed clinics outreach plan on campus and in the community. The clinic provided services for 75 clients for a total of 520 counseling appointments this past school year, a significant increase from past years for the clinic.
- Recorded notes on Titanium Systems.


- Acted as an initial point of contact for new volunteers and speakers.
- Created informational media for volunteers with mini biographies of all the speakers, conference agenda, and floor plan for lobby poster presentations.
- Managed conference registration and CEU registration.
- Coordinated donations for conference food and stage props.
- Technical support for participatory audience discussion.
- Recruited and trained volunteers for specific work duties.
- Developed comprehensive volunteer plans that included all duties from recruitment to wrapping up.
- Managed background screen checks before hiring volunteers.
- Maintained records of volunteers’ personal information and all projects assigned.
- Assisted Conference Director as needed.

2008 – 2011  **Executive Assistant to Executive Director, Deaf Counseling, Advocacy & Referral Agency**, San Leandro, CA

- Developed and managed the agency’s Volunteer Program.
- Formalized systems and protocol for the agency.
- Coordinated, arranged, recruited speakers for monthly staff meetings and trainings.
- Coordinated Direct Mail Campaign, as well as devised and implemented and E-mail counterpart.
- Supported Executive Director with agency, communications, travel arrangements, office/meeting coordination and various other tasks as needed.
- Supported Community Relations Director as well as other management staff.
- Sole supporting editor for agency newsletter.
- ASL Interpreter, recruiting/coordinating agent.
- Managed agency’s Community Relations database, “Raisers’ Edge.”
- Assisted agency’s IT specialist/ Webmaster with office IT issues, equipment, and Email system.


- Managed up to 45 families by conducting group informational meetings, facilitating intra-agency information and coaching/guiding to meeting multiple program requirements.
- Facilitated liaisons with outside agencies in accordance to client needs. (The afore mentioned liaisons transitioned into partnerships for the agency)
- Transferred to six different Grant Operated (GOP) school sites bringing them up-to-date on all records and files as well as introduced new partnerships to support client needs.
- Designed new systems to improve department manager’s productivity and efficiency.
- Increased family/staff morale levels by facilitating collaborations with needed agencies and organized events on behalf of staff and families.
- Arranged family’s conferences, facilitated and coordinated meetings, and travel arrangements for families and Site Manager.

2003 – 2004  **Program Manager, The Salvation Army**, Seaside, CA

- Promoted from case manager to Program Manager due to exceptional knowledge of program policy and management skills.
Restructured two supportive housing programs to meet state guidelines.

Trained in Domestic Violence case management.

Increased departmental efficiency by improving procedures and general operation of the program.

Prepared records, entries and reports, managed data for department.

Facilitated and maintained collaborations with outside agencies.

**2002 – 2003  Case Manager, Conard House Inc., San Francisco, CA**

- Case manager of 6 Dual-diagnosed clients in transitional housing.
- Trained in Harm-Reduction.
- Facilitated client support groups.
- Connected/Reconnected clients with support services.
- Recorded case notes in Caminar Systems.

References:

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Relationship</th>
<th>Contact Information</th>
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</thead>
<tbody>
<tr>
<td>Larissa Krause, MSW</td>
<td>Lecturer, HSU</td>
<td>Colleague</td>
<td>(707) 834-0080 <a href="mailto:lam104@humboldt.edu">lam104@humboldt.edu</a></td>
</tr>
<tr>
<td>Carla Laermanns, MSW</td>
<td>ICWA Social Worker,Bear River Rancheria</td>
<td></td>
<td>(707) 267-6925</td>
</tr>
<tr>
<td>John Gai, LCSW</td>
<td>Retired professor and clinician</td>
<td></td>
<td>(707) 822-6584</td>
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Summarize the organization’s mission (in the space provided):
Humboldt County tidelands, bays, and estuaries have unique and diverse management needs. The Humboldt Bay Harbor, Recreation and Conservation District was created in 1973 to address these needs. The District oversees planned development of the harbors and ports within the District, as well as protection of the natural resources located here. It is a countywide agency with permit jurisdiction over all tide, submerged and other lands granted to the District, including all of Humboldt Bay. District operations focus on three primary areas: commercial port uses, recreational uses, and conservation. These operations are managed by a staff of employees and are governed by an elected board of commissioners consisting of five members. Utilization of port resources is a critical part of the District’s mission.

Project title: Redwood Marine Terminal I (RMTI) Site and Environmental Review for Multipurpose Marine Terminal Renovations and Expansion to Accommodate the Redwood Coast Offshore Wind Project

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

According to recently released federal Bureau of Energy Management report and many industry experts, California’s most viable site for final assembly of offshore turbines is the Port of Humboldt Bay. This port has deep water access with no bridge restrictions and hundreds of acres of empty, available quayside land at the site of pulp and lumber mills that were abandoned when the region’s forest industry collapsed in the 1990s. However, the port itself would need extensive rebuilding and upgrading to allow heavy cranes to assemble the floating platforms. Port facilities are vital for the success of the emerging offshore wind energy industry in Humboldt County. Redwood Marine Terminal I (RMTI) is ideally positioned to be an offshore wind support facility and deployment port and has the potential to make Humboldt County the west coast energy hub. Headwaters Grant funds are needed now to build upon offshore wind energy related work that is currently being completed by Schatz Energy Research Center and others. Headwaters funding will be used to conduct environmental assessments and technical studies necessary to support RMTI dock construction. This work will be used to leverage additional public and private investments. Offshore wind energy use will initially create jobs with the construction
and rebuilding of the dock and will create long-term jobs by attracting a new industry to the area. Offshore wind energy generation is the first industry that has the potential to fully utilize CDI lands since the decline of the forest products industry.

Amount requested: $65,000      Total project cost:   $250,000

Grant timeline: Period covered: June 2020 to June 2021

Total match amount: $185,000 Match amount as % of project budget 74%
(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: at least $30,000 In-kind match: up to $155,000 Cash match as % of budget 12%
(Required: 25% for implementation, 12% for planning or technical assistance)

Number of new FTE jobs created, if funded: TBD
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): n/a

Type of project: ☒ Planning       ☐ Implementation

Geographic focus of project: Samoa Peninsula

Number of permanent, long term, private sector jobs to be created: TBD - It is estimated that if California were to install 18 GW of offshore wind capacity by 2045, the state could support over 17,500 jobs in the offshore wind and related industries; we think Humboldt County can position itself to get a large portion of those jobs

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

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

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

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

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

<table>
<thead>
<tr>
<th>Component</th>
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<td>Building permits</td>
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<tr>
<td>Market research</td>
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<td>Staff hired</td>
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The Humboldt Bay Harbor, Recreation, and Conservation District (District) continues to prepare the District’s RMT I Terminal on the Samoa Peninsula for the re-construction of the existing multipurpose dock, with offshore wind energy as the anchor tenant. The existing 7-acre wooden dock is significantly past its useful life and needs to be completely reconstructed in order to modernize the port to prepare for modern maritime industries. Several Federal, State, and private industry studies have identified Humboldt Bay and the RMT I terminal specifically as the preferred west coast port to develop offshore wind economic cluster. Humboldt Bay is ideally positioned as the closest offshore wind turbine assembly facility and deployment port to the proposed Bureau of Ocean Energy Management (BOEM) north coast lease areas. Once developed, the facilities on Humboldt Bay can be utilized to construct/assemble offshore wind turbines and associated components to tow them to other offshore locations on the west coast. Coastal Humboldt County has world-class offshore wind resources and the Samoa Peninsula has under-utilized Coastal Dependent Industrial (CDI) lands that are perfectly situated to support the operations necessary to assemble, deploy, repair and maintain wind energy turbines. In addition, Humboldt Bay has deep draft shipping channels that can accommodate the large marine vessels carrying wind turbine components. According to recently released federal BOEM report and many industry experts, California’s most viable site for final assembly of offshore turbines is the Port of Humboldt Bay. This port has deep water access with no bridge restrictions and hundreds of acres of empty, available quayside land at the site of pulp and lumber mills that were abandoned when the region’s forest industry collapsed in the 1990s. However, the port itself would need extensive rebuilding and upgrading, as well as dredging of shipping lanes to allow heavy cranes to assemble the floating platforms.

The deployment of offshore wind turbine is possible only with port infrastructure and land-based operations. During the last year substantial progress has been made towards understanding local offshore wind energy and port related infrastructure needs. Two examples of recent port infrastructure improvements to support renewable energy are the Port of Brest, France and the Port of New Bedford, Massachusetts. The Port of Brest is currently constructing a new marine renewable energy hub which includes upgrades including a new heavy loading quay and work area to assemble wind turbines. The Port of New Bedford is currently undertaking a major commercial makeover: deepening channels and berths as well as repairing and enlarging maritime terminals and wharves to accommodate the needs of the growing shipping and emerging offshore wind industries. The offshore wind energy industry has made substantial progress at these ports. The Harbor District can learn from these recent projects and adapt to local conditions. RMT I redevelopment is vital for the offshore wind energy industry and could turn Humboldt County into a West Coast Energy Hub.

The District is seeking Headwaters grant funding to complement the $623,000 already awarded by the Ocean Protection Council to the Schatz Energy Research Center (SERC) for North Coast Offshore Wind Energy Feasibility Analysis. Humboldt State University’s SERC is finalizing their Feasibility Analysis which will inform the proposed RMT I dock renovations and expansion project to support offshore wind energy. The SERC project is conducting an in-depth study and analysis of the electrical, environmental, port infrastructure, stakeholder, and policy issues and needs associated with offshore wind development in the Humboldt Bay region. In addition, they will utilize best scientific and engineering practices and recognized experts to identify issues and
propose paths forward to utilize an immense renewable energy resource while protecting the marine and coastal environments. In order to make this project a reality, we cannot lose momentum, and the District intends to utilize the Headwaters grant funds to pick up where the SERC project stops and focus our efforts on project readiness by preparing the California Environmental Quality Act (CEQA) technical reports and preparing the Coastal Development Permit (CDP) application for the proposed RMT I terminal reconstruction.

The Harbor District recently released an RFP for companies to develop RMT I as an offshore wind terminal and manufacturing facility. Proposals were received and the Harbor District is currently in the review process. The goal is to leverage the Headwaters funds to secure private investment into the CEQA and Coastal Development Permits and then have these private investors leverage $15 - $30 million federal MARAD grants to construct a $50 - $100 million new multipurpose terminal. One of the next steps is to conduct site specific technical/environmental studies to inform and update a 1994 Environmental Impact Report and 60% complete engineering drawings for demolishing and rebuilding the RMT I dock. The proposed facility consisted of a concrete sheet pile bulkhead wall outlining the existing dock, in-filling of 6.5 acres of intertidal lands behind the bulkhead within the footprint of the existing wooden dock and the construction of 1,800 lineal feet of concrete decked, concrete pile supported wharf along the Samoa Channel.

This project involves early and ongoing consultation and coordination with stakeholders including fisherman and the tribes. While conversations with local fishermen, tribes, environmentalists, labor unions and government partners are ongoing, the community’s overall response has been supportive. Several Board of Supervisors and public members recently commented that offshore wind is where the County should be putting its efforts. The revitalization of RMT I will allow the community to realize benefits from this unique industrial site with marine access. Offshore wind energy generation is the first industry that has the capacity to fully utilize the Coastal Dependent Industrial (CDI) lands on the Samoa Peninsula since the decline of the forest products industry. This project is identified in Prosperity! 2018 and we believe this use of grant funds will help fulfill the Headwaters Fund mission to improve our local economy.

2) The Headwaters Grant Funds will allow the District to begin the critical initial work of transforming RMT I into an energy port. The existing wood piling 7-acre dock will need to be removed and a new modern heavy weight dock permitted and constructed. Funds will be used to conduct site assessments and update environmental studies for the purpose of permitting the RMT I facility for construction and modification to support offshore wind energy operations. Initial investment in readying RMT I for redevelopment and construction to accommodate offshore wind is crucial to the future success of this project and will facilitate capital investments through anticipated public-private partnerships.

Renewable wind energy offers one of the most promising employment opportunities for Humboldt County in decades. Offshore wind energy use will initially create jobs with the construction and rebuilding of the dock and will create long-term jobs by attracting a new industry to the area. There are also co-benefits linked to state and local actions and investments supporting offshore wind farm development based in Humboldt Bay. Co-benefits refer to the positive effects that a policy or measure aimed at one objective might have on other objectives; another term for co-benefits is ancillary benefits.\(^1\) Samoa Peninsula has enough CDI lands

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\(^1\) Hackett, Steven. Co-Benefits Linked to State and Local Actions and Investments Supporting Offshore Wind Farm Development. Draft Dec. 13, 2019
available to accommodate and become the West Coast wind energy hub with assembly, metal fabrication/welding, anchor construction, and other industries expanding or locating in our area to support this new industry. Once deployed the offshore wind structures will need to be maintained and repaired by a highly skilled workforce.

In addition to grid reliability, offshore wind offers a number of other benefits, including the opportunity to develop a new industry from the ground up. A recent report estimated that if California were to install 18 GW of offshore wind capacity by 2045, the state could support over 17,500 jobs in the offshore wind industry, related downstream industries, and surrounding economy in that year. Local and state agencies can guide industry growth with a cluster-based approach: creating market certainty, training workers, and facilitating connections, among other strategies. Offshore wind is projected to bring a new surge in investment and employment to many of the country’s working harbors. For example, every dollar invested in the construction of a 352 MW wind farm off the coast of New Jersey is expected to generate $1.83, resulting in a total in-state economic benefit of over $700 million.

The offshore wind industry offers a diverse array of employment opportunities that caters to different education and experience levels at every phase of development. For example, the industry could employ lawyers to negotiate legal contracts and bids, metal workers to manufacture foundation components, sales representatives to facilitate the sale of manufactured parts, environmental specialists to ensure that project development is minimally invasive towards coastal ecosystems, and engineers to conduct regular operations and maintenance. In addition to supporting a wide array of jobs, offshore wind represents an excellent opportunity for California to build an inclusive economy that offers accessible, fair-wage jobs to its residents. Offshore wind could bring much-needed economic benefits to local communities across California, including Humboldt County. However, investments in critical infrastructure (e.g., ports and roads) will be required.

Examples of co-benefits from local or state actions and investments linked to offshore wind farm development are briefly discussed below. Regular and timely use of the Port of Humboldt Bay by vessels transporting wind farm components for in-port assembly, as well as for ongoing wind farm operations, maintenance, and repair, may depend upon maintaining design depths and widths for the bay entrance and federal channels, additional dredging for terminal access and anchoring sites, and repairing and maintaining the north and south entrance jetties. Such investments would generate co-benefits to other vessel operators utilizing the Port of Humboldt Bay, including commercial and recreational fishermen, charter operators, recreational boaters, transient vessels, cruise ship operators, freight-hauling vessels, and the Coast Guard. These co-benefits may take the form of safer entry, a lower frequency of entrance channel closure due to shoaling and hazardous sea states, and accommodation of deeper-draft vessels such as freighters and cruise ships over the bar and through transit channels within Humboldt Bay.

Humboldt Bay is the only deep-water port in the state north of San Francisco, with substantial port infrastructure and power interconnection capacity and the absence of national security restrictions associated with some other California coastal areas. Harbor improvements are needed

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3 Ibid.
4 Ibid.
5 Ibid.
7 Ibid.
to support offshore wind development, and these improvements will also benefit stakeholders like the local fishing industry. Three key factors that give the Port of Humboldt Bay a strategic advantage over other west coast ports is the bay has no overhead bridges or power lines which restricts the height of the structure; we have a large amount of vacant coastal dependent industrial land; and our port is within 30 miles of the proposed offshore deployment sites.

3) Progress towards readying the RMT I site for renovation and expansion is on-going and will be measured by completing site analysis which may include geotechnical analysis, eelgrass surveys, preliminary engineering, and CEQA/NEPA environmental review documents. As mentioned previously, the proposed site and environmental assessments will build upon information currently being prepared by others through the SERC Feasibility Analysis project related to port infrastructure needs, potential environmental impacts, and stakeholder outreach. Site surveys will be conducted as necessary to update the previously prepared environmental impact report that evaluated very similar RMT I dock replacement.

4) Grant funds will complement the extensive work already underway by SERC, RCEA, and private companies to advance the development of offshore wind power generation. RCEA with support from a consortium of private companies submitted a lease application to BOEM and have been working with members of the community since 2017 to explore and develop the offshore wind potential of Humboldt County. SERC is working with other project partners to research numerous aspects of offshore wind energy generation. The District is focused on the port infrastructure development and will keep momentum going by taking port and land-based concept layouts developed as part of SERC Task 4 to the next phase of permitting and environmental review. See Attachment D for more information.

5) Offshore wind energy use will initially create jobs with the construction and rebuilding of the dock and will create long-term jobs by attracting a new industry to the area. According to one study, the four phases of offshore wind development offer a variety of job opportunities that cater to different education and experience levels. The phases of offshore wind development include: development & project management, manufacturing & construction, installation & commissioning, operations & maintenance. As noted above, it is estimated that if California were to install 18 GW of offshore wind capacity by 2045, the state could support over 17,500 jobs in the offshore wind and related industries; we think Humboldt County can position itself to get a large portion of those jobs. See Attachment E for more information.

According to RCEA, the plan is to start with a wind-energy generation facility consisting of 10 to 15 wind turbines located 20 to 30 miles offshore, with the potential to scale up. Initially the wind turbine components would be shipped to the North Coast and the need for local maintenance and repair crews would create some jobs. If the wind farm proves successful and scales up, there is the potential for the large-scale creation of well-paying jobs locally. This area faces workforce challenges, with a relatively small construction industry and few workers with industrial skills or marine qualifications. The Humboldt County’s 2018 Workforce Development Report found near full employment in all sectors and widespread difficulty in hiring and retaining workers. Existing apprenticeship programs for the construction trades and for Merchant Mariner/Seaman could be expanded to address the offshore wind industry’s needs on the North Coast, perhaps in collaboration with the College of the Redwoods, CSU Maritime Academy, and the region’s tribal governments.
6) Offshore wind energy presents enormous potential to help meet California’s 100% clean electricity target. The wind resource beyond Humboldt Bay is among the best in the nation. Coastal communities have the most to lose from climate change induced sea level rise and hosting offshore wind installations is one way these communities can take action to help mitigate climate change impacts and add resiliency to their electricity supply. Furthermore, off-shore wind offers a higher plant capacity factor than other renewable energy sources being developed in the state, including solar and onshore wind. High capacity factor wind sites like Humboldt can complement solar by providing more consistent power flow to the grid while providing added resiliency through diversification of the state’s renewable energy generation portfolio.

7) This project directly addresses a central solution to Humboldt’s economic stagnation and community decline – facilitating the transfer of the County’s economy from a resource extraction-based economy to an economy based on a more diverse and sustainable set of industry clusters that include elements of an emerging alternative energy economy. This matches community values with economic development. It is crucial that this transformation can occur while maintaining the timber, fishing, and agricultural industries. The intentional planned reuse of underutilized properties allows for an economic transformation within our existing community, giving us the potential to keep jobs here and attract more jobs, increasing local wealth and our overall economic health and stability. The utilization of Humboldt County’s offshore wind energy resource is crucial to the future health of our local economy and improving quality of life for Humboldt County residents. This project will lead to the production of local energy that will allow the County to realize energy independence. This project will also help the State achieve its GHG emission reduction goals.

8) Harbor District staff have extensive grant and project management experience. The District currently owns and operates RMT I and RMT II and continually works to improve and expand facilities and services that support the District’s mission. The District recently released an RFP for companies to develop and manage an offshore wind terminal and manufacturing facility at RMT I. Proposals were received and the Harbor District is currently in the review process. The ability of the District to accommodate the offshore wind industry is key to investment from multi-national offshore wind power companies. This project requires extensive support from multiple agencies from the Federal to the local level, but a strong team with multi-faceted experience and stakeholder support will allow for project success. Project partners for the overall offshore wind development project include SERC and RCEA who has formed a public-private partnership to explore developing offshore wind energy.

9) Grant funds will be used to hire expertise in biology, geology, and other technical expertise as necessary. In addition, the District has competent in-house staff that are able to write-up reports and compile relevant information. Consultants that will conduct the environmental site assessment and associated surveys include local biologists, geologists and benthic specialists. Planwest Partners serves as the District Planner and has provided contract planning services to the Harbor District since 2014. Planwest staff prepare and process permits for Harbor infrastructure improvements and dredging projects; participate in Harbor District grant funded projects; and support District staff and Commission meetings. Planwest and Harbor District Staff also have the experience and expertise to compile and prepare CEQA and NEPA documents.

10) Headwaters Grant funding will be acknowledged throughout the project and will be specifically listed on every report that is prepared with Headwaters fund assistance. All project partners will be informed of the generosity and support from the Headwaters fund.
Humboldt County Headwaters Grant Application: ATTACHMENTS
HBHRCD – RMT I Site and Environmental Review

PROJECT BUDGET:
Redwood Marine Terminal I Site and Environmental Review for Multipurpose Marine Terminal Renovations and Expansion to Accommodate the Redwood Coast Offshore Wind Project

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<th>Project Expense Item</th>
<th>Total cost</th>
<th>Amount requested from Headwaters Grant Fund</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
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<tr>
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<td>$ 55,000</td>
<td>- HBHRCD funds (Cash and In-kind)</td>
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<td>- Private Funders (not yet secured)</td>
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<td>Total Project Cost</td>
<td>$ 250,000</td>
<td>$65,000</td>
<td>$ 185,000</td>
<td>See above</td>
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The District is seeking $65,000 in Headwaters grant funding to complement the $623,000 in funding already received from the Ocean Protection Council (OPC), awarded to the Schatz Energy Research Center (SERC) for North Coast Off-Shore Wind Feasibility Analysis (project summary below). The District issued a request for proposals for a private developer to invest in the development and operation of the proposed new RMT I dock facility (Attachment B). This public private partnership would leverage funds to apply for federal Maritime Administration (MARAD) port infrastructure development grant funds for infrastructure improvements. MARAD port infrastructure grants fund up to 80% of project costs and require a 20% (or larger) non-federal match. One possible source of local matching funds is this grant request through the Headwaters Fund.

Federal Maritime Administration (MARAD) Port Infrastructure Development Grant Funds
The following summarizes the MARAD port infrastructure development grant program. In February 2019 Congress authorized $292.73 million for Port Infrastructure Development Program grants to provide funds for a broad range of improvements within, or around, coastal seaports to improve safety, reliability, or efficiency. The $292.73 million appropriated for the grant program remains available until expended. Of these funds, about $93 million are earmarked for 15 US seaports with the most shipping volume as measured by total equivalent units (TEUs), while the remaining $200 million is available for infrastructure improvements at all US coastal seaports (https://www.maritime.dot.gov/PIDPgrants). Examples of seaport related-projects eligible for MARAD port infrastructure development grants include, but are not limited to, the following:

- Port gate improvements, including digital innovations to improve flow;
- Road improvements both within and connecting to the port;
- Rail improvements both within and connecting to the port;
- Berth improvements including docks, wharves, piers and dredging incidental to improvement project;
Cargo moving equipment used shoreside (all equipment must be Buy American Act compliant);

Facilities necessary to improve cargo transport including silos, elevators, conveyors, container terminals, Ro/Ro facilities including parking garages necessary for intermodal freight transfer, warehouses including refrigerated facilities, bunkering facilities for oil or gas products, lay-down areas, transit sheds, and other such facilities;

Utilities necessary for safe operations including lighting, stormwater, and other such improvements that are incidental to a larger infrastructure project; and

Port related intelligent transportation system hardware and software – all technologies used to promote efficient port movements including routing and communications for vessels, trucks, and rail cargo movements as well as flow through processing for import/export requirements, storage and tracking, and asset/equipment management.

North Coast Offshore Wind Feasibility Analysis Project Summary

Humboldt State University’s Schatz Energy Research Center is conducting an in-depth study and analysis of the electrical, environmental, coastal infrastructure, stakeholder, and policy issues and needs associated with offshore wind development in the Humboldt Bay region. In addition, they will utilize best scientific and engineering practices and recognized experts to identify issues and propose paths forward to utilize an immense renewable energy resource while protecting the marine and coastal environments. Specifically, the study will consist of the following seven modules/research areas (OPC funds support modules 3, 4, 5, and 6) (Scope of Work included as Attachment D):

1. Offshore Wind Generation and Load Compatibility Assessment;
2. Electricity Grid Constraints, Mitigation Measures, and Associated Costs;
3. Likely and Potential Environmental Impacts;
4. Coastal Infrastructure Modifications and their Impact on Ocean Environment, Climate Resiliency, and Local Stakeholders;
5. Analysis of Stakeholder Benefits and Impacts;
6. Policy Evaluation and Recommendations; and

The above project also received funding from BOEM, PG&E and the Governor’s Office of Planning and Research (OPR). See http://schatzcenter.org/wind/ for more information about SERC offshore wind energy projects.

PROJECT TIMELINE:

The Project timeline included with this application lays out the work completed under this grant would conclude in June 2021 (or within approximately one year from date of grant contract).

<table>
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<th>Timeframe</th>
<th>Milestone</th>
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<td>June 2020 – June 2021</td>
<td>CEQA technical reports. Define site requirements, site surveys, environmental assessments marine docking assessment, public consultation and awareness*</td>
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<tr>
<td>Feb. 2021 – June 2021</td>
<td>Refine CEQA Project Description*</td>
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</table>

*Headwaters grant funded pre-construction activities.
The table below shows how the port development fits into the overall offshore wind energy project timeline. Port development planning, permitting, and construction needs to happen now to be ready for the offshore wind industry.

<table>
<thead>
<tr>
<th>Offshore Wind Energy Project Timeline</th>
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<tbody>
<tr>
<td>2020</td>
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<tr>
<td>BOEM Lease Award - Feb. 2021</td>
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<table>
<thead>
<tr>
<th>Port Development Timeline</th>
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<tbody>
<tr>
<td>Permitting &amp; Environ. Review</td>
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<tr>
<td>Technical Studies</td>
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<tr>
<td>EIR &amp; CDP &amp; Other Permits</td>
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<tr>
<td>Terminal Re-construction and Upland Development</td>
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<tr>
<td>Terminal Operating</td>
</tr>
</tbody>
</table>

**HBHRC Board of Commissioners:**
Larry Doss - District 1
Greg Dale - District 2
Stephen Kullmann - District 3
Richard Marks - District 4
Patrick Higgins - District 5

**HBHRC FY 2019-2020 Operating Budget:**
See Attachment A for details.

**IRS tax status:**
HBHRC is a California Special District and as such IRS tax status certification is not required.

**Support letters & MOUs:**
- Schatz Energy Research Center
- Greater Eureka Chamber of Commerce
- MOU and Intent to Cooperate Between HBHRC and Redwood Coast Energy Partners

**Attachments:**
- Attachment A - HBHRC FY 2019-2020 Budget
- Attachment B - HBHRC RFP for Lease of RMT I
- Attachment C - HBHRC Offshore Wind Presentation
- Attachment D - SERC North Coast Offshore Wind Feasibility Analysis Project Scope of Work

Additional referenced reports available by request.
To: Humboldt County Headwaters Fund

Subject: Support for Humboldt Bay Harbor Recreation and Conservation District Grant Application: Redwood Marine Terminal I – Site and Environmental Review for Multipurpose Marine Terminal Renovations and Expansion

To whom it may concern,

Schatz Energy Research Center supports the Humboldt Bay Harbor, Recreation and Conservation District Headwaters grant application for furthering RMT I site and environmental review to accommodate offshore renewable energy support operations.

Humboldt Bay, including RMT I, is ideally positioned as the closest offshore wind turbine assembly facility and deployment port to the proposed Bureau of Ocean Energy Management (BOEM) Northern California Offshore Wind Call Area. Coastal Humboldt County has world-class offshore wind resources, and the Samoa Peninsula has under-utilized Coastal Dependent Industrial (CDI) lands that are situated to support the operations necessary to assemble, deploy, repair and maintain wind energy turbines. In addition, Humboldt Bay has deep draft shipping channels that can accommodate the large marine vessels carrying wind turbine components.

Located on the campus of Humboldt State University, the Schatz Center’s mission is to promote the use of clean and renewable energy, with specialization in biomass energy systems, renewable energy technologies, energy efficiency, and clean transportation. The Center is directed by three engineering professors and employs over 20 professional staff, including four licensed engineers in mechanical, civil and electrical engineering. The Schatz Center’s work includes research and development, technology demonstration, project development, energy systems analysis, and education and training. The Center has demonstrated technical expertise across a range of renewable energy systems, including offshore wind.

The grant funding from Headwaters would complement the North Coast Offshore Wind Feasibility Analysis, currently being led by the Schatz Center. This analysis covers many aspects of offshore wind, including a port infrastructure assessment, engineering, policy, economics, environmental, and shared ocean resources. We expect to have interim reports on the port and navigation infrastructure completed in early 2020; the complete feasibility analysis will wrap up in the summer.

To support the Harbor District, the Schatz Center will provide our port infrastructure assessment reports to the Harbor District to use in their planning. If you have further questions, please contact me at arne.jacobson@humboldt.edu or (707) 826-4345.

Sincerely,

Arne Jacobson
Director, Schatz Energy Research Center
DATE: March 26, 2019

TO: Humboldt County Headwaters Fund

RE: Support for Humboldt Bay Harbor Recreation and Conservation District Grant Application:
Renewable Energy Report and Redwood Marine Terminal I

The Greater Eureka Chamber of Commerce Board of Directors supports the District proposal to expand
Redwood Marine Terminal I to a Multi-Purpose berth and land-based facility to accommodate renewable
energy support operations. RMT I would continue to be District owned and maintained for these
expanded operations and be the permit holder. The renewable energy functions are planned to be
permitted and operational in 2022-2023. The District must start planning now and needs grant funding for
initial site assessments and environmental studies. We believe this use of grant funds will help fulfill the
Headwaters Fund mission to improve our local economy.

The Harbor District is committed to renewable energy development. They currently have the largest solar
array in Humboldt County, at Redwood Marine Terminal II, on the Samoa Peninsula. Recent wind
technology developments, primarily floating wind turbine platforms, have made areas offshore of
Humboldt County viable for wind energy generation. The Federal Bureau of Ocean Energy Management
intends to lease offshore tracks starting in 2020. The District intends to make RMT I a land-based facility
to support offshore equipment assembly and maintenance, which are vital to offshore energy generation.

RMT I is ideally positioned as the closest offshore wind turbine assembly facility and deployment port to
the proposed north coast lease areas. Coastal Humboldt County has world-class offshore wind resources
and the Samoa Peninsula has under-utilized Coastal Dependent Industrial (CDI) lands that are perfectly
situated for redevelopment. In addition, Humboldt Bay has deep draft shipping channels that can
accommodate barges carrying wind turbine components.

The grant funding from Headwaters would complement grant funding already received from the Ocean
Protection Council, awarded to the Schatz Energy Research Center for Humboldt Bay Off-Shore Wind
Feasibility Analysis. Off-shore wind offers a higher plant capacity factor than other renewable energy
sources being developed in the state, including solar and onshore wind. This capacity translates into good
paying jobs in Humboldt County.

Please grant funds to Humboldt Bay Harbor Recreation and Conservation District for this important work.

Sincerely,

Donna Wright
Executive Director
MEMORANDUM OF UNDERSTANDING AND INTENT TO COOPERATE
BETWEEN
HUMBOLDT BAY HARBOR RECREATION & CONSERVATION DISTRICT
AND
REDWOOD COAST OFFSHORE WIND PROJECT PARTNERS

This Memorandum is entered into this ___ day of March 2019 (“Effective Date”), by and among the following (each a “Party” and together the “Parties”):

1. HUMBOLDT BAY HARBOR RECREATION & CONSERVATION DISTRICT (“HARBOR DISTRICT”), a California public entity located in Eureka, Humboldt County California; and

2. PRINCIPLE POWER, INC. (“PPI”), a company incorporated in the state of Nevada, USA, (Entity No. E0706352007-5) having an office at 5901 Christie Ave., Suite 303, Emeryville, CA, USA 94608 that provides technology, engineering and development services for deep-water offshore wind energy projects (“PPI”); and

3. AKER SOLUTIONS INC. (“ASI”), a company organized and existing under the laws of the State of Delaware whose principal office is at 3010 Briarpark Dr., 77042 Houston, TX; and

4. EDPR OFFSHORE NORTH AMERICA LLC (“EDPR”), a limited liability company organized under the laws of the State of Delaware, whose principal office is at 808 Travis Street, Houston, TX 77002; and

5. REDWOOD COAST ENERGY AUTHORITY (“RCEA”), a California Joint Powers Authority, having an office at 633 3rd street, Eureka, CA whose members include the County of Humboldt, the Cities of Arcata, Blue Lake, Eureka, Ferndale, Fortuna, Rio Dell, and Trinidad, and the Humboldt Bay Municipal Water District.
RECITALS

WHEREAS, the Parties seek to identify and support the development of floating offshore wind energy projects off the coast of Humboldt County;

WHEREAS, to the knowledge of the Parties, the Port of Humboldt Bay (the “Port”) is the only deep-water port in Northern California located in Humboldt County (the “Northern Coast”) with substantial port facilities and upland infrastructure;

WHEREAS, the Parties made a preliminary assessment of the Port’s existing facilities through multiple site visits and believe that it has the potential to become a hub for offshore wind energy on the Northern Coast;

WHEREAS, while upgrades of existing facilities and/or the development of new facilities are required, the Parties believe that there are opportunities to drive potential investments and incrementally develop infrastructure capabilities for offshore wind structure fabrication, assembly, load-out and pre-commissioning activities;

WHEREAS, these infrastructure improvements are needed to serve the Redwood Coast Offshore Wind Project, as well as potential future offshore wind energy commercial developments in the region, which may provide an opportunity to revitalize the Port; and

WHEREAS, the Parties desire to collaborate with local community stakeholders to identify and address local infrastructure improvements. Such improvements are intended to be directed towards the broadest community benefit, and are expected to require skilled labor from the immediate and surrounding area.

AGREEMENT

The Parties agree to cooperate and work together in good faith for the purpose of planning infrastructure improvements at the Port needed to serve the construction, installation, and operations of the Redwood Coast Offshore Wind Project (the “Project”), an approximately 100MW to 150MW floating offshore wind energy project off the coast of Humboldt County. As part of this agreement, the Parties agree to work together:
1. To reasonably cooperate with each other, and to use commercially reasonable efforts to work with other stakeholders globally, regionally, and locally to identify and assess local infrastructure improvements needed for the construction, deployment, operation, maintenance, and decommissioning of the Project’s components;

2. To inform the HARBOR DISTRICT’s future business plan, strategic planning effort, permitting and environmental review for port infrastructure developments required to serve the Project that will drive investments and spur economic activity in the region;

3. To identify and evaluate any potential needs or impacts to current Port users, existing waterfront businesses, local stakeholders, and the environment associated with the Project’s development, construction, operations, and decommissioning, and to take commercially reasonable steps to meet these needs and minimize these impacts;

4. To seek out and reasonably cooperate on mutually beneficial grant or public funding opportunities that are consistent with the goals of this Memorandum;

5. To work together to negotiate the main elements of future port facility leasing, purchasing, and/or other relevant agreements for the Project’s construction and deployment activities, considering the price and terms that meet the needs of the Parties, their customers, members, and investors;

6. To coordinate and cooperate with state and other relevant officials in ways that advance the Project’s interests;

7. To inform all other Parties in a timely fashion of relevant developments that could affect or impact the goals of this Memorandum, and;

8. To identify and reasonably address the additional relevant needs of any Party that may arise during the Project development process.

NTD: What does this mean? Are we reviewing and providing comments to the Harbor District’s business plan?
This Memorandum does not establish a joint venture, partnership, or business unit of any kind between the Parties, nor does it necessarily create a financial obligation on behalf of either Party. Further the Memorandum does not grant or create an exclusive right to negotiate between the Parties; and either party is free to negotiate or explore similar agreements with other persons and entities.

CONFIDENTIALITY

Confidentiality shall be governed specifically by Non-Disclosure Agreements between the Parties, unless such NDAs have been superseded by a subsequent confidentiality agreement in writing between the Parties, and the California Public Records Act, Government Code section 6250 et seq.

GOVERNING LAW

The laws of the State of California shall govern this Memorandum and any questions concerning its validity, construction or performance, without regard to the conflicts of laws provisions thereof. The Parties agree to submit to the non-exclusive jurisdiction of the courts in California in relation to any dispute arising out of or in connection with this Memorandum, whether based in contract, tort (including negligence) or otherwise.

TERM

This Memorandum shall commence on the Effective Date and terminate on the first to occur of any of the following events: (a) the passage of two years from the Effective Date (b) the Parties mutually agree in writing to terminate this Memorandum; (c) the Parties mutually agree to supersede this Memorandum with another form of legal agreement; (d) if any Party is placed into liquidation, bankruptcy, administration, receivership or any similar process; or (e) by material breach of a Party.

33 NTD: Is there an executed NDA between the parties and Harbor District?
IN WITNESS WHEREOF, each Party has caused this Memorandum to be duly signed and delivered, effective as of the Effective Date.

**Humboldt Bay Harbor Recreation & Conservation District**

By: _____________________________
Name: Larry Oetker
Title: Executive Director

**Principle Power, Inc.**

By: _____________________________
Name: Joao Metelo
Title: President & CEO

**Redwood Coast Energy Authority**

By: _____________________________
Name: Matthew Marshall
Title: Executive Director

**EDPR Offshore North America LLC**

By: _____________________________

**Aker Solutions, Inc.**

By: _____________________________
Name: Jonah Margulis
Title: Country Manager
Humboldt County Headwaters Grant Application
HBHRCD – RMT I Site and Environmental Review

ATTACHMENTS

Attachment A - HBHRCD FY 2019-2020 Budget
Attachment B - HBHRCD RFP for Lease of RMT I
Attachment C - HBHRCD Offshore Wind Presentation
Attachment D - SERC North Coast Offshore Wind Feasibility Analysis Project Scope of Work
Attachment E – Executive Summary Excerpt from The California Wind Project: A Vision for Industry Growth. (Full report available at http://americanjobsproject.us/)
HUMBOLDT BAY HARBOR, RECREATION AND CONSERVATION DISTRICT

RESOLUTION NO. 2019-08

A RESOLUTION ADOPTING THE FINAL FISCAL YEAR 2019-2020 HUMBOLDT BAY HARBOR, RECREATION AND CONSERVATION DISTRICT BUDGET AND GOALS

WHEREAS, the Board of Commissioners of the Humboldt Bay Harbor, Recreation, and Conservation District has prepared a draft and final annual budget pursuant to California Harbors and Navigation Code Section 6093;

WHEREAS, the Board of Commissioners approved the fiscal year 2019-20 draft budget in June of 2019 and scheduled and noticed a hearing for the adoption of the final budget on July 11, 2019 at 12:00 pm at the Woodley Island Meeting Room, 601 Startare Drive, Eureka, CA;

WHEREAS, notice of said hearing was posted on the Harbor District’s website pursuant to California Harbors and Navigation Section 6093.1; and

WHEREAS, copies of the budget were made available on the Harbor District’s website and at the District Office.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Humboldt Bay Harbor, Recreation and Conservation District that the Board hereby:

1. Adopts the Final Fiscal Year 2019-20 Budget as set forth in Exhibit A and B, attached here to and by reference incorporated herein.
2. Authorizes the Executive Director to transmit the budget to the Humboldt County Board of Supervisors pursuant to California Harbors and Navigation Section 6093.3

PASSED AND ADOPTED by the Humboldt Bay Harbor, Recreation and Conservation District Board of Commissioners at a duly called meeting held on the 11th day of July 2019, by the following polled vote:

AYES: Higgins, Doss, Kullmann, Dale

NOES: 0

ABSENT: Marks

ATTEST:

LARRY DOSS, Secretary
Board of Commissioners

GREG DALE, President Board of Commissioners
CERTIFICATE OF SECRETARY

The undersigned, duly qualified and acting Secretary of the HUMBOLDT BAY HARBOR, RECREATION AND CONSERVATION DISTRICT, does hereby certify that the attached Resolution is a true and correct copy of RESOLUTION NO. 2019-08 entitled,

A RESOLUTION ADOPTING THE FINAL FISCAL YEAR 2019-2020 HUMBOLDT BAY HARBOR, RECREATION AND CONSERVATION DISTRICT BUDGET AND GOALS

as regularly adopted at a legally convened meeting of the Board of Commissioners of the HUMBOLDT BAY HARBOR, RECREATION AND CONSERVATION DISTRICT, duly held on the 11th day of July 2019; and further, that such Resolution has been fully recorded in the Journal of Proceedings in my office, and is in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this 11th day of July, 2019.

LARRY DOSS, Secretary
Board of Commissioners

Resolution No. 2019-08
## EXHIBIT A

**Humboldt Bay Harbor, Recreation, and Conservation District**

**INCOME**   **FY 2019 - 20 BUDGET**

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<th>Woodley Island</th>
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## Humboldt Bay Harbor, Recreation, and Conservation District
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<td>E26</td>
<td>Capital Outlay</td>
<td>40,000</td>
<td>60,000</td>
<td>20,000</td>
<td>5,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120,500</td>
</tr>
<tr>
<td>E26a</td>
<td>Building &amp; Facilities</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E26b</td>
<td>Equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E26c</td>
<td>Automotive</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E26d</td>
<td>Vessels</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E27</td>
<td>Rent/Lease Payments</td>
<td>-</td>
<td>196,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>196,000</td>
</tr>
<tr>
<td>E28</td>
<td>Interest/Debt Payments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E29</td>
<td>Other Expenses</td>
<td>24,000</td>
<td>500</td>
<td>7,100</td>
<td>3,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>35,100</td>
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<td>E30</td>
<td>Grant Expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E30a</td>
<td>Conservation Grant</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>E30b</td>
<td>Recreation Grant</td>
<td>204,568</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>204,568</td>
</tr>
<tr>
<td>E30c</td>
<td>Harbor Grant</td>
<td>187,133</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>187,133</td>
</tr>
<tr>
<td>E30d</td>
<td>Facilities Grant</td>
<td>272,000</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>272,000</td>
</tr>
<tr>
<td>TOTAL EXPENSE</td>
<td>1,111,802</td>
<td>95,829</td>
<td>1,371,560</td>
<td>1,159,550</td>
<td>145,064</td>
<td>279,683</td>
<td>52,148</td>
<td>932,681</td>
<td></td>
<td>5,080,307</td>
</tr>
</tbody>
</table>

### Debt

| Account | | | | | | | | | |
|---------| | | | | | | | | |
| D1 | Bonds 2014 | 207,571 | | | | | | 207,571 |
| D2 | Coast Seafood | 83,000 | 145,000 | 228,000 | 160,737 |
| D3 | BVWA Loan RMTC | - | - | | | | | | |
| D4 | Acquisition | 75,000 | - | | | | | | 75,000 |
| D5 | | - | - | - | | | | | - |
| D6 | TOTAL EXPENSE | 150,000 | 207,571 | 100,000 | 305,737 | - | - | - | 771,308 |

### GRAND TOTAL EXPENSE

| | | | | | | | | | |
|---------| | | | | | | | | |
| TOTAL EXPENSE | 1,269,802 | 303,891 | 1,621,150 | 1,459,550 | 145,064 | 229,683 | 52,148 | 932,681 | 5,080,615 |

### TOTAL REVENUE

| | | | | | | | | | |
|---------| | | | | | | | | |
| TOTAL REVENUE | 1,133,100 | 500,750 | 1,446,070 | 707,200 | 90,913 | 192,500 | - | 912,682 | 5,088,144 |

### NET INCOME

| | | | | | | | | | |
|---------| | | | | | | | | |
| NET INCOME | (136,702) | 187,359 | (25,490) | (668,887) | (54,152) | (32,183) | (52,148) | - | (771,471) |
Humboldt Bay
Harbor, Recreation and Conservation District
(707) 443-0801
P.O. Box 1030
Eureka, California 95502-1030

Port of Humboldt Bay

REQUEST FOR PROPOSAL
Lease of Redwood Marine Terminal I

The Port of Humboldt Bay ("Port"), Eureka, California, is issuing this Request for Proposals ("RFP") for the lease of the Redwood Marine Terminal I ("RMT I").

Proposal Information

<table>
<thead>
<tr>
<th>Proposal Title</th>
<th>Lease of Redwood Marine Terminal I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Type</td>
<td>Lease or other form of Property Rental Agreement</td>
</tr>
<tr>
<td>Length of Term</td>
<td>Up to 66 Years</td>
</tr>
<tr>
<td>RFP Issuance</td>
<td>August 21, 2019</td>
</tr>
<tr>
<td>Newspaper Publication</td>
<td>August 23, 2019</td>
</tr>
<tr>
<td>Pre-Proposal Meeting</td>
<td>September 16, 2019 at 9:00 a.m. (NON-MANDATORY)</td>
</tr>
<tr>
<td>Site Tour</td>
<td>Week of October 7 – October 11, reservations are required for the site tour unless other arrangements are made. Please contact Larry Oetker, Executive Director (707)443-0801</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>November 1, 2019 at 4:00 p.m.</td>
</tr>
</tbody>
</table>

Instructions for Submitting Proposals

| Submittal Address      | Humboldt Bay Harbor, Recreation, and Conservation District Attention, Larry Oetker, Executive Director
                        | 601 Startare Drive
                        | Eureka, CA 95521 |
|------------------------|--------------------------------------------------------|
| Submittal Copies       | Three (3) original (clearly marked Original) paper versions and five (5) electronic copies USB drive |
Submittal Envelope Requirements
Proposal must be sealed and have the following information clearly marked and visible on the outside of the envelope:

- Proposal Name: Lease of Redwood Marine Terminal I
- Name of Company
- Address
- Phone Number
- E-mail address

Late Submittals
Proposals received after the time and date stated above shall not be considered and will be returned to the Respondent unopened.

How to Obtain Proposal Documents
Copies of the RFP may be obtained at:

<table>
<thead>
<tr>
<th>Available</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Humboldt Bay Harbor, Recreation, and Conservation District Attention, Larry Oetker, Executive Director 601 Stacktare Drive Eureka, CA 95521</td>
</tr>
<tr>
<td>Yes</td>
<td>Navigate to the Port of Humboldt Bay main website at: <a href="http://humboldtbay.org/">http://humboldtbay.org/</a>, then scroll down on the left hand side of the home page to “Current Items” and click on “Request for Proposals Lease of Redwood Marine Terminal I” to download the RFP.</td>
</tr>
</tbody>
</table>

Questions about the Proposal
Questions and/or Requests for Information (“RFI”) must be submitted in writing and can be submitted by fax or email as follows:

<table>
<thead>
<tr>
<th>Primary Contact</th>
<th>Larry Oetker, Executive Director  Email: <a href="mailto:loetker@humboldtbay.org">loetker@humboldtbay.org</a>  Phone: (707)443-3401</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question/RFI Due Date for All Proposer Questions</td>
<td>September 21, 2019 at 4:00 p.m.  Please submit questions as soon as possible. No questions regarding this RFP will be responded to if received after the above date. All pertinent questions will be responded to and answered in writing no later than the Response Date listed below.</td>
</tr>
<tr>
<td>Port Responses to Questions</td>
<td>September 25, 2019</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>All pertinent questions will be responded to via addendum faxed (or emailed) to all prospective Proposers and placed on the Port’s website. Proposers who do not receive a copy of the addendum should download it from the Port’s website. All addendums must be acknowledged on the RFP Acknowledgement and Signature form.</td>
<td></td>
</tr>
</tbody>
</table>

Once the RFP is issued, and until a recommendation for award is made to the Board, each Proposer and its representatives, agents, and affiliates, shall not contact members of the Evaluation Committee, Port staff or the Port Board to discuss or ask questions about the contents of this RFP, the lease or the selection process. All questions shall be submitted in writing as described above. Inappropriate contacts may result in the Proposer’s disqualification.

**Full Opportunity**

The Port’s policy prohibits discrimination or preferential treatment because of race, color, religion, sex, national origin, ancestry, age (over 40), physical or mental disability, cancer-related medical condition, a known genetic pre-disposition to a disease or disorder, veteran status, marital status, or sexual orientation. The successful Respondent shall comply with the Port’s non-discrimination policy.

The Port reserves the right to reject any or all proposals, to waive any irregularities or informalities not affected by law, to evaluate the proposals submitted and to award the contract according to the proposal which best serves the interests of the Port.

Larry Oetker, Executive Director

1. **Solicitation Overview**

1) **Port Overview**

The Harbor entrance is 48 ft. deep and the shipping channel is 38 ft. deep. The port contains 9 deep draft berths. 15 percent of Humboldt Bay’s 33 miles is considered appropriate for harbor facility development. State Route 299 is STAA truck approved and US Highway 101 south is STAA approved with the exception of approximately 10 miles. Redwood Marine Terminal I cargo handling facilities are currently in disrepair. The federal Navigation channel at Redwood 1 terminal currently is established at 38 ft. depth. An approximately 6.3 acre 1100 ft. length berth, wood dock, with approximately 75 acres of industrial land (41 acres Harbor District and 34 acres adjacent willing property owner), 2 warehouses, and a 2 ton crane. It is currently being used for various purposes including aquaculture and fisheries storage. These uses will be required to be relocated to acceptable locations prior to constructing new facilities. The long-term goal for the terminal is to repurpose the area into a
Multipurpose Marine Terminal to support the proposed offshore wind energy development which is proposed by the federal Bureau of Offshore Energy Management (BOEM) 30 miles offshore of Humboldt Bay and other maritime industries.

The port was classified as a potential Quick Reaction Port (QRP) for Offshore Floating Wind “OFW” and Marine Hydrokinetic (MHK), a potential fabrication and construction port for offshore floating wind and marine hydrokinetic, and an assembly port for offshore floating wind Semi-Sub and Tension Leg Platform “TLP”, and marine hydrokinetic by BOEM.

The port’s biggest assets related to offshore floating wind and marine hydrokinetic development (land, no air draft restriction, and navigation channel geometry, proximity to the ocean), show that assembly and quick reaction facilities are feasible with some significant facility upgrades. Anchor handling tugs, bulk carriers, and other offshore construction vessels can also potentially be accommodated, but may require upgrades to upland facilities such as crane capability. Offshore floating wind assembly could be conducted quayside of Redwood Marine Terminal I if new purpose built facilities such as construction of a new concrete wharf. The site also has the potential for marine hydrokinetic construction and assembly with wharf upgrades (bearing capacity, crane).

The Redwood Marine Terminal I property has additional heavy industrially zoned land directly adjacent to the District's property that are also potentially available for lease. An overview of the Port and Site(s) are included as Exhibit B.

2) Solicitation

The Port is soliciting proposals for the development, use, and occupancy of Redwood Marine Terminal I (the "Site").

The Port anticipates that the Site will be available for rent immediately. The Port will consider all proposed durations of term for use and occupancy of the Site; however, the Port is limited by the California Tidelands Trust law to a maximum term of duration of 66 years for any property rental agreement.

It is anticipated that the Board of Humboldt Bay Harbor, Recreation, and Conservation District will consider awarding an agreement to occupy and use the Site to the successful Proposer(s). This agreement may take the form of a option to lease agreement or other property rental agreement (collectively referred to herein as "lease"). Key lease provisions are provided as Exhibit A.

All Proposers must comply with the terms and conditions set forth in this RFP.

3) Solicitation Goals

The Port's goals for the Site are as follows:
a) Develop a new multipurpose terminal and associated facilities to support the offshore floating wind industry and other maritime uses.
b) Increase maritime commerce and utilization of the Site
c) Maximize the indirect economic benefit from Port operations to the surrounding local community and region; and
d) Secure business that supports, enhances, or diversifies current maritime operations, and is compatible with the Port’s maritime operation;
e) Maintain and enhance environmental protection and the region’s quality of life;
f) Maximize revenues from the use and operation of the Site;
g) Relocate the existing aquaculture and commercial fishing storage areas to better facilities
h) Comply with and support the Port’s policies.

4) Condition of Property and Future Improvements

The successful Proposer must be prepared to take possession and use of the Site in its “as-is, where-is, with all faults” condition, including without limitation, environmental compliance and with the existing cranes in place on the Site.

The Proposer will be responsible for all capital improvements, including without limitation the construction, financing, and maintenance of all such improvements. The Proposer will be responsible for obtaining all applicable permits and other entitlements for such improvements.

11. Submission Requirements

Format
The Proposal shall not be longer than 30 pages (one sided or 15 pages double sided), printed on 8 ½” x 11” paper and formatted in no smaller than 10 point font. Please label your responses 1 through 10, in the order presented below. All submitted material must be bound with only one staple or binder clip in the upper left corner. Please no binders or any other type of binding. Submittals must be able to fit into a 9 x 11.5 inch folder. Failure of the Respondent to provide any information requested in the RFP may result in rejection for non-responsiveness.

Content
The proposal must respond to the following 10 items. Please label your responses 1 through 10, in the order presented below. Responses to items 1 through 9 of this section are subject to the 30 page limit.

1) Cover Letter and Company Information

The proposal must provide the following Proposer and team member information:

a) Cover letter
b) Name of your company (including the name of any parent company), business address, email address, Federal Tax ID number, telephone and fax numbers. Also provide a brief statement of who is authorized to submit the proposal on the behalf of your firm. Please make sure that person signs and dates the statement.
c) A description of the Proposer, including a description of all team members and
the anticipated legal relationship among the team members. Include the location (address) of each team member.

d) A brief outline of the roles of each team member. At a minimum, each Proposer must identify all participants of its team and the team members who will have primary responsibility for facility operations, customer relationships, financial matters (including capital improvements) and relations with the Port.

e) The identity of each individual or company who holds a major or controlling interest in the Proposer and each team member.

f) The identity of each company and individual who is expected to act as legal, financial, or other advisor for the Proposer.

g) An organizational chart that illustrates the roles and relationships identified in (b) – (e).

h) Provide a written statement that your company has not been debarred from providing services to any State or Federal Agency within the last five (5) years. Sign and date your statement.

If your firm has been debarred, you will need to provide background information and reason for the debarment. Provide the name and contact information for the agency that debarred your firm. The Port must review the reason and duration for the debarment before it can determine if your firm can be considered for this project.

2) Knowledge and Experience

Provide relevant information about your company's knowledge and experience. By providing reference/client information, you authorize us to contact such clients.

a) OPERATION: A list of comparable operations and development projects in the marine, rail, surface transportation and/or other similar sector in which the Proposer and each team member have participated (limited to the last 10 years). Proposers should specify how these comparable projects and/or operations relate to the proposed Project. Provide a description of each project:

i) Brief description

ii) Cost to implement, revenue generated

iii) Nature of the operations

iv) Other value-related information that may be pertinent

b) A list of at least three current Proposer and team member references, which may not include other team members. These references should be able to describe the relevant qualifications and capabilities of team members looking to take a leading role in the operation, maintenance, financing and capital development of the Project. Include names, addresses, and contact information.

3) Land Area Intended to Use/Occupy

The proposal must indicate:

a) If the proposal is for the entire Site or only portions of it

b) If the proposal is only for a portion of the Site, the Proposer must specify with maps and/or aerial photos what portion of the Site the Proposer is proposing to
use and occupy

4) Term of Occupancy

The proposal must state the proposed term of the lease, including any options to extend the term. Maximum allowable term is 66 years.

5) Intended Use of the Site

The Port is seeking to secure business that supports, enhances, or diversifies current maritime operations, and is compatible with the Port’s current maritime operations. The proposal must state the proposed primary use of the Site as well as any secondary uses proposed. As stated in the Project Overview, the Port is soliciting proposals to support the proposed offshore floating wind industry.

The statement of proposed primary and any secondary uses must also describe in detail:

   a) The proposed operations of each use
   b) Business plan, key customers, market conditions to support the activities proposed.
   c) Type and amount of equipment and structures that will be needed for such operations.
   d) Hours of operation
   e) Estimated schedule for reaching full operations
   f) A map or site plan showing anticipated operations
   g) Estimated direct and indirect economic benefit from the proposed use of the Site to the surrounding local community and region. Please include estimated direct and in-direct employment projections over the term proposed

6) Improvements

State what improvements the Proposer proposes developing during the term of the lease, including, without limitation:

   a) Any buildings, utility systems, berth deepening, repaving, or other construction activities.
   b) A proposed site plan showing the general location of each improvement on the premises.
   c) A schedule of performance showing:
      i. Types of permits/approvals from regulatory agencies the Proposer anticipates will be necessary to secure for the proposed use and improvements
      ii. When the Proposer anticipates securing all permits, approvals, and financing for such improvements
      iii. When the Proposer plans to begin construction of such improvements
      iv. When such improvements will be completed
      v. Amount and form of financing/funding
7) Rent

The proposal must state the proposed rent for all portions of the Site that the Proposer proposes to use and occupy during the term of the lease, including without limitation:

   a) Proposed commencement date for payment of rent to the Port
   b) Proposed amount of minimum rent
   c) Proposed frequency of minimum rent
   d) Proposed variable rent (e.g., “participation rent” or “profit sharing”), if any
   e) Proposed rent escalators, including frequency and basis

For any proposed variable rent based on revenues or other basis, describe in detail how such percentage rent would be calculated. If the proposal is for multiple portions of the site to be operated by different entities, provide the above information for each portion of the Site.

8) Financial Capacity

The proposal shall include:

   a) Evidence satisfactory to the Port of the Proposer’s financial capacity to carry out and implement every aspect of the Proposer’s proposal, including, without limitation:
      i. Development and maintenance of any proposed improvements
      ii. Purchase or acquisition of all necessary equipment and materials
      iii. Compliance with all environmental or other regulatory requirements that may apply to the proposed use and operation of the premises.
   b) Audited financial statements for the last available year; if audited statements are not available, please provide unaudited statements and certification of the Chief Financial Officer (or equivalent) as to the unaudited financial statements.

9) Additional Information

The proposal shall include additional information the Proposer believes is necessary to more fully describe the intended use and occupancy of the Site, so long as such additional information does not exceed the maximum page limit set forth in this RFP and is not redundant with Items 1 through 8 above.

III. Evaluation of Proposals

Prior to award, the Port must be assured that the Respondent selected has all of the resources required to successfully perform under the contract. These assurances include, but are not limited to, personnel with skills required, equipment/materials and financial resources sufficient to perform under the award. If during the evaluation process, the Port is unable to assure itself of the Respondent’s ability to perform, the Port has the option of requesting from the Respondent any information that the Port deems necessary to determine the Respondent’s capabilities. If such information is required, the Respondent will be notified and will be permitted five (5) working days to submit the requested
information.

Please make sure you have submitted responses to all items listed in the Submission Requirements section, as your proposal will be evaluated based on the following four criteria:

1) Evaluation Criteria

Cover Letter, Company Information, Knowledge and Experience
As evidenced from Items 1 and 2 of Submission Requirements, Content.

Plan and Approach
As evidenced from your response to Items 3 through 6 of Submission Requirements.

Proposed Rent and Financial Capacity
As evidenced from your response to Items 7 and 8 of Submission Requirements.

Additional Information, Port Policy Requirements, and Required Forms
As evidenced from your response to Items 9 and 10 of Submission Requirements.

2) Selection Procedure

All proposals received by the deadline which meet the RFP’s requirements will be evaluated. The Port reserves the right to exercise broad discretion in the review and evaluation of all proposals received based on the evaluation criteria listed above. Based on the responses to this RFP, the Port will determine the top ranked Respondents. The selection process may include interviews (at the discretion of the Port) for the top ranked Respondents. If interviews are to take place, the Port will notify the top ranked Respondents. The Port currently expects that it will designate up to three top ranked Respondents (“Shortlisted Proposers”).

The Port expects to designate the Shortlisted Proposer(s) approximately one month following the RFP submission deadline. After identifying the Shortlisted Proposer(s), one or more Shortlisted Proposers will then sign a confidentiality agreement with the Port and be invited to one-on-one meetings with the Port to negotiate the final terms and conditions of the lease. The Port currently expects to complete negotiations by December 1, 2019 but may end such negotiations earlier and opt to negotiate with other Shortlisted Proposer(s) at any time.

The Port reserves the right to modify or terminate this solicitation at any stage if the Port determines such action to be in its best interest. The receipt of proposals or other documents at any stage of the RFP process will in no way obligate the Port to enter into any contract of any kind with any party.

The Port and its advisors are not responsible for costs or damages incurred by Proposers, Shortlisted Proposers, Teams, team members, subcontractors or other interested persons in connection with this solicitation process, including all costs associated with preparing responses to this RFP, and of undertaking due diligence and participating in any conferences, meetings, presentations, negotiations or other activities.
IV. Additional Provisions

The terms “Consultant”, “Contractor”, “Proposer”, “Respondent”, “Seller”, “Supplier”, and “Vendor” whenever appearing in this RFP or any attachments, are used interchangeably to refer to the company or firm submitting a proposal in response to this RFP.

A. Port’s Legal Name and Jurisdiction
The Port of Humboldt Bay (the “Port”) is legally known as the Humboldt Bay Harbor, Recreation, and Conservation District.

B. Ownership of Proposal
All rights to information developed, disclosed, or provided in a proposal and its attendant submissions are the property of Port, unless a Respondent makes specific reference to data that is considered proprietary. To the extent that a Respondent does not make specific reference to data that is considered proprietary, submission of an RFP constitutes the Respondent’s express (a) grant and assignment of a perpetual, transferable (in whole or in part), non-exclusive royalty-free license to the Port for copyright, patent, or other intellectual property right (collectively referred to as “intellectual property”), and (b) agreement that the Port may use any such intellectual property without charge for any lawful purpose in connection with other Port development projects, including without limitation the creation of derivative works and issuance of sublicenses.

C. Public Records Act
Per the Public Records Act (Gov. Code 6250 et seq.), the Port may be obligated to make available to the public the submitted proposal and all correspondence and written questions submitted during the RFP process. However, such disclosure shall not be made prior to the date on which the Port publishes a final Board agenda report recommending award of the contract. Any trade secrets or proprietary financial information, which a Respondent believes should be exempted from disclosure, shall be specifically identified and marked as such. Blanket-type identification by designating whole pages or sections shall not be permitted and shall be invalid. The specific information must be clearly identified as such.

The Port reserves the right to independently determine whether any document is subject to disclosure and to make such information available to the extent required by applicable law, without any restriction.

D. Port’s Right to Modify
Respondents are advised that the Port has not incurred any obligations or duties in soliciting this RFP. The Port reserves the right to reject any or all proposals submitted in response to this RFP; to request additional information or clarification of information submitted; to cancel or modify, in part or in its entirety, this RFP; to request new RFPs or pursue any other means for obtaining the desired services; to waive any informalities or minor irregularities in the RFP, and other inconsequential deviations from the RFP’s requirements. The Board of Port Commissioners retains the right, exercising broad discretion, to award this project in part or in total to the Respondent(s) of its choice, and to decide to undertake the project or to terminate the project at any time prior to approval of a formal contract.
E. **Conflicts of Interest**

By submitting a proposal, the Respondent represents that it is familiar with Section 1090 and Section 87100 et seq. of the Government Code of the State of California, and that it does not know of any facts that constitute a violation of said sections in connection with its proposal. Respondent also represents that its proposal has completely disclosed to the Port all facts bearing upon any possible interests, direct or indirect, which Respondent believes any member of Port, or other officer, agent or employee of Port or any department presently has, or will have, in any agreement arising from this RFP, or in the performance thereof, or in any portion of the profits there under. Willful failure to make such disclosure, if any, shall constitute ground for rejection of the proposals or termination of any agreement by Port for cause. Respondent agrees that if it enters into a contract with the Port, it will comply with all applicable conflict of interest codes adopted by the Port of Humboldt Bay and their reporting requirements.

F. **Cost of Preparing a Response**

All costs for developing a response to this RFP and attending any proposal meetings or selection meetings are entirely the responsibility of the Respondent and shall not be chargeable to the Port.

G. **Law Compliance**

The Respondent must comply with all laws, ordinances, regulations and codes of the Federal, State, and Local Governments, which may in any way affect the preparation of proposals or the performance of the contract.

H. **Respondent’s Relationship**

The Respondent's relationship to the Port shall not be deemed that of an employee, agent, or joint venture of the Port.

I. **Proposal Considerations and Legal Proceeding Waiver**

The Port has absolute discretion with regard to acceptance and rejection of proposals. In order to be considered, the party submitting a proposal waives the right to bring legal proceedings challenging the Board of Port Commissioners' choice of the award.

J. **False Statements**

False statements in a proposal will disqualify the proposal.

K. **Grade of Service**

The Respondent must provide professional service and maintain appropriate personnel to provide expedient and courteous service.

L. **The Respondent's Liability**

The Respondent shall be responsible for any and all damages to the Port’s premises resulting from the negligent acts or willful misconduct of the Respondent's agents or employees.

M. **Amendments**

The Port may, at its sole discretion, issue amendments to this RFP at any time before the time set for receipt of proposals. The Respondents are required to acknowledge receipt of any amendments (addenda) issued to this RFP by acknowledging the Addendum in the space provided on the RFP
Acknowledgement and Signature Form. The Port shall not be bound by any representations, whether oral or written, made at a pre-proposal, pre-contract, or site meeting, unless such representations are incorporated in writing as an amendment to the RFP or as part of the final contract. All questions or requests for clarification concerning material terms of the contract should be submitted in writing for consideration as an amendment.

N. Withdrawal or Modification of Offers
The Respondent may modify or withdraw an offer in writing at any time before the deadline for submission of an offer.

O. Acceptance
Any offer received shall be considered an offer which may be accepted or rejected, in whole or in part, by the Port based on initial submission with or without discussions or negotiations.

P. Representations
No representations or guarantees of any kind, either made orally, or expressed or implied, are made with regard to the matters contained in this document, including any attachments, letters of transmittal, or any other related documents. The Respondent must rely solely on its own independent assessment as the basis for the submission of any offer made.

Q. Award Consideration
The Port shall not be bound to accept or award to the highest paying proposal and will award the contract (if any) to the company/firm selected through the competitive process (and any subsequent interviews) outlined in this RFP.

R. Protest Procedures
Any party that has timely submitted a responsive proposal may file a protest of award in accordance with the provisions set forth below:

1. Any protest must be submitted in writing to Larry Oetker, by 5:00 p.m. of the fifth (5th) business day following publication of the identity of the apparent successful Proposer(s) (or of notice of intended award, if such notice is issued).
2. The protest must include the name, address and telephone number of the person representing the protesting party.
3. The initial protest document must contain a complete statement of the basis for the protest, including in detail, all grounds for protest, including without limitation all facts, supporting documentation, legal authorities and argument in support of the grounds for the protest; any matters not set forth in the written protest shall be deemed waived. All factual contentions must be supported by competent, admissible and creditable evidence.

Any protest not conforming to the foregoing shall be rejected by the Port without recourse.

Provided that a protest is filed in strict conformity with the foregoing, protests shall be heard initially by the Executive Director, or his/her designee, who shall issue a written report and a recommended disposition of the protest, including written findings of fact and any conclusions of law. The Board of Port Commissioners (Board) may then ratify the Executive Director’s (or his/her designee’s) recommendations or conduct such further review of the protest, as
the Board may determine. The Board will render a final determination and disposition of a protest by taking action to adopt, modify or reject the disposition of a protest. Action by the Board relative to a protest shall be final and not subject to appeal or reconsideration by Protestor, the Port, any employee or officer of the Port or the Board of Port Commissioners.
RFP Acknowledgement and Signature Form

Lease of Redwood Marine Terminal I

The undersigned, having carefully examined the Site to be used and occupied, the local conditions of the Site, the Content of this RFP, and documents made available for this project, proposes to enter into a lease with the Port of Humboldt Bay consistent with the requirements in this RFP, including all of its component parts, and to comply with all applicable Port policies.

Addendum Acknowledgement

The following addendum (addenda) is (are) acknowledged in this RFP: _

Acknowledgement and Signature:

1. No Proposal is valid unless signed in ink by the person authorized to make the proposal. By signing below, the undersigned certifies that he/she is authorized to make the proposal.

2. I have carefully read, understand and agree to the terms and conditions on all pages of this RFP.

3. The Proposal submitted by Proposer is accurate and complete.

Respondent's Name and Title: _

Company Name: _

Address: _

Telephone: ___________________________ Fax: _

Email: ________________________________

Contractor License # (if applicable): ___________ Expiration Date: _

Federal Tax Identification Number: ________________

Authorized Signature: ___________________________ Date: _

Authorized Signature: ___________________________ Date: _
The actual form and content of the lease or other property rental agreement (collectively referred to herein as the “lease”) between the Port and the successful Proposer will depend on what the successful Proposer has proposed and what the Port has accepted. The list below is intended to give each Proposer a sense of the type of provisions that the Port will require to be incorporated into such lease. For purposes of the table below, the successful Proposer is referred to as the “Tenant.” The table below is not intended to be comprehensive of all lease provisions.

<table>
<thead>
<tr>
<th>Provision</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Date</td>
<td>The lease shall not be effective unless and until the Tenant has signed and delivered three (3) originals of the lease to the Port, and the lease has been formally approved by the Board of Port Commissioners in its sole and absolute discretion and signed and approved as to form and legality by the Port Attorney.</td>
</tr>
<tr>
<td>Permitted Uses</td>
<td>The permitted uses of the Premises will be based upon what the Tenant sets forth in its proposal. The permitted uses will also include a detailed description of Tenant’s proposed operations while using and occupying the Premises.</td>
</tr>
<tr>
<td>Term</td>
<td>The term of the lease will be the number of years that the Board of Port Commissioners approves based upon the Tenant’s proposal and staff’s recommendation.</td>
</tr>
<tr>
<td>Compensation/Rent</td>
<td>The amount that Tenant pays to the Port for the right to use and occupy the Premises shall include at least a minimum annual compensation or “Base Rent.” The compensation or rental provisions may include other forms of rent, such as a percentage rent or participation rent. The amount of Base Rent and/or other forms of rent shall depend on the Tenant’s proposal and staff’s recommendation to the Board.</td>
</tr>
<tr>
<td>Condition of Premises</td>
<td>Tenant will take the Premises, including, without limitation, all improvements thereon, in its “as-is, where-is, with all faults” condition.</td>
</tr>
<tr>
<td>Environmental Responsibilities</td>
<td>The lease will contain a detailed environmental exhibit describing the Tenant’s obligations with respect to environmental matters which will address all forms of environmental media, including, without limitation, air, soil, groundwater, surface water, storm water and noise. The environmental exhibit will also address the Tenant’s obligations with respect to pre-existing contamination on the Premises.</td>
</tr>
<tr>
<td>Equipment</td>
<td>The Port shall have no responsibility for providing any equipment that may be necessary or desirable for Tenant’s use and occupation of the Premises. Tenant shall be solely responsible for acquiring any equipment necessary or desirable for Tenant’s use and occupation of the Premises, all at no cost to the Port.</td>
</tr>
<tr>
<td>Responsibility for Capital Improvements</td>
<td>The Premises contain certain improvements that will have been disclosed to Tenant prior to entering into the lease. The Port will have no responsibility for providing any other improvements or for removing any existing improvements that Tenant does not wish to use. Tenant shall not construct any capital improvements on the Premises without the Port’s prior express written consent.</td>
</tr>
</tbody>
</table>
and if Tenant constructs any improvements with Port’s prior written consent, Tenant shall be solely responsible for permits, entitlements, and other government approvals for such improvements (including, without limitation, any approvals required under the California Environmental Quality Act), as well as for all costs associated with the design, construction, maintenance, and operation of such improvements.

**Maintenance & Repairs**
Tenant shall be responsible for the maintenance and repair of the Premises, including, without limitation, all improvements thereon at the time of the commencement of the term of the lease and all improvements subsequently developed on the Premises during the term of the lease, unless otherwise expressly stated in the lease.

**Compliance with Laws**
Tenant shall, at its sole cost and expense, comply with all applicable federal, state and local laws, rules, regulations, permits and orders relating to or governing the Tenant’s activities on the Premises. The Tenant shall obtain and maintain all licenses, permits and other approvals or entitlements necessary for the conduct of its activities.

**Compliance with Port Policies**
Tenant shall also comply with Port policies and procedures.

**Indemnification**
Tenant shall be required to indemnify, defend, and hold the Port harmless from any and all claims, actions, losses, damages, or other liabilities (whether to person or property, including, without limitation, any damage to the land caused by Tenant’s release of hazardous materials on, at, or below the Premises) arising from Tenant's operations upon or at the Premises or the occupancy or use by the Tenant of the Premises or any part thereof, or occasioned wholly or in part by any act or omission attributable to the Tenant or any other Person for whom the Tenant is responsible in Law.

**Insurance**
Tenant shall be required to obtain and maintain such insurance as may be reasonably required by the Port from time to time. The amounts and types of insurance that the Port will require may vary depending on the type of uses and other activities that Tenant proposes during the RFP process, as well as changes in industry practices during the term of the Agreement. The types of insurance that the Port will require include the following:

1. Commercial General Liability insurance – limit varies from $1,000,000 per occurrence to $25,000,000 depending on the type of occupancy, other related coverage, if applicable includes contractors’ pollution legal liability;
2. Automobile Liability insurance – limit varies from $1,000,000 per accident to $5,000,000 depending on the type of occupancy, other related coverages, if applicable, include MDS-90 and garage keepers’ liability;
3. Statutory for Workers’ Compensation insurance and $1,000,000 per accident, $1,000,000 bodily injury each employee, and $1,000,000 policy limit for bodily injury by disease, for Employer’s Liability. If work is performed in or around water, U.S. Longshoremen and Harbor Workers Act coverage and, if applicable, Jones Act and Marine Employer’s Liability coverage or federal employers’ liability insurance. Such insurance shall contain a waiver of subrogation in favor of the Port of Humboldt
its commissioners, officers, agents and employees; (4) If work involves construction or demolition work within 50 feet of railroad property, Railroad Protective Liability insurance in the name of the applicable railroad company with limits of at least $2,000,000 per occurrence or as otherwise required by the applicable railroad company;

(5) Protection and Indemnity insurance (Watercraft Liability) is required if watercraft/vessels are used. Limits are typically $1,000,000 per person on board the watercraft for bodily injury and property damage, but no less than $5,000,000 for watercraft of a length of 30 feet to 39 feet and no less than $10,000,000 for watercraft 40 feet and over; any passenger services watercraft will need to be referred to Risk Management to determine amount of insurance required. Scope of coverage includes liability for bodily injury and property damage including wreck removal and liability to crew, and SP-23 clause or equivalent, including collision liability;

(6) All Risk Property insurance - 100% replacement cost coverage for tenant’s additions, alterations, furniture, fixtures, equipment including coverage for any increased costs of construction resulting from changes in applicable building codes and regulations and include coverage for 12 months loss of rents. Such insurance shall include the Port of Humboldt Bay as additional insured and loss payee as their interests may appear; such insurance also shall contain a waiver of subrogation in favor of such additional insured, and shall be primary insurance; no insurance or self-insurance of the Port shall be called upon to contribute to a loss. Tenant is also required to maintain builder’s risk insurance during construction of all improvements (additions/alterations).

(7) Other types of specialty insurance or different limits than disclosed above may apply depending on the type of occupancy proposed.

(8) Commercial General Liability, Auto Liability and Protection & Indemnity coverage must include the following as additional insureds and include a waiver of subrogation in favor of such additional insureds.

(9) Deductibles for the required coverages that exceed $25,000 must be disclosed to and approved by the Port Risk Manager.

<table>
<thead>
<tr>
<th>Security/Guaranty</th>
<th>Port policy requires security for Tenant's payment and performance obligations under the lease. The form of the security may be an irrevocable letter of credit, guaranty, or a cash deposit depending on the nature of Tenant’s use and activities on the Premises during the term of the lease.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td>Tenant will be required to pay any and all taxes arising out of Tenant's use and occupancy of the Premises, including, without limitation, any possessor interest taxes.</td>
</tr>
<tr>
<td>Utilities</td>
<td>Tenant shall be solely responsible for arranging and obtaining any and all utilities necessary for Tenant’s use and operation of the Premises, all at Tenant’s sole cost and expense.</td>
</tr>
<tr>
<td>Assignment &amp; Subletting</td>
<td>Tenant shall not assign any rights under the lease or sublet any portion of the Premises without the Port’s prior written permission as evidenced by a resolution approved by the Board of Port Commissioners in its sole and absolute discretion.</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Reporting Requirements</td>
<td>Tenant shall maintain full and accurate books, records and accounts relating to all Tenant’s use, occupation, and other activities upon the Premises that shall show all sales and charges arising out of such use, occupation and other activities. Such books and records shall be maintained in a true and accurate manner, in a form consistent with the requirements of the lease and in accordance with generally accepted accounting principles and generally accepted auditing standards. Such records may be in the form of electronic media compatible with or convertible to a format compatible with computers utilized by the Port at its offices, or a computer run hard copy. Tenant shall keep the books and records it is required to maintain segregated from its other operations and shall retain such books and records for a period of no less than five (5) years following the end of any contract year (as will be defined in the Agreement) to which such books and records relate (notwithstanding the expiration or earlier termination of the Agreement); provided, however, that if prior to the expiration of such five (5)-year period, any audit, review or investigation is commenced by the Port, or any claim is made or litigation is commenced relating to the lease by the Port, such books and records shall continue to be maintained by Tenant, and the Port shall continue to have the right to inspect such books and records in the manner stated in the lease, until the audit, claim or litigation is final.</td>
</tr>
<tr>
<td>Termination &amp; Surrender</td>
<td>The Port shall have the right to terminate the lease upon an event of default by Tenant that is not cured within the applicable cure period that will be set forth in the lease as well as upon the expiration of the term of the lease. Upon termination of the lease, Tenant shall remove all Tenant’s personal property from and vacate the Premises and surrender the Premises to the Port in substantially similar condition as Tenant received the Premises at the commencement of the lease, reasonable wear and tear excepted.</td>
</tr>
</tbody>
</table>
Exhibit B

Site Overview
Humboldt Bay Harbor, Recreation, & Conservation District

Larry Oetker, Executive Director, loetker@humboldtbay.org, (707)443-0801
HUMBOLDT Bay, California
Our Port is ready for business!
California’s 2nd Largest Natural Bay!

- Arcata
- Eureka
- Fortuna
- Samoa Peninsula
- South Bay
1990’s

- Simpson Pulp Mill
- Louisiana Pacific Pulp Mill
- Sierra Pacific Industries
- North Coast Chip Export
- Pacific Affiliates
Port of Humboldt

- STAA constructed terminal route
- 3 hours from Interstate Highway System
Federal Offshore Wind Energy Lease Area

30 miles off Humboldt Bay

Anticipated Award Mid 2020
Offshore wind industry in California offers significant economic development potential

• 14,000+ potential direct construction and operations jobs from offshore wind in California.

• $20-50B in state GDP growth from construction, operations, and support functions.

• Additional shipyard infrastructure investment and ship construction can revitalize industrial port areas.
Steps to Mobilize Offshore Wind Readiness at California’s Ports

• Conduct holistic assessment of regional port infrastructure and capabilities, initiate outreach to relevant stakeholders, and monitor progress at other U.S. offshore wind ports

• Engage with industry leaders to ensure that the timeline for port upgrades aligns with opportunities for offshore wind development

• Secure public and private investment to complete port upgrades

• Establish manufacturing network and ramp up offshore wind activity at ports
Growing a Wind Energy Cluster

• Establish a comprehensive approach to offshore wind development
• Set a market acceleration target
• Establish a phased approach
• Engage with industry leaders to ensure that the timeline for port upgrades aligns with opportunities for offshore wind development
• Align innovation and access to capital policies with industry needs
• Secure public and private investment to complete port upgrades
• Establish an Innovation District on Humboldt Bay to Support Port Infrastructure Investment
Growing a Wind Energy Cluster

Supply Chain Activities

- Project development and management
- Manufacturing
  - Nacelle, hub, and assembly
  - Blades
  - Tower
  - Foundation supply
  - Array cable supply
  - Export cable supply
  - Onshore and offshore substation supply
  - Operational infrastructure
- Installation
  - Turbine installation
  - Foundation installation
  - Array cable installation
  - Export cable installation
  - Other installation
- Operation, maintenance, and service
  - Wind farm operation
  - Turbine maintenance and service
  - Foundation maintenance and service
  - Subsea cable maintenance and service
  - Substation maintenance and service
- Decommissioning
Floating wind fabrication & assembly - overview

Onshore/inshore activities

- Substructure fabrication
- Substructure load-out
- Turbine installation
- Turbine commissioning
- Tow to site

On land or in dock
Steel or concrete
Fabrication - steel

- Competence needed
  - Fabrication of modules (off-site)
  - Assembly/welding
  - Sandblasting
  - Painting

Source: Navantia
Fabrication - concrete

- Traditional civil construction work

Source: Esteyco

Fabrication in dry dock

Source: Olav Olsen

Mass fabrication on land
O&M

PREVENTIVE Operations & Maintenance

Yearly 2575 crew transfer vessels (2016)

Crew: 366 offshore people in Port of Oostende
CORRECTIVE Operations & Maintenance

400 wind turbines by 2020

3 blades / turbines = 1200 blades by 2020
1. 15 h offshore terminal in sea port
2. Vessels up to 200 m
3. No locks to reach or leave
4. Prepared seabed in front of the quay
5. RORO access
6. Quays up to 20 T/m²
7. Prepared surfaces up to 20 T/m²
8. O&M: MHI Vestas, Siemens, Senvion, CMI, Falck, ...
9. Services: cranes, safety training, technical services, ...
Port of Humboldt Bay Has Potential To Offer
7 Acre Reinforced Multipurpose Dock

- 20 Tons/M²
- Prepared seabed in front of dock
- RORO access
- CARB compliant
- Cranes/loading equipment
40 Acre Reinforced Installation Area

- 20 Tons/M²
- Adjacent to dock
- RORO Access
40 Acre multipurpose storage/assembly area

- 20 Tons/M²
- Adjacent to dock
- RORO Access
60 Acre

Multipurpose shipping yard
8 Acre

Wood Pellet Manufacturing

With export to Asia
Redwood Marine Terminal II

93 acre former pulp mill

Upland Aquaculture
• **Ocean Outfall**
  • Existing permitted 4 foot diameter discharge pipe 1 ½ miles off Pacific Coast
  • Approved State Lands Commission Lease for Aquaculture Discharge
  • Applying for State Water Quality Discharge Permit for four (4) 50,000 sqft aquaculture operations

• **Saltwater**
  • Permitted Baywater intake (seachest)
  • Drilled saltwater well tested for salinity and volume

• **Freshwater**
  • 30 million gallons per day available on property.

• **Approved Land Use Permits Coastal Development Permits**
  • Indoor Aquaculture
  • 21 acre subtidal
Redwood Marine Terminal II

• Former Paper Pulp Mill
• Opened 1954 Closed 2010
• USEPA Brownfield
  • 2 million gallons chemicals removed
  • $5 million investment
  • 730,000 kvh Solar System

• 1,300 ft. Dock
• 93 Acres

• 20 tenants including
  
  • Taylor Seafood (Oysters)
  • Coast Seafood (Oysters)
  • Starbird Mariculture
  • Hagfish
  • Nordic Aquaculture (Salmon or Steelhead)
Nordic Aquafarms
Recirculating Aquaculture System

- Two Phases
- 600,000 sqft indoor
- $400,000 investment

- Hatchery
- Fish processing
- Water treatment
“The Humboldt location will enable us to reach more than 50 million people within a 12-hour drive or less, which reduces the cost and environmental impact of transportation while supplying the market with super-fresh, sustainably raised local fish.” Marianne Ness Nordic Aquafarms

Nordic Aquafarms, which is currently in the process of building one of the largest salmon farming operations in Belfast, Maine, has announced it will invest up to another $400 million to build a second recirculating aquaculture system in Eureka, California.

“We have been looking for an anchor project that will be a catalyst for attracting and developing an aquaculture cluster,”

The Nordic Aquafarms facility will be located close to other seafood producers, including Taylor Shellfish and Coastal Shellfish, however, Undercurrent News states that there is ample capacity at the location for more seafood farming operations, as Nordic will only use 6 million of the 30 million gallons of approved ocean outfall.
Approved Pre-permitted Sub-tidal Sites

- EIR & all permits approved
- 3 Areas with multiple subareas
- 21 new acres established
- Methods
  - Shellfish FLUPSY
  - Shellfish Rack & Bag
  - Shellfish Cultch & longline
  - Macroalgae longline
Subtidal – Kumamoto and Pacify Oyster and Manilla Clam Nursery

Also includes floating docks and piles at one site.
Traditional Regulatory Approval Process

- US Army Corps Of Engineers
- Ca Coastal Commission
- Regional Water Quality Control Board
- City of Eureka
- Humboldt Bay Harbor District
- Private Shellfish Grower
New Streamlined Regulatory Approval Process

US Army Corps Of Engineers

Regional Water Quality Control Board

City of Eureka

Ca Coastal Commission

Humboldt Bay Harbor District

Private Shellfish Grower

Humboldt Bay Harbor District
Lease Process

City of Arcata

City of Eureka

Private Entity

Humboldt Bay Harbor District Leases from Property/Lease Holder

Private Shellfish Grower Leases from Harbor District
## Approved Pre-permitted Inter-tidal Standards by Area

<table>
<thead>
<tr>
<th>Site Name</th>
<th>Size (Acres)</th>
<th>Surface Area of Aquaculture (SQFT)</th>
<th>Volume of Aquaculture (Cubic Feet)</th>
<th>Fill/Mooring Footprint (SQFT)</th>
<th>Biomass Shellfish (lbs dry weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtidal 1</td>
<td>6.6</td>
<td>41,752</td>
<td>127,756</td>
<td>673</td>
<td>1,426</td>
</tr>
<tr>
<td>Subtidal 2</td>
<td>8.6</td>
<td>54370</td>
<td>166,472</td>
<td>878</td>
<td>1,859</td>
</tr>
<tr>
<td>Subtidal 3</td>
<td>6.0</td>
<td>37,932</td>
<td>116,142</td>
<td>612</td>
<td>1,296</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>21.2</strong></td>
<td><strong>134,054</strong></td>
<td><strong>410,370</strong></td>
<td><strong>2,163</strong></td>
<td><strong>4,581</strong></td>
</tr>
</tbody>
</table>
Proposed New Pre-permitted Inter-tidal Sites

- EIR Circulated in November 2018
- Approximately 200 new acres available
- 5 Areas with multiple subareas
- Methods (Shellfish)
  - Rack & Bag
  - Cultch & Longline
  - Basket on Longline
Humboldt Bay

We have an amazing history, and an even greater future!!!
North Coast Offshore Wind Feasibility Analysis

Introduction

Offshore wind energy can play an important role in helping California meet its medium- and long-term renewable energy targets and greenhouse gas emission reduction goals. The National Renewable Energy Laboratory (NREL) estimates that California’s offshore wind has the technical potential to produce 392 TWh per year, or 150% of the state’s electrical demand. Specifically, the offshore wind resource near Humboldt Bay is among the best in the nation, classified as outstanding to superb, with wind power density often exceeding 600 W/m² at a 50 m height. Furthermore, offshore wind offers a higher plant capacity factor than other renewable energy sources being developed in the state, and available wind data indicate that the offshore wind resource is considerably less variable on a diurnal basis than other intermittent renewable energy sources such as solar and land-based wind. High capacity factor wind sites like Humboldt that also have a favorable diurnal wind speed pattern can complement solar generation by providing more consistent power flow to the grid, which can help address the duck curve while providing added resiliency through diversification of the state’s renewable energy generation portfolio.

Looking to the future, these offshore wind resources can play an important role in reaching the state’s goal, as articulated by Governor Brown in Executive Order B-55-18, of carbon neutrality by 2045.

Offshore wind energy is common in Europe and at an early stage of commercialization on the east coast of the U.S. However, California has not yet seen offshore wind deployment, in part due to deeper near-shore conditions which necessitate emerging technology like floating turbine foundations. Research, development, and demonstration of these technologies will generate scientific data to inform responsible development, create jobs, and help establish our state as a key player in the offshore renewables market. On the other hand, failure to do so will likely result in lost opportunities as other states and countries leap ahead of California in this green technology industry. In addition, special conditions found on the California coast, including steep ocean floor gradients, sensitive ecosystems, seismic activity, and protected coastlines, call for research and development in order to responsibly realize offshore wind’s energy generation potential for California. Engaging California’s coastal communities, who have the most to lose from climate change induced sea level rise, in early research and development efforts will be critical for successful future development efforts. Hosting offshore wind installations is one way these communities can take action to help mitigate climate change impacts, add resiliency to their electricity supply, and spur economic opportunity.

Multiple commercial wind developers have recognized Humboldt as a promising offshore wind site. Humboldt Bay is the only deep-water port in the state north of San Francisco with substantial port infrastructure and power interconnection capacity. Moreover, it does not appear to have national security restrictions that are associated with some other California coastal areas. Investments in transmission infrastructure and harbor improvements will be needed to support offshore wind development at scale. These improvements will bring jobs to the region and will benefit stakeholders like the local fishing industry. With the right approach and outreach plan, community support is likely to be strong. PG&E’s Humboldt Bay Generating Station (HBGS) is well suited to compliment an offshore wind development.
due to modular design, which allows it to respond quickly to changing grid conditions. At the same time, the recently released Humboldt Bay Area Plan Sea Level Rise Vulnerability Assessment highlights the importance of considering sea level rise and associated factors when considering new technology deployment. Responsible offshore wind development that considers such projections could be an important long-term strategy to add resiliency to Humboldt County’s electricity supply as sea level rises.

The project team, led by the Schatz Energy Research Center (SERC), proposes to conduct analysis to assess the feasibility of offshore wind development in the Humboldt Bay region of California. This document summarizes that opportunity, describes the work that would be completed, the deliverables that would be provided, the project budget, schedule, and briefly introduces our project team.

Table of Contents:
Introduction .................................................................................................................................1
Project Task Modules ................................................................................................................3
Deliverables .............................................................................................................................10
Project Budget ........................................................................................................................12
Project Schedule ......................................................................................................................11
Project Team ..........................................................................................................................10
Project Task Modules

This section presents the proposed work to be completed to assess the potential for offshore wind energy development in the waters offshore from Humboldt County California. The work is organized into six Task Modules, which will be funded by different sources as shown in Table 1, below. Funding has been awarded from the Ocean Protection Council (OPC) for Tasks 3 through 6. Funding for tasks 1 and 2 is being pursued from the Bureau of Ocean Energy Management (BOEM) with Pacific Gas and Electric providing in-kind support on Task 2. All proposed task descriptions and timelines are based on current plans and may be subject to change within constraints allowed by project funders and partner agreements.

Table 1. Proposed task modules and potential funding sources

<table>
<thead>
<tr>
<th>Task Module</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Offshore Wind Generation and Load Compatibility Assessment</td>
<td>BOEM (proposed)</td>
</tr>
<tr>
<td>2 Electricity Grid Constraints, Mitigation Measures, and Associated Costs</td>
<td>BOEM (proposed) and PG&amp;E</td>
</tr>
<tr>
<td>3 Likely and Potential Environmental Impacts</td>
<td>OPC</td>
</tr>
<tr>
<td>4 Coastal Infrastructure Modifications and their Impact on Ocean Environment, Climate Resiliency, and Local Stakeholders</td>
<td>OPC</td>
</tr>
<tr>
<td>5 Likely Stakeholder Benefits and Impacts</td>
<td>OPC</td>
</tr>
<tr>
<td>6 Policy Evaluation and Recommendations</td>
<td>OPC</td>
</tr>
</tbody>
</table>

These task modules are described in more detail in the pages below, including descriptions of subtasks and which team members will lead the subtask effort and which team members will collaborate on a given subtask in a significant way. Team members not listed as either lead or collaborator on a given subtask will be kept informed and may still participate in the work as appropriate.
Task Module 1: Offshore Wind Generation and Load Compatibility Assessment

The project team will use existing data sources to understand and characterize the Humboldt offshore wind resource and its potential for integration into the electric grid from an economic and regulatory perspective. For a selection of potential offshore wind generator installation locations, we will characterize the predictable seasonal and diurnal patterns and the associated stochastic variation expected in the power generated by offshore wind turbines. Expected patterns of wind generation will be compared to the patterns present in the historical and projected 2030 California and Humboldt area electrical loads. In addition, we will consider how the capabilities of the existing 160 MW PG&E Humboldt Bay Power Generation Station could support integration of the wind generated electricity into the grid.

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<th>Subtask</th>
<th>Brief Description</th>
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<th>Collaborators</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Wind resource characterization</td>
<td>SERC</td>
<td>None</td>
</tr>
<tr>
<td>1.2</td>
<td>Generation and load profile compatibility check</td>
<td>SERC</td>
<td>PG&amp;E</td>
</tr>
<tr>
<td>1.3</td>
<td>Clarify operational characteristics of the Humboldt Bay Power Plant with regards to ramp rates and wind power compatibility</td>
<td>SERC</td>
<td>PG&amp;E</td>
</tr>
</tbody>
</table>
Task Module 2: Electricity Grid Constraints, Mitigation Measures, and Associated Costs

The project team will determine the lower and upper bounds on the installed capacity of offshore wind generators in the Humboldt Bay Region that would be set by the limits of existing infrastructure and by the requirements for economically viable commercial development. At present, the power capacity of the transmission lines (ca. 60-70 MW) linking the Humboldt County grid to the larger California grid, the design of local grid infrastructure, and the existing loads in Humboldt County (averaging 110 MW with a minimum load of about 70 MW) limit the amount of wind power generation that could be used. In addition, existing local grid management requirements and Central Valley transmission constraints must be considered to determine the bounds of project scale. Additional tasks in this area would involve estimating the investment required to relax the bounds set by existing infrastructure and evaluating potential impacts to the value streams of the HBGS from potential operational changes due to offshore wind power input to the local grid.

A high-level evaluation of a conceptual undersea transmission system between Humboldt Bay Area and the San Francisco Bay Area will also be included under Task Module 2. The primary purpose of such a system would be for exporting offshore wind energy from the Humboldt region to loads in the San Francisco Bay Area. This system could also provide redundancy for existing transmission lines that serve loads in Humboldt Bay. The project team will analyze the most likely and potential environmental impacts associated with undersea cable development, including impacts on marine ecosystems, resident and migratory birds, benthic organisms, marine mammals, fish, Endangered Species Act (ESA, both state and federal) listed species, and other relevant organisms in offshore and onshore locations. The environmental analysis conducted under Task Module 3 will be used to produce a statement of applicability of the environmental results to the undersea transmission cable concept. The environmental review will also summarize additional considerations for the subsea cable that would need to be evaluated for subsequent projects.

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<tbody>
<tr>
<td>2.1</td>
<td>Characterize lower capacity bound for viable commercial investment in offshore wind</td>
<td>Steve Hackett</td>
<td>SERC</td>
</tr>
<tr>
<td>2.2</td>
<td>Run regional power flow model including three offshore wind development scales to identify required upgrades</td>
<td>PG&amp;E</td>
<td>SERC</td>
</tr>
<tr>
<td>2.3</td>
<td>Evaluate interconnection and transmission upgrade costs and options</td>
<td>PG&amp;E</td>
<td>SERC</td>
</tr>
<tr>
<td>2.4</td>
<td>Consult with CAISO to evaluate potential transmission constraints to connect offshore power generation to larger regions</td>
<td>PG&amp;E</td>
<td>SERC</td>
</tr>
<tr>
<td>2.5</td>
<td>Preliminary Analysis of Undersea Transmission Line Concept to transmit power to San Francisco Bay Area</td>
<td>SERC</td>
<td>PG&amp;E, HT Harvey, Mott MacDonald, Dr. Hackett</td>
</tr>
</tbody>
</table>
Task Module 3: Likely and Potential Environmental Impacts
The project team will analyze the most likely and potential environmental impacts associated with offshore wind development, including impacts on marine ecosystems, resident and migratory birds, benthic organisms, marine mammals, fish, Endangered Species Act (ESA, both state and federal) listed species, and other relevant organisms in offshore and onshore locations. The analysis will include an assessment of pathways for permitting an offshore wind development in the Humboldt Bay Area, including consideration of environmental and other regulatory issues associated with federal, state, and local permitting processes.

This study will analyze the environmental impact of the wind farm, transmission system, and required infrastructure changes that are outlined in Task Modules 1, 2, and 4, respectively. Three scenarios will be examined including pilot-scale (e.g., 50 MW), modest commercial-scale (e.g., 150 MW), and large commercial-scale (e.g., 1,500 MW) development efforts. The analysis will consider terrestrial and marine environmental impacts from:

- Wind farm size and location identified in Task 1
- Cable landing locations, subsea cables, and electric grid connection equipment identified in Task 2
- Port development, harbor deepening, and other possible infrastructure changes identified in Task 4
- Other potential environmental changes and impacts

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<tr>
<td>3.1</td>
<td>Baseline environmental characteristics</td>
<td>HT Harvey</td>
<td>SERC</td>
</tr>
<tr>
<td>3.2</td>
<td>Likely and potential environmental impacts</td>
<td>HT Harvey</td>
<td>SERC</td>
</tr>
<tr>
<td>3.3</td>
<td>Permitting pathways and sequencing</td>
<td>HT Harvey</td>
<td>SERC</td>
</tr>
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</table>
Task Module 4: Coastal Infrastructure Modifications and their Impact on Ocean Environment, Climate Resiliency, and Local Stakeholders

Development of offshore wind energy will bring about changes that extend beyond the perimeter of the wind farm. Coastal infrastructure modifications, industry development, and port improvements that come along with offshore wind could have a lasting impact on coastal ecosystems and human interactions with ocean resources. In order to accurately assess the environmental outcomes and analyze the stakeholder benefits and impacts, this Task Module will create a basis for understanding the future attributes of a Humboldt Bay and coastline that are able to support an offshore wind industry. The results outlined in this Task Module will provide key inputs for the environmental analysis (Task Module 3) and stakeholder interviews (Task Module 5). Infrastructure upgrades identified here will be analyzed in the environmental review Task Module. This will include the environmental impact of port development, harbor deepening, and other possible infrastructure changes. Similarly, analysis conducted in this Task Module will be used as inputs for the stakeholder analysis Task Module to identify stakeholder perspectives regarding possible co-benefits and conflicts associated with infrastructure upgrades or other related changes.

This Task will assess the current conditions of coastal infrastructure and describe the anticipated upgrades required to serve an offshore wind industry by conducting site visits, reviewing documentation, and interviewing with local stakeholders. Expected modifications to the Humboldt Bay harbor and coastline will be characterized in a database and shared with the project team to incorporate as a basis for the environmental analysis and stakeholder outreach.

Infrastructure upgrades will also be viewed from the perspective of other ocean resource uses to identify areas where additional benefits could occur through parallel development. Using stakeholders interviews and policy review, the project team will determine what actions or investments the state and/or local government could make to increase the co-benefits provided by an offshore wind facility regarding resilience, job creation, other business sectors, and ocean resources.

Lastly, the analysis will consider how development of an offshore wind generation system could influence the region’s resilience to climate change or a major seismic or tsunami event. The report will use the Humboldt Bay Area Plan Sea Level Rise Vulnerability Assessment to evaluate likely and potential impacts to offshore wind development and resiliency benefits with respect to potential sea level rise.

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<tbody>
<tr>
<td>4.1</td>
<td>Stakeholder interviews and inventory of relevant infrastructure</td>
<td>Mott MacDonald</td>
<td>SERC</td>
</tr>
<tr>
<td>4.2</td>
<td>Characterize upgrades to coastal infrastructure</td>
<td>Mott MacDonald</td>
<td>Steve Hackett, SERC</td>
</tr>
<tr>
<td>4.3</td>
<td>Identify actions to increase co-benefits to ocean resources</td>
<td>Steve Hackett</td>
<td>Laurie Richmond, SERC</td>
</tr>
<tr>
<td>4.4</td>
<td>Climate resiliency and impacts on offshore wind</td>
<td>SERC</td>
<td>Mott MacDonald, PG&amp;E</td>
</tr>
</tbody>
</table>
Task Module 5: Analysis of Stakeholder Benefits and Impacts

The project team will identify stakeholder benefits and concerns with regard to offshore wind energy development, where applicable, and determine approaches to address identified concerns. Stakeholders include, but are not limited to, the Humboldt commercial and recreational fishing community, pleasure boaters, labor unions, environmental organizations, regulators, barge and other maritime transport operations, marine tourism businesses (e.g., whale watching), local governments, tribes, the general business community, PG&E, and others. Additionally, the analysis will cover job creation and an assessment of skill requirements associated with development of an offshore wind project/industry.

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<tbody>
<tr>
<td>5.1</td>
<td>Research impacts to other communities who have experienced an offshore wind project deployment</td>
<td>SERC</td>
<td>Laurie Richmond, Steve Hackett, SERC</td>
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<tr>
<td>5.2</td>
<td>Economic Benefits and Impacts to Stakeholders</td>
<td>Steve Hackett</td>
<td>Laurie Richmond, HT Harvey, SERC</td>
</tr>
<tr>
<td>5.3</td>
<td>Social Benefits and Impacts to Stakeholders</td>
<td>SERC</td>
<td>Laurie Richmond, Steve Hackett, SERC</td>
</tr>
<tr>
<td>5.4</td>
<td>Stakeholder Interviews</td>
<td>Laurie Richmond</td>
<td>Steve Hackett, SERC</td>
</tr>
<tr>
<td>5.5</td>
<td>Participate in local public meetings organized by others</td>
<td>Laurie Richmond</td>
<td>Steve Hackett, SERC</td>
</tr>
</tbody>
</table>
Task Module 6: Policy Evaluation and Recommendations
The project team will investigate the implications of federal, state, and local policy and regulatory decisions currently under consideration that relate to the development of offshore wind in California and determine if alterations to policies and regulatory decisions would make offshore wind development more likely. This analysis could involve recommendations to agencies at the federal (e.g. BOEM), state (e.g. PUC, ARB, Natural Resources Agency, CEC, Coastal Commission), and local (e.g. Humboldt Bay Harbor District, Humboldt County Board of Supervisors) levels.

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<tbody>
<tr>
<td>6.1</td>
<td>Investigate federal policy and regulatory status and direction (FERC, BOEM, for example)</td>
<td>SERC</td>
<td>Steve Hackett, HT Harvey, Mott MacDonald, PG&amp;E</td>
</tr>
<tr>
<td>6.2</td>
<td>Investigate State policy and regulatory status and direction (CPUC, CAISO, for example)</td>
<td>SERC</td>
<td>Steve Hackett, PG&amp;E</td>
</tr>
<tr>
<td>6.3</td>
<td>Investigate local policy considerations (County General Plan, for example)</td>
<td>SERC</td>
<td>Steve Hackett, HT Harvey</td>
</tr>
</tbody>
</table>
Deliverables
Several interim deliverables will be developed throughout the project to communicate progress within the project team. All of the results from the project will be summarized in the final report, which will contain the following chapters at a minimum:

- Executive Summary
- Introduction
- Offshore Wind Generation and Load Compatibility Assessment
- Electricity Grid Constraints, Mitigation Measures, and Associated Costs
- Likely and Potential Environmental Impacts
- Coastal Infrastructure Modifications and their Impact on Ocean Environment, Climate Resiliency, and Local Stakeholders
- Analysis of Stakeholder Benefits and Impacts
- Policy Evaluation and Recommendations
- Conclusions

Project Team
- Dr. Arne Jacobson, Dr. Peter Lehman, Mark Severy (P.E.), and colleagues, Schatz Energy Research Center, Humboldt State University
- Dr. Sharon Kramer, H.T. Harvey & Associates
- Jon Stallman and colleagues, Pacific Gas & Electric
- Aaron Porter, Shane Phillips, and colleagues, Mott MacDonald
- Dr. Steve Hackett, Economics Department, Humboldt State University
- Dr. Laurie Richmond, Environmental Science and Management, Humboldt State University
Project Schedule

The project will be completed within 12 months of receiving a signed contract. The project timeline is shown in Table 2, assuming a start date of January 1, 2019. The timeline will shift forward or backward depending on the actual start date of the project. Approximate start and end dates for each subtask are shown in the timeline. Project management and writing the final report are broken out at the bottom of the timeline for clarity.

Table 2. Project timeline for OPC tasks assuming a January 1, 2019 start date (the timing and sequence of activities is tentative and subject to change).
The California Offshore Wind Project: A Vision for Industry Growth
A Letter from the American Jobs Project

California is ready for a new vision and bold leadership. We are faced with dire and complex challenges that include eliminating poverty and averting a climate crisis. To solve these challenges, state leaders must embrace new ideas, industries, and policies to create the economic and environmental future we deserve.

Offshore wind can be California’s next legacy—a new industry, built from the ground up, that invites shared prosperity, spurs innovation, and respects our natural treasures.

Although California typically leads on climate and renewable energy issues, we are late to the game on offshore wind. Offshore wind has already taken off in Europe, Asia, and now the United States. Governors from New York, Massachusetts, New Jersey, and others are competing for this new market—setting offshore wind targets, creating new programs, and recruiting firms to their state.1

While not first, California can still lead, especially in the deployment of floating offshore wind turbines on the Pacific Coast. We have Silicon Valley in our backyard; more venture capital than any other state; a diverse workforce, the brightest minds in the technology, engineering, and environmental communities; and one of the strongest wind resources in the nation.2 Because offshore wind is ready to be deployed and firms want to invest in our state, it is time to seize this opportunity.

To be clear, creating an offshore wind industry in California will require significant time and investment. It is unlike any industry we have seen, as it calls for collaboration between an unprecedented number of agencies and stakeholders across the federal, state, and local levels. Infrastructure investments and innovations will be needed to retool and revitalize ports and build new transmission lines. Tradeoffs will inevitably be made: What are the environmental concerns with offshore wind development? How will offshore wind impact competing uses of ocean resources?

If the climate and economic benefits justify the investments in offshore wind, then California's leaders will have other critical questions. How can California become a leading hub for offshore wind deployment? What values do we want this industry to reflect? How will we build an inclusive economy that creates opportunities for all Californians?

This report analyzes the potential economic benefits of a California offshore wind industry and provides state and local leaders with high-level strategies to facilitate innovation, help businesses grow, and develop the workforce. The American Jobs Project empowers state and local leaders to build prosperous and equitable renewable energy economies that will transform our nation’s energy future.
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About Us

**American Jobs Project**

The American Jobs Project is a nonprofit, nonpartisan, think-and-do tank focused on creating good-paying jobs in advanced energy and manufacturing through a bottom-up, data-driven, 360° economic development approach. Our experts tailor best practice strategies for bolstering advanced energy and manufacturing, identify assets across the value chain, estimate an industry’s job-supporting potential, and support stakeholder-led initiatives by communicating ideas and analyses. Through engagement with a broad cross-section of stakeholders, we develop a shared vision of effective strategies to leverage the unique competitive advantages offered by each state and generate positive economic impacts.

**Schatz Energy Research Center, Humboldt State University**

The Schatz Energy Research Center at Humboldt State University is working to establish clean energy technologies in our society. The Center, which was established in 1989, specializes in renewable energy, energy efficiency, and clean transportation systems. The work carried out by their team of over forty team members, including faculty, professional staff, and students, involves research and development, technology demonstration, project development, energy systems analysis, and education and training. In addition, they perform feasibility studies, resource assessments, and energy planning studies.

**Pacific Ocean Energy Trust**

Pacific Ocean Energy Trust (POET) is a 501(c)(3) organization committed to the responsible development of marine renewable energy in the Pacific Region. Growing out of the Oregon Wave Energy Trust, POET brings ten years of experience working on issues relating to marine renewable energy development, with a special emphasis on policy and regulatory matters, better understanding of environmental effects of marine renewables, and stakeholder engagement. POET supports the development of all types of marine renewable technologies including offshore wind, tidal, and wave energy.

**BVG Associates**

BVG Associates is an independent consultancy with a global outlook, specializing in the technology, industrialization, and economics of wind and marine energy generation systems. They are driven by a desire to make a real difference in the global renewable energy industry, delivering insight that comes from over 140 years of staff experience. Their team has the best objective knowledge of the market and supply chain for offshore wind, wave, and tidal energy. Their significant client base spans government, enabling bodies, investors, developers, turbine manufacturers, and other companies across the supply chain.
Acknowledgments

This report would not be possible without the support of The JPB Foundation, Incite Labs, and the California Institute for Energy and Environment at University of California, Berkeley.

This report was a collaborative effort based on insight from dozens of interviews and extensive literature reviews. Mary Collins was the lead author and director of research. Leah Daoud was the supporting author and lead researcher. Mike Blanch, Alun Roberts, and Andy Geissbuehler from BVG Associates led economic analysis, which was informed by Arne Olson, Kush Patel, and Sanderson Hull at Energy + Environmental Economics (E3). Mat Squillante led graphic design. Supporting researchers and fact checkers were Tiffany Wong, Santos Vazquez, Christopher Eldred, Madeleine Valdez, and Max Neumeyer. Our partners on this report, Arne Jacobson and Mark Severy of the Schatz Energy Research Center at Humboldt State University and Jason Busch from the Pacific Ocean Energy Trust, provided expert guidance and input. We thank our reviewers and collaborators who generously provided feedback on the report: Robert Collier (UC Berkeley Center for Labor Research and Education), Suzanne Tegen (Center for the New Energy Economy at Colorado State University), Sandy Aylesworth (Natural Resources Defense Council), Tyler Studds (EDPR North America), Steve Black (Steve Black Strategies), Larry Oetker (Humboldt Bay Harbor, Recreation and Conservation District), Jana Ganion (Blue Lake Rancheria), and Sage Welch (Sunstone Strategies).

We extend our sincere gratitude to the many individuals from businesses, government, nonprofits, utilities, and universities for meeting with us, exploring ideas, participating in working groups, collaborating on the report, and sharing their vision for the future.

We also thank the following individuals and organizations—in addition to those who respectfully choose to remain anonymous—for offering their insight and perspectives on this work.

Sandy Aylesworth, Natural Resources Defense Council
Kevin Banister, Principle Power
Lori Biondini, Redwood Coast Energy Authority
Steve Black, Steve Black Strategies
Mike Blanch, BVG Associates
Jason Busch, Pacific Ocean Energy Trust
Kevin Christensen, Service Employees International Union – United Service Workers West
Robert Collier, UC Berkeley Center for Labor Research and Education
Cheryl Cox, California Public Utilities Commission
Kim Delfino, Defenders of Wildlife
Jordan Diamond, Center for Law, Energy & the Environment at Berkeley Law
Sarah Friedman, Sierra Club
Jana Ganion, Blue Lake Rancheria
Andy Geissbuehler, BVG Associates
Bruno Geschier, Ideol
Bruce Gibson, San Luis Obispo County Board of Supervisors
Sara Guiltinan, Bureau of Ocean Energy Management
Steve Hamilton, California Polytechnic State University, San Luis Obispo
Kate Huckelbridge, California Coastal Commission
Sanderson Hull, E3
Arne Jacobson, Schatz Energy Research Center at Humboldt State University
Tony Jimenez, National Renewable Energy Laboratory
David Keyser, National Renewable Energy Laboratory
Jim Lanard, Magellan Wind
Greg Murphy, Blue Economy Strategies
Walter Musial, National Renewable Energy Laboratory
Larry Oetker, Humboldt Bay Harbor, Recreation and Conservation District
Kush Patel, E3
Aaron Porter, Mott MacDonald
Chris Potter, California Ocean Protection Council
Neal Rickner, Makani
Alun Roberts, BVG Associates
Ben Ruttenberg, California Polytechnic State University, San Luis Obispo
Tim Schott, California Association of Port Authorities
Mark Severy, Schatz Energy Research Center at Humboldt State University
Nancy Stephenson, Redwood Coast Energy Authority
Tyler Stuuds, EDPR North America
Necy Sumait, Bureau of Ocean Energy Management
Suzanne Tegen, Center for the New Energy Economy at Colorado State University
Ross Tyler, Business Network for Offshore Wind
Ryan Wiser, Lawrence Berkeley National Laboratory
Andy Wunder, Environmental Entrepreneurs
Executive Summary

California’s offshore wind resources represent a significant opportunity to improve grid reliability, achieve clean energy and climate goals, and grow a new industry with a values-driven framework. If California pursues cluster-based strategies to achieve 18 GW of offshore wind, the state could support over 17,500 full-time equivalent jobs in 2045.

The wheels are in motion for California's offshore wind industry. At the start of 2019, the first phases of the federal leasing process are underway—potentially leading to a lease for offshore wind as early as 2020—and domestic and international firms are eyeing California’s market and creating strategic partnerships. Two entities, the Redwood Coast Energy Authority (RCEA) and Castle Wind, have proposed projects off the coast of Humboldt County and San Luis Obispo County, respectively.

Developer interest is warranted: With 112 GW of technical offshore wind resource potential along its coastline—enough to supply about 1.5 times the state’s annual electric energy use—California has the eighth-highest resource potential in the United States. As the state moves toward a zero-carbon electricity mix in 2045, offshore wind can provide value to the grid by balancing solar generation. Floating offshore wind technology, which is better suited for California due to its deep waters, is relatively new but has demonstrated impressive capacity factors. Scientists project that California’s floating offshore wind turbines could reach capacity factors of over 70 percent, in other words, generating 70 percent of their maximum theoretical output. This capacity factor is two to three times that of solar, nearly twice that of land-based wind, and even greater than that of coal.

In addition to grid reliability, offshore wind offers a number of other benefits to Californians, including the opportunity to develop a new industry from the ground up. We estimate that if California were to install 18 GW of offshore wind capacity by 2045, the state could support over 17,500 jobs in the offshore wind industry, related downstream industries, and surrounding economy in that year. However, the state will need to guide industry growth with a cluster-based approach: creating market certainty, training workers, and facilitating connections in its innovation ecosystem, among other strategies. Working hand in glove with key federal stakeholders such as the U.S. Navy will be needed to create win-win solutions for less restrictive maritime development.

Through extensive research and over forty interviews with stakeholders and experts in California, the authors assessed the current challenges and opportunities for offshore wind development. The report:

- Summarizes offshore wind activities in California to date;
- Presents the benefits of offshore wind in California;
- Outlines cluster-based strategies for economic development and current competitive advantages;
- Details development scenarios for offshore wind industry growth from 2019 to 2045 and associated economic impacts; and
• Suggests policy recommendations to pursue and investigate offshore wind in a holistic manner.

**Summary of Policy Recommendations**

The report culminates in high-level recommendations for California’s leaders based on best practices in the United States and abroad. We recommend that the state bring a systems-level approach to offshore wind development that sets a broad vision for industry growth and considers near- and long-term industry needs and opportunities. While each recommendation can be viewed as a stand-alone option, the recommendations are intended to be complementary and would be more powerful if adopted as a package.

**Policy 1: Appoint a California Offshore Wind Czar**

Growing California’s offshore wind industry will require comprehensive logistics and holistic planning efforts across the state, federal, and international levels. The governor should consider appointing a California Offshore Wind Czar to create and lead a vision for growth that aligns with the values of Californians and to serve as the primary point of contact for California’s strategic offshore wind efforts. The Czar could be responsible for coordinating activities among state agencies, fostering community programs, advocating for policy and procedural changes in the federal leasing process, building international relationships for knowledge exchange, and capturing domestic and foreign direct investment opportunities.

**Policy 2: Set a Market Acceleration Target and Establish a Comprehensive Approach to Studies**

Currently, California has limited resources dedicated to sustainably building offshore wind projects and ensuring industry growth aligns with state values and leads to lower energy costs for ratepayers. By developing a state vision spurred by a market acceleration target, California leaders could prioritize areas of research that establish industry development guidelines and frameworks, survey potential impacts on coastal ecosystems, consider innovative financing mechanisms, and streamline project development, among other topics.

**Policy 3: Establish a Phased Approach to Offshore Wind Workforce Development**

California boasts robust workforce training infrastructure that it can leverage to build a skilled and ready offshore wind workforce. Near-term activities could map workforce planning, convene stakeholder groups on best practice strategies, and target professionals interested in working in the offshore wind industry. Long-term efforts could help build a diverse and inclusive workforce, formalize partnerships between industry and training providers, and ensure investments in offshore wind safety training, operations and maintenance (O&M), monitoring and verification, and technology research and development.

**Policy 4: Align Innovation and Access to Capital Policies with Industry Needs**

Offshore wind innovation is key to lowering energy costs, increasing grid integration, opening up new markets, protecting marine ecosystems, and improving working conditions. California leaders could facilitate offshore wind research, collaboration, knowledge exchange, and business development through joint industry projects, multidisciplinary academic programs,
industry/university partnerships, business accelerators, and access to capital mechanisms that help companies overcome barriers to market entry.

Policy 5: Upgrade Ports and Establish Port Innovation Districts
Globally, ports are the nucleus of offshore wind development, often serving as hubs for the assembly, staging, fabrication, and construction of turbine components and long-term O&M activities. As California cultivates its offshore wind industry, continued port planning and upgrades will be critical to support evolving industry operations. State activities could focus on upgrading key ports to catalyze early-stage projects, building port innovation districts, and prioritizing local community benefits in port revitalization efforts.
The Headwaters Fund
Grant Fund Application Coversheet

Date of application: January 15, 2019

Organization Name: Redwood Region Entertainment and Education Liaisons, Inc.; D.B.A. Humboldt-Del Norte Film Commission

Director/CEO: Cassandra Hesseltine

Contact Person Name and Title: Cassandra Hesseltine, Film Commissioner & Executive Director

Contact Phone: 707443-4488   Contact Email: commissioner@hdncf.org

Contact Address: 520 E Street Eureka, CA 95501

Total current year organizational budget: $235,945   # of FTE employees: 2

Summarize the organization's mission (in the space provided):
The film commission is dedicated to promoting California's Redwood Coast as a premiere location for motion pictures, television, and diverse media industries by educating and acting as liaison with local government, the business community, and area residents to coordinate and facilitate the production process.

Project title: FAM Tour 2020

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

The Humboldt-Del Norte Film Commission plans to hold a Familiarity (FAM) Tour designed especially for film industry professionals to become familiar with Humboldt County for filming. While we represent two counties (Humboldt and Del Norte), this tour will focus solely on locations within Humboldt County.

The Film Commission would fly up 9 industry professionals (i.e. studio execs and location managers) to our area to enjoy our picturesque locations, gourmet food, luxury hotels, and experienced local crew in a 3 day weekend. By exposing industry professionals to our resources first hand, we make a stronger impact rather than by showing them pictures of our locations.

The real benefactor of the FAM Tour is the county. When productions film in an area, there is an economic boost to the economy. This is necessary to foster because it's a huge return on investment compared to the amount of resources exhausted by the productions. For instance, After Earth (Sony Studios film starring Will and Jaden Smith) filmed in Humboldt for only 9 days. However, it took a year of scouting (involving hotels, restaurants, gas, etc), months of prepping before the shoot and weeks of wrapping up after the shoot. This resulted in $5 million being directly spent for the shoot in our community. After the multiplier (the number which includes indirect spending of a production i.e. crew's tourist-type activities during their off time and the circulation of the money in our community=$2.95; multiplier provided by the California Film Commission), it was nearly a $15 million boost to our economy.
Amount requested: $21,421.85  Total project cost: $43,705.85

Grant timeline: Period covered: January 2020 to January 2021

Total match amount: $22,284 Match amount as % of project budget 50.99%
(Required 50% match for implementation, 25% for planning)

Cash match: $18,580 In-kind match: $3,704 Cash match as % of budget 42.51%
(Required: 25% for implementation, 12% for planning)

Number of new FTE jobs created, if funded: unknown
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 0

Type of project: ☐ Planning  ☑ Implementation

Geographic focus of project: Humboldt County

Number of permanent, long term, private sector jobs to be created: Unfortunately, we can not quantify the impact on the private sector jobs regarding the increase of filming in our area. We do know that there is a significant economic impact from production where there is filming. By increasing the frequency of filming in our area, we will increase the economic impact (including in the form of private sector jobs). See narrative for more on temporary and permanent jobs created by increasing the number of filming in Humboldt.

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

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

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

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

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

- Building permits: ☑ Yes ☑ No
- Market research: ☑ Yes ☑ No
- Legal review: ☑ Yes ☑ No
- Regulatory approval: ☑ Yes ☑ No
- Consultants hired: ☑ Yes ☑ No
- Staff hired: ☑ Yes ☑ No
Explanation of Narrative Questions:
1. Since the Redwood Region has gone through several industry changes over the decades, coupled with that we are a rural area, the economy of Humboldt has suffered. This is apparent with reports of tourism as down and businesses closing. There is a need to find other ways of stimulating our economy. The Humboldt-Del Norte Film Commission plans on contributing to improving the economy by holding a FAM (Familiarity) Tour. By increasing filming in our area, we will increase the economic impact from productions in our region.

In order to do this, film industry professionals need be educated on what we have to offer in locations, accommodations, catering, local businesses and local crew. Since we are geographically one of the farthest counties in California from Hollywood, this makes the trip cost prohibitive and the county difficult to reach. Location inquires and scouts of the area for projects are largely dictated by scripts, concepts, and of Hollywood’s knowledge of what our region has to offer productions. If an industry professional is not aware of the numerous, varied types of locations we have to offer, then we might not even be considered for projects. If industry professionals are left to tour our areas unattended, then we run the chance that they will not be educated properly on what we have to offer the film world. By offering a FAM tour of Humboldt to industry professionals, we are eliminating these hurdles. In addition, by designing the tour to showcase specific highlights and features (i.e. easy access locations or film friendly caterers) we are guaranteeing that the film industry professionals are being exposed to our best assets.

In the past nine years, we have had a yearly average of 25 productions that have utilized the region for filming. These include everything from print ads to reality tv to car commercials to indie films to major studio films and beyond. The current fiscal year shows a decrease in these productions. As part of our marketing plan, we decided it was best to hold another FAM to help educate new or uneducated location professionals about what we have to offer to help boost our project numbers, as well as possibly surpassing our historical yearly average.

Our future vision is that Hollywood would have a better understanding of what we have to offer productions, increasing the amount of filming, resulting in a greater economic impact for our region.

As the local liaison responsible for assisting productions in the region, we are in contact with two types of audiences (businesses). The first type are the location professionals in need of locations (and resources for filming). Due to our office’s high visibility in the past few years (i.e. the Film Commissioner being immediate past president of Film Liaisons In California Statewide after serving 3.5 years as president and our office recently being nominated as one of the top five finalists for Outstanding Film Commission Internationally by the Location Managers Guild International for their annual awards), location professionals from around the world have shared that they would love the opportunity to tour Humboldt County and learn about the vast opportunities for filming here. The second type are the local vendors (i.e. hotels, catering, etc.) that are hired by the productions.
They stay in communication with us regarding recent hires from productions; are willing to accommodate additional business from filming.

There are two risks/challenges regarding a FAM tour in Humboldt. The first risk is that location professionals are often not aware of their schedules until last minute. During the planning of the last FAM tour, we had several location professionals excuse themselves from the tour to take on film projects. We maintained a wait list and were able to invite other location professionals as replacements. If we had to purchase their plane tickets in advance, we would have had trouble with exchanging them for other individuals. We solved this issue for last FAM Tour by hiring a private plane which allows us to turn in the list of attendees the night before. This enabled us to replace those who could no longer attend at the last minute. The cost of the private plane is nearly in line with buying tickets last minute/changing reservation charges. Additionally, it guarantees all attendees are on the same flight. The second risk is being at the mercy of the current scheduled flights. By hiring a private jet, we can be more flexible with our itinerary and have the schedule work for us instead of working against us. For instance, when returning the attendees to the airport during the last FAM tour, we were able to telephone ahead that we were running late, and the plane was held for us with no issue.

2. Measurable objectives of the project would be based on two categories: 1) Retaining and growing existing businesses and 2) Increasing the number of new businesses through supporting entrepreneurship and innovation.

By increasing our filming activity in the area, we help retain and grow existing businesses. Specific sectors affected are the hotel industry, caterers and food industry, and local crew. However, there are many other businesses that also benefit when productions come to town. For instance, After Earth contracted many businesses during filming including: Humboldt Limousine, Don’s Rent All, Suddenlink, Action Rentals, B & B Portables, Wendt Construction, Eel River Disposal, Recology, Younger Construction, United Rentals, and Eureka’s Enterprise Rent-a-Car. Red Lion Eureka (which employs Humboldt residents) alone benefited from $140,000 being spent at their establishment. Increasing the number and size of productions will help retain and grow existing businesses.

It’s difficult to quantify the outcome of FAM Tours due to us having no way of controlling the need for our locations in current productions. However, the tours are a long-term investment to increase filming in our area over time. Industry professionals’ knowledge of our region will allow them to think of us when the right project does dictate a need for our locations (location needs are what drives a film shoot to travel outside of the Hollywood zone). The increasing awareness of what we have to offer due to many different facets (FAM tours, articles, attending tradeshows, etc.) will likely lead to more filming in our region. For instance, the previous location professionals who attended the last FAM Tour have all kept in contact with our office and often submit us for productions. Robin Citrin (best known for managing Blade Runner 2049, Walk the Line, and Taken 3) brought Harrison Ford’s The Call of the Wild to the region six years after attending our first FAM Tour.
A soft indication of success would be a temporary increase of shoots, leading to temporary work, due to increased knowledge of our region. A hard indication of success would be businesses expanding over time due to a consistent increase in filming. For example, Cassaro’s Catering, who often caters for film productions here in Humboldt, would benefit from a temporary increase of film shoots. However, if the increase was to become consistent then the business could expand to offer craft services as part of the catering services (craft services is the on-set snack table that is stocked during the shooting day and is specific to film shoots).

Increasing the number of new businesses through supporting entrepreneurship and innovation would be a long-term goal and an effect as well. As the frequency of shoots picks up, new business would become necessary to meet the demands of film needs. If for instance, there was a consistent amount of filming in Humboldt, then not only could Cassaro’s Catering add craft service, but a new business could sprout up out of the need for such a service on a regular basis.

Other examples of new businesses would be a camera house (for renting camera equipment), a prop house (for renting props for the art department to set dress), and a lighting and grip house (for renting other filming equipment necessary for a film shoot). All of which we do not have currently but would make equipment more accessible so that film shoots do not have to rent these types of items out of the area, requiring transport to Humboldt. All three types of businesses are common in areas where filming is common (i.e. Sacramento, San Francisco, and LA).

3. The Film Commission would achieve our objective by tailoring the tour to include hotels, food establishments, and crew that exemplify the best of Humboldt; we would involve the community to help make the tour a huge success in the eyes of the industry professionals; and would invite input from our local location scouts to incorporate the prime local filming locations on the tour.

4. Our office held a FAM Tour for industry professionals in 2014. Prior to holding that tour, we inquired with the California Film Commission for assistance on holding a FAM Tour. We consulted one on one with the Deputy Director (who had attended FAM Tours while working for Dreamworks Pictures) who informed me on how to give a productive FAM Tour and the expectations of industry professionals. The Film Commissioner also attended a workshop, given by a location manager, which covered good FAM Tour practices. From these two sources, we created a tour that would cover a wide variety of locations, hotels, food professionals and highlight certain crew, ultimately showcasing all that Humboldt has to offer.

We have contacted organizations/private businesses that would be possible partners for the tour. To date, we have financial sponsorship commitments from HSU, Merryman’s Beachhouse, Humboldt Made, Red Lion, and Benbow Inn.
5. Obviously, there will be jobs directly created from the project that are short term, temporary production related jobs. More importantly, as filming increases over time from exposing Hollywood to our region during the FAM Tour, there will be jobs and sources of revenue in the long term created from this increase of filming. As we increase filming in our region, so will the needs for resources increase leading to more jobs. Possible jobs and sources of revenue regarding film activity: local crew ($100-$350/day), hotel/catering staff ($10-$15/hr), and private locations rented for filming ($100-$9000/day). The possibilities are endless depending on the type of production.

Another effect of increased filming in our area due to the FAM Tour is the indirect effect of local hiring of companies that have worked on film projects. For instance, Cassaro’s Catering has worked on numerous film shoots. After doing so, another local crew member, who also worked on one of the same shoots, recommended Cassaro’s Catering to a local for their catering needs. Having the experience of working on film shoots made Cassaro’s a desirable commodity.

In many cases, film tourism spending can outweigh the actual spending of a production. When discussing industry driven tourism, which would be affected by special feature articles, each privately owned company would experience its own specific increase based on the uniqueness of its product. It would affect hotels, restaurants and other tourist focused businesses.

6. Though film productions are not projects providing direct environmental benefits, the Film Commission believes in the need for good stewardship of the environment. When we are aware of a film production shooting or wanting to shoot in sensitive locations (i.e. filming in old growth redwood or on the beach), we always make sure to hold the film shoot to the environmental guidelines of the locations to preserve those resources to the best of our ability.

7. The project contributes to Humboldt County being a desirable place to live in two ways. First, when the FAM Tour does its job of increasing filming in our area, it will then lead to more economic activity. Obviously, this leads to quality of life making Humboldt County a more desirable place to live. An additional bonus to receiving a steady paycheck, is the fun component of these jobs being part of the film world. Whether you are the driver of M. Night Shyamalan’s family (like a previous HSU student and Humboldt resident) or Dustin Hoffman’s housekeeper (like another local resident), it’s exciting to have a job that is affected by the entertainment industry.

The second way this project leads to Humboldt County being more desirable place are increasing number of jobs, specifically in the film industry (which are highly desirable for those who work in film and yet want to live in a rural setting). In the past three years, I have witnessed a handful of LA professionals move to Humboldt. Currently they all commute to work on shoots in LA and live in the Redwood Region during their off time. However, they would all love to work in the film industry here while living here. The more shoots that come to this area, the more likely this is to happen.
8. Qualifications of Organization, Staff and Current Project Partners:

**Humboldt-Del Norte Film Commission**: The Film Commission in Humboldt County has been in existence for approximately thirty years. We are recognized by the California Film Commission (State Organization) as the liaison between Humboldt and Del Norte and productions. We are also a good member in standing of Film Liaisons in California Statewide (FLICS). FLICS is responsible for putting on the California on Location Awards.

**Cassandra Hesseltine**: Film Commissioner for 9 years. Prior to being Film Commissioner, worked as a TV and film producer for independent projects for 10 years.

**Nate Adams**: Employed by the Film Commission for the past 3.5 years as the Marketing Manager and Assistant Operations Manager. Prior to that, he was an intern and project coordinator for 5 years with the Film Commission, as well as worked in locations on film projects.

**Humboldt Made**: As an association of businesses, Humboldt Made is working to align Humboldt County’s quintessential products with tourism efforts.

**Melissa Merryman**: The Merryman family, long time owners of the Merryman Beachhouse, Moonstone parking lot, and a section of Moonstone beach, are no strangers to filming with Moonstone being a popular film site. They have committed to donating the beach house for the welcome lunch.

**Humboldt State University**: Frank Whitlatch, Associate Vice President for Marketing & Communications, has committed to sponsoring part of a dinner for the FAM tour.

**Red Lion**: The hotel has agreed to discount the rooms for the FAM Tour and to host a small wine and cheese reception at the hotel upon arrival.

9. All funds but those to hire a charter plane would stay local. However, according to the charter plane company, out of the $12,921.85 being used to contract the plane, $5000 of it will be spent in Humboldt County for airplane refueling and accommodations, food, etc. for the crew. The charter plane service specializes in the film industry and has a plane out of Burbank that will land at ACV. A charter plane would guarantee that there will not be delays or issues when traveling to Humboldt causing the tour to be off schedule, additionally giving us the flexibility of changing our attendee list up until the last minute (as location managers are often offered jobs at the last minute).

10. The Film Commission would acknowledge the Headwaters Fund in all its media regarding the tours and in any and all reporting the Film Commission is required to make. The Film Commission is also open to suggestions that would be appropriate ways to acknowledge the Headwaters Fund.

Please see addendums for more information:

A. Example of the economic local spending impact of a feature film (Disney's *A Wrinkle in Time*) in Humboldt County,

B. California Film Commission Report on Tax Incentive Projects

C. Motion Picture of America Economic Contribution Infographic

D. Motion Picture of America Fact Sheet
### FAM Tour 2020
#### Proposed Budget

<table>
<thead>
<tr>
<th>Projected Expense Item</th>
<th>Total Cost</th>
<th>Requested Amount from Headwaters Grant Fund</th>
<th>Amount from Matching Funds</th>
<th>Source of Matching Funds</th>
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**Total Project Cost = $43,705.85 $21,421.85**

*Local Spending Out of Total Budget = $31,230.00

($17,730 commission salaries, $5000 local spend for charter plane, and remaining $8500 in misc funds requested; does not include in kind donations)*

**$5000 of the $12,921.85 will stay in Humboldt County (cost of refueling plane and accommodations, food, etc. for pilots)***
<table>
<thead>
<tr>
<th>Name &amp; Contact</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sarah Caron, BoD</strong></td>
<td>P.O. Box 126 Gasquet, CA 95543 Cell phone: (707) 951-0388 e-mail: <a href="mailto:sarahcaroncmt@gmail.com">sarahcaroncmt@gmail.com</a></td>
</tr>
<tr>
<td><strong>Emily Davenport, BoD</strong></td>
<td>1500 Camino Way McKinleyville, CA 95519 Cell phone: (707) 362-1539 e-mail: <a href="mailto:emily.davenport@ghd.com">emily.davenport@ghd.com</a></td>
</tr>
<tr>
<td><strong>Chris Harris, BoD</strong></td>
<td>1700 Tasi Lane McKinleyville, CA 95519 Cell phone: (707) 367-2616 e-mail: <a href="mailto:c-harris1971@att.net">c-harris1971@att.net</a></td>
</tr>
<tr>
<td><strong>Suzie Owsley, BoD</strong></td>
<td>3850 H Street Eureka, CA 95503 Cell phone: (707) 496-5400 Email: <a href="mailto:suziecooks@yahoo.com">suziecooks@yahoo.com</a> <a href="mailto:sowsley@ci.eureka.ca.gov">sowsley@ci.eureka.ca.gov</a></td>
</tr>
<tr>
<td><strong>Amanda Nelson, BoD</strong></td>
<td>182 Pacific Lumber Camp Rd Eureka, CA 95503 Cell phone: (707) 601-3736 e-mail: <a href="mailto:anelson@sequoiacenter.net">anelson@sequoiacenter.net</a></td>
</tr>
<tr>
<td><strong>Montel Vander Horck III, BoD</strong></td>
<td>3486 Edgewood Rd Eureka, CA 95501 Cell phone: (707) 845-8701 e-mail: <a href="mailto:mvanderjones@gmail.com">mvanderjones@gmail.com</a></td>
</tr>
<tr>
<td><strong>Ann Warner, BoD</strong></td>
<td>115 Center Avenue Arcata, CA 95521 Telephone: (707) 822-1126 Cell phone: (707) 273-9327 e-mail: <a href="mailto:awarnernagy@gmail.com">awarnernagy@gmail.com</a></td>
</tr>
<tr>
<td><strong>Steve Watson, BoD</strong></td>
<td>604 C street Eureka, CA 95501 Telephone: (707) 441-4095 Cell phone: (707) 845-8708 e-mail: <a href="mailto:swat7@msn.com">swat7@msn.com</a></td>
</tr>
</tbody>
</table>
January 14, 2020

Kenny Spain, Executive Director
Humboldt County Headwaters Fund
520 E Street, Eureka CA 95501

Dear Kenny,

I am writing this letter to express my support for the Humboldt-Del Norte Film Commission’s application for a Headwaters Grant to support familiarization tours (FAM Tours) in Humboldt County.

We know from experience that these sorts of tours are very important in introducing location scouts and others to the wide and varied opportunities for filming in Humboldt County. These tours are a relatively modest investment that can reap large rewards later, whether through the numerous commercial shoots or large blockbuster movies that film here. While we are a unique location, we do have to compete with other communities. The in-person FAM tour is a way to get to and remain at “top of mind” for important decisionmakers in production companies large and small.

I also believe that the growing film industry is an important economic contributor to Humboldt County. We know the value of the direct expenditures for these productions. They purchase goods and services from throughout our community. They also support our local air service, particularly our relatively new service to LAX. But they also help market our area to a broad audience when we promote ourselves as a great place to visit to those fans who want to visit the places they see on the screen. For example, many people still love to visit the forest moon on Endor, nearly 40 years after the filming of “The Empire Strikes Back.” Filming shares Humboldt with the world in a unique way, unmatched by other efforts to promote our area.

I urge the Board of the Headwaters Fund to support this request.

Sincerely,

Gregg Foster
Executive Director
Dear Kenny Spain,

It is my pleasure to strongly recommend the Humboldt- Del Norte Film Commission receive grant funding from the County of Humboldt to continue their mission which positively affects our local economy.

I’ve had the pleasure of working with the Film Commission for six years. During this time I have come to value their organization as an asset to the County. Not only are they consistently marketing our County to the film industry but also actively bringing in significant tax dollars.

Humboldt Made has enjoyed a strong partnership with the commission over the years. We provide gift baskets full of Humboldt Made products that are shared with film crews, directors and stars. This is an incredible opportunity for many of our Humboldt based manufacturers to be in front of high level influencers. The companies we represent greatly appreciate this opportunity and have seen some success in the past with stars sharing the products they enjoy. This type of marketing is priceless to these companies.

If you need more information or specific examples, please do not hesitate to contact me at alanna@humboldtmade.com . This recommendation letter likely only provides a snapshot of their talents and achievements, I would be happy to further elaborate on my time working with them.

Sincerely,

Alanna Powell

Executive Director of Humboldt Made
January 10, 2020

Kenny Spain
Headwaters Funds
520 E Street
Eureka CA 95501

RE: Application for Headwaters Grant to Humboldt-Del Norte Film Commission

Dear Mr. Spain:

It is my understanding that the Humboldt-Del Norte Film Commission has applied for a grant for the purpose of funding a FAM Trip in order to educate the film producers and location managers to our county. This is a classic way of selling Humboldt County to the film industry and is critical for our film commission to be successful. Photos and video can be used to “sell” a product but there is nothing like seeing the product first hand. Our filming resources are incredible and it is imperative that those resources can be “touched” by the film industry.

The film industry impact in Humboldt not only affects the hotel/motel industry but the dollars spend by the production companies roll over 7 to 10 times. Restaurants, construction, extras for the production and much more are positively impacted by film production.

As an Executive Committee Member of the Humboldt Lodging Alliance I can assure the lodging industry as a whole supports all efforts of the Film Commission.

I would encourage you to approve the application for this most important FAM tour.

Thank you.

Kindest Regards,

John E. Porter
Managing Partner

www.BenbowHotelandResort.com
January 10, 2020

Kenny Spain  
Headwaters Fund  
520 E Street  
Eureka, CA 95501

Re: Film Commission FAM Tour Headwaters Grant Application

Dear Mr. Spain,

I would like to take the time to write on behalf of the Humboldt-Del Norte Film Commission. I am aware that they are applying for a Headwater Fund Grant in order to hold a FAM Tour in the fall of 2020. I am in great favor of this concept and plan on showing my support by donating the Merryman’s Beachhouse at Moonstone Beach for a welcome lunch on the day of arrival (a $750 value).

As the owner of the Merryman’s Beachhouse, I have experienced many film shoots either utilizing my parking lot or my section of the beach that I own. I have received financial benefits from productions and know firsthand how beneficial they can be to our economy. Because of this, I am in support of a FAM Tour that would bring LA professionals to our area for possible future productions.

Thank you for any consideration you give to the Humboldt-Del Norte Film Commission receiving this grant.

Sincerely,

Melissa Merryman  
Owner of Merryman’s Beachhouse
January 10, 2020

Kenny Spain
Headwaters Funds
520 E Street
Eureka CA 95501

Subject: Humboldt- DelNorte Film Commission

Dear Mr. Spain,

I am writing today in support of the grant application being submitted to you by Humboldt- DelNorte Film Commission.

The Humboldt- DelNorte Film Commission brings a positive, enthusiastic and tireless approach promoting the North Coast and linking productions with local vendors.

I have had the pleasure of doing business in our community with many film productions that have come to our area over the past 15 years. I have only to thank our film commissioner and her team for the support they show our local businesses and talent.

Our community is fortunate to have Cassandra and her team at the film commission. We benefit individually and also as a whole, showcasing our incredible community and all it has to offer, including the substantial economic impact that reaches so many vendors in the area. I am confident that with the efforts of their work, I and many others in the community feel a direct link to our bottom line.

They provide a web presence for me and others on their website as a resource for productions.

I have had the most positive experience with Humboldt- DelNorte Film Commission. I support this application and all other efforts in support of our film office and the services they provide.

Thank you for your consideration.

Sincerely,

Christine Wright
Cassaro’s Catering
707-845-2255
Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.
## Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Humboldt County</td>
<td>121,342</td>
</tr>
<tr>
<td>Del Norte County</td>
<td>13,500</td>
</tr>
<tr>
<td>Fortuna Chamber of Commerce</td>
<td>4,000</td>
</tr>
<tr>
<td>City of Arcata</td>
<td>4,553</td>
</tr>
<tr>
<td>City of Eureka</td>
<td>25,000</td>
</tr>
<tr>
<td>Red Carpet Gala</td>
<td>3,500</td>
</tr>
<tr>
<td>Movies in the Park</td>
<td>4,000</td>
</tr>
<tr>
<td>Humboldt Lodging Association</td>
<td>60,000</td>
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<tr>
<td>Donations/Public Support</td>
<td>50</td>
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**Total Estimated Funding: $235,945**

## Fixed Expenses

### Payroll Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Executive Director Wages</td>
<td>$70,019</td>
</tr>
<tr>
<td>ED Bonus (2% of Estimated Funding)</td>
<td>$4,598</td>
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<tr>
<td>Staff Wages</td>
<td>$36,383</td>
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<tr>
<td>Staff Bonus</td>
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<tr>
<td>Additional Staff Bonus</td>
<td>$2,148</td>
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<tr>
<td>Staff Incentive Pay (2% of MITP &amp; RCG Gross)</td>
<td>$200</td>
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<tr>
<td>Payroll Tax Expense</td>
<td>$11,460</td>
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<tr>
<td>Health Insurance</td>
<td>$14,150</td>
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<tr>
<td>Workman’s Comp. Insurance</td>
<td>$1,000</td>
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<tr>
<td>Payroll Subscription</td>
<td>$600</td>
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<tr>
<td>Monthly Payroll Fees</td>
<td>$1,000</td>
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**Total Payroll Expenses: $143,558**

<table>
<thead>
<tr>
<th>Item</th>
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<tr>
<td>Rent</td>
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<td>Insurance</td>
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<td>Telephone</td>
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**Total Wages & Fixed Expenses: $158,258**

## Variable Expenses

### Dues/Subscriptions

<table>
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<th>Item</th>
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<tbody>
<tr>
<td>Dues/Subscription</td>
<td>$5,200</td>
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<table>
<thead>
<tr>
<th>Item</th>
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</thead>
<tbody>
<tr>
<td>Taxes &amp; Fees</td>
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<tr>
<td>Marketing</td>
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<tr>
<td>Funding Management</td>
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<td>Movies in the Park</td>
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<tr>
<td>Mileage</td>
<td>$3,500</td>
</tr>
<tr>
<td>Travel/Conventions</td>
<td>$14,000</td>
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<tr>
<td>Office Supplies, Postage, Printing</td>
<td>$4,250</td>
</tr>
<tr>
<td>Humboldt Intern'l Film Award</td>
<td>$250</td>
</tr>
<tr>
<td>Web/Domain Hosting</td>
<td>$650</td>
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<tr>
<td>Website Update/Enhancements</td>
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<tr>
<td>Sundance</td>
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**Total Variable: $53,650.00**

## Other Expenses

### E.D. Discretionary Fund

<table>
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Minor Equipment</td>
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</tr>
<tr>
<td>Audit &amp; Assessment</td>
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</tr>
<tr>
<td>Leadership Program - Cassandra</td>
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<tr>
<td>Map of the Movies</td>
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<tr>
<td>Board Development</td>
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<tr>
<td>Unscheduled Opportunities</td>
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**Total Other Expenses: $12,987**

<table>
<thead>
<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Reserve/Contingency</td>
<td>$10,000</td>
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**Grand Total Expenses: $234,895**

**Projected Income (Loss) FY19:** $1,050
## Scope of Work:

<table>
<thead>
<tr>
<th>Month</th>
<th>Task Description</th>
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</thead>
<tbody>
<tr>
<td>April 2020</td>
<td>Refine FAM tour with local location professionals; contact California Film Commission (CFC), Location Guild, and Studios for possible candidates to take tour; narrow date of tour</td>
</tr>
<tr>
<td>May</td>
<td>Contact all finalized locations (i.e. Redwood Grove House, Merryman’s Beachhouse, and HSU, etc.) and vendors necessary for tour (i.e. food vendors, hotels, van rental, and plane) to confirm participation and update on date of tour; narrow the possible tour participants to a firm 9</td>
</tr>
<tr>
<td>Jun-August</td>
<td>Create thumb drive that will be given at end of tour and will have content of photos from tour as well as any other photos of locations not on tour that are film friendly and want to market</td>
</tr>
<tr>
<td>September</td>
<td>Finalize all aspects of tour and make final adjustments; create welcome packet to send to participants ahead of tour; have Humboldt Made create welcome baskets with local products for tour participants arrival; contact all participants to confirm tours</td>
</tr>
<tr>
<td>October</td>
<td>Depending on actual date of tour, send out welcome packets to participants. Address any last minute issues.</td>
</tr>
<tr>
<td>October</td>
<td>Execute the FAM Tour</td>
</tr>
</tbody>
</table>

### FAM TOUR

#### Itinerary

<table>
<thead>
<tr>
<th>Day 1: Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>12pm</td>
</tr>
<tr>
<td>12:45</td>
</tr>
<tr>
<td>2:00</td>
</tr>
<tr>
<td>4:00</td>
</tr>
<tr>
<td>5:30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Day 2: Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>8am</td>
</tr>
<tr>
<td>8:15am</td>
</tr>
<tr>
<td>9:15am</td>
</tr>
<tr>
<td>12am</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Time</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>3pm</td>
</tr>
<tr>
<td>5pm</td>
</tr>
<tr>
<td>8pm</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>8am</td>
</tr>
<tr>
<td>9:15am</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>1pm</td>
</tr>
<tr>
<td>4pm</td>
</tr>
</tbody>
</table>
As a result of the state’s Film & Television Tax Credit Program, California has been able to retain productions and increase the number of productions working throughout the state. This regional report summarizes the economic benefit to Humboldt County from the filming of the Disney production *A Wrinkle In Time*.

**Humboldt County Filming**

*Direct Spending Total: $498,000*

- **Hotels**: $235,000
- **Local Wages**: $66,000
- **Location & Permit Fees**: $33,000
- **Local Purchases & Rentals**: $164,000

**Regional Expenditure Report**

**Humboldt County**

- **Shoot Days**: 5
- **Local Crew**: 15
- **Hotel Room Nights**: 1,730

March 22, 2017
California’s Film & TV Tax Credit Program Welcomes Two More Relocating TV Series

Latest Round of Tax Credits Also Includes Four New Series and 10 Recurring Series

Hollywood, Calif. – December 16, 2019 – California is welcoming two more relocating TV series from other states and will serve as home to four new series thanks to its Film & TV Tax Credit Program 2.0.

The California Film Commission today announced that the Universal Television series “Dream” will relocate to California from Texas, while Horizon Scripted Television’s “Special” will relocate here from New Jersey -- both for their second season of production. With the latest round of tax credits, California has lured a total of 18 relocating TV series from other states and nations (see “Relocating TV Series” list below).

“When already successful TV series relocate to California, they bring long-term jobs and significant in-state spending,” said California Film Commission Executive Director Colleen Bell. “The decision by so many projects to pack up and move production here affirms that our tax credit program is working and that California can still provide unsurpassed value.”

The Film Commission also selected four new TV series to receive tax credits – “The Dropout” (Searchlight TV), “Grease” (Paramount), “Nine Perfect Strangers” (Endeavor Content) and “Untitled Showtime Lakers Project” (HBO). In addition, the latest round of credits includes 10 recurring TV series already in Program 2.0 and picked up for another season of in-state production (see “Program Year 5 – Allocation #4” list below).

“Adam [McKay] and I are thrilled to be able to participate in the California Film Commission tax credit program for our HBO series about the Los Angeles Lakers,” said Kevin Messick, producer of Untitled Showtime Lakers Project. “We couldn’t imagine filming this show anywhere else and we’re happy that HBO has the additional support from the state to help ensure this show stays local.”

A total of $152 million in tax credits is reserved for the 16 relocating, new and recurring projects. They are on track to generate an estimated $782 million in qualified spending, which is defined as below-the-line wages to California workers and payments to in-state vendors. Overall in-state spending by these projects will be significantly greater with the inclusion of above-the-line payments and other expenditures that do not qualify for tax credits under Program 2.0. The 16 projects will employ an estimated 2,900 cast members, 3,500 crew and 62,000 extras/stand-ins (the latter measured in “man days”) over a combined 1,450 in-state shoot days for the season.

Applications for the latest round of TV tax credits were accepted November 4 - 8, 2019. To date, a total of 142 television projects, including new TV series, recurring, relocating TV series, pilots, MOWs and
miniseries have been accepted into Program 2.0 since it was launched in July 2015.

The list of Program 2.0 projects that are actively in production and eligible for tax credits is subject to change, as projects may withdraw and their reservation of tax credits is reassigned or rolled over into the pool of funds for the next TV allocation period.

The next application period for TV project tax credits (the final for Program 2.0 as Program 3.0 launches next year) is scheduled for February 3 - 7, 2020. The next application period for feature film projects (also the final for Program 2.0) is scheduled for March 9 – 13, 2020.

**How Projects are Selected and Awarded Tax Credits under Program 2.0**

Projects approved for California tax credits are selected based on their jobs ratio score, which ranks each project by wages to below-the-line workers, qualified spending for vendors, equipment, etc., and other criteria. The top 200% ranked projects in each round (i.e., those that would qualify if double the amount of funding was available for the current allocation round) are evaluated, and those with the highest-ranked jobs ratios receive tax credits. Those not selected are placed on the waiting list. The program allocates funding in “buckets” for different production categories, including non-independent films, independent films, TV projects and relocating TV series. This allocation system enables applicants to compete for credits directly against comparable projects. As has been the case since the state launched its first-generation tax credit program in 2009, the California Film Commission awards tax credits only after each selected project: 1) completes post-production, 2) verifies that in-state jobs were created, and 3) provides all required documentation, including audited cost reports.

**About California’s Film and Television Tax Credit Program 2.0**

In 2014, the legislature passed a bill that more than tripled the size of California’s film and television production incentive, from $100 million to $330 million annually. Aimed at retaining and attracting production jobs and economic activity across the state, the California Film and TV Tax Credit Program 2.0 also extends eligibility to include a range of project types (big-budget feature films, TV pilots and 1-hr. TV series for any distribution outlet) that were excluded from the state’s first-generation tax credit program.

Other key changes include replacing the prior lottery system with a “jobs ratio” ranking system that selects projects based on wages paid to below-the-line workers, qualified spending (for vendors, equipment, etc.) and other criteria. Program 2.0 also offers an additional five percent tax credit for non-independent projects that shoot outside the Los Angeles 30-mile zone or have qualified expenditures for visual effects or music scoring/track recording. The five-year Program went into effect on July 1, 2015 and is currently in its fifth and final fiscal year (2019/20).

More information about California’s Film and Television Tax Credit Program 2.0, including application procedures, eligibility and guidelines, is at [http://www.film.ca.gov/tax-credit/](http://www.film.ca.gov/tax-credit/).

**About the California Film Commission**

The California Film Commission enhances California’s status as the leader in motion picture, television and commercial production. It supports productions of all sizes/budgets and focuses on activities that
stimulate and preserve production jobs, spending and tax revenues in California. Services include administration of the state's Film & Television Tax Credit Program, permits for filming at state-owned properties, an extensive digital location library, location assistance and a range of other production-related resources and assistance. More information is available at [http://www.film.ca.gov](http://www.film.ca.gov).

###

Contact: Erik Deutsch, ExcelPR Group (for the California Film Commission)  
(323) 851-2455 direct / (310) 597-9245 cell / erikd@excelpr.com

---

<table>
<thead>
<tr>
<th>Production Title</th>
<th>Company Name</th>
<th>Production Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 American Crime Story 4: Impeachment</td>
<td>Pacific 2.1 Entertainment Group, Inc.</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>2 Dream 2</td>
<td>Universal Television, LLC</td>
<td>Relocating TV Series</td>
</tr>
<tr>
<td>3 Dropout 1</td>
<td>Searchlight Television, LLC</td>
<td>New TV Series</td>
</tr>
<tr>
<td>4 Euphoria 2</td>
<td>Cooler Waters Productions, LLC</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>5 Good Girls 3.5</td>
<td>Universal Television, LLC</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>6 Good Trouble 3</td>
<td>Hop Skip &amp; Jump Productions, Inc.</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>7 Grease 1</td>
<td>Paramount Pictures Corporation</td>
<td>New TV Series</td>
</tr>
<tr>
<td>8 Lucifer 5.5</td>
<td>WB Studio Enterprises Inc</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>9 Mayans MC 3</td>
<td>Pacific 2.1 Entertainment Group, Inc.</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>10 Nine Perfect Strangers 1</td>
<td>Endeavor Content</td>
<td>New TV Series</td>
</tr>
<tr>
<td>11 Special 2</td>
<td>Horizon Scripted Television Inc.</td>
<td>Relocating TV Series</td>
</tr>
<tr>
<td>12 Star Trek Picard 2</td>
<td>CBS Studios Inc.</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>13 The Rookie 2.5</td>
<td>Touchstone Television Productions, LLC</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>14 Untitled Showtime Lakers Project 1</td>
<td>Cooler Waters Productions, LLC</td>
<td>New TV Series</td>
</tr>
<tr>
<td>15 Why Women Kill 2</td>
<td>CBS Studios Inc.</td>
<td>Recurring TV Series</td>
</tr>
<tr>
<td>16 You 3</td>
<td>Horizon Scripted Television Inc.</td>
<td>Recurring TV Series</td>
</tr>
</tbody>
</table>

*Notes: The number following each project title indicates the season for which tax credits are reserved. *5* refers to additional episodes ordered for the season. Credit allocation will be issued to recurring TV series once a pick-up order for additional episodes or new seasons are submitted to the CA Film Commission.*
## Program 2.0 - Relocating Television Series

<table>
<thead>
<tr>
<th>Title</th>
<th>Previous Location</th>
<th>Seasons in CA</th>
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</thead>
<tbody>
<tr>
<td>American Crime ABC</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>American Horror Story</td>
<td>Louisiana</td>
<td>5</td>
</tr>
<tr>
<td>Ballers</td>
<td>Florida</td>
<td>3</td>
</tr>
<tr>
<td>Dream</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Good Girls</td>
<td>Georgia</td>
<td>2</td>
</tr>
<tr>
<td>Legion</td>
<td>Vancouver</td>
<td>2</td>
</tr>
<tr>
<td>Lucifer</td>
<td>Vancouver</td>
<td>3</td>
</tr>
<tr>
<td>Penny Dreadful</td>
<td>Dublin</td>
<td>1</td>
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<tr>
<td>Mistresses</td>
<td>Vancouver</td>
<td>1</td>
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<tr>
<td>Scream Queens</td>
<td>Louisiana</td>
<td>1</td>
</tr>
<tr>
<td>Secrets and Lies</td>
<td>North Carolina</td>
<td>1</td>
</tr>
<tr>
<td>Sneaky Pete</td>
<td>New York</td>
<td>1</td>
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<tr>
<td>Special</td>
<td>New Jersey</td>
<td>1</td>
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<tr>
<td>Timeless</td>
<td>Vancouver</td>
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<tr>
<td>The Affair</td>
<td>New York</td>
<td>2</td>
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<tr>
<td>The OA</td>
<td>New York</td>
<td>1</td>
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<tr>
<td>Veep</td>
<td>Maryland</td>
<td>3</td>
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<tr>
<td>You</td>
<td>New York</td>
<td>2</td>
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</table>
### California Film and TV Tax Credit Program 2.0

**Ongoing TV Series – Various Stages of Production**

<table>
<thead>
<tr>
<th>Production Title</th>
<th>Production Type</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 Reasons Why</td>
<td>Recurring TV</td>
<td>Paramount Television</td>
</tr>
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<td>Affair, The*</td>
<td>Recurring TV</td>
<td>Showtime</td>
</tr>
<tr>
<td>American Crime Story</td>
<td>Recurring TV</td>
<td>Twentieth Century Fox Film Corporation</td>
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<tr>
<td>American Horror Story*</td>
<td>Recurring TV</td>
<td>Twentieth Century Fox Film Corporation</td>
</tr>
<tr>
<td>American Princess</td>
<td>Recurring TV</td>
<td>A+E Studios</td>
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<tr>
<td>Animal Kingdom</td>
<td>Recurring TV</td>
<td>Horizon Scripted Television, Inc</td>
</tr>
<tr>
<td>Dream</td>
<td>Relocating TV</td>
<td>Universal Television LLC</td>
</tr>
<tr>
<td>Dropout</td>
<td>New TV</td>
<td>Searchlight Television, LLC</td>
</tr>
<tr>
<td>Euphoria</td>
<td>Recurring TV</td>
<td>HBO</td>
</tr>
<tr>
<td>Star Trek Picard</td>
<td>Recurring TV</td>
<td>HBO</td>
</tr>
<tr>
<td>Good Girls*</td>
<td>Recurring TV</td>
<td>Universal Television, LLC</td>
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<td>Good Trouble</td>
<td>Recurring TV</td>
<td>Disney ABC Cable Group</td>
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<td>Grease</td>
<td>New TV</td>
<td>Paramount Pictures Corporation</td>
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<td>Recurring TV</td>
<td>Minim Productions, LLC</td>
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<td>Lucifer*</td>
<td>Recurring TV</td>
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<td>Recurring TV</td>
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<td>Nine Perfect Strangers</td>
<td>New TV</td>
<td>Endeavor Content</td>
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<td>Orville, The</td>
<td>Recurring TV</td>
<td>Twentieth Century Fox Television</td>
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<tr>
<td>Penny Dreadful: City of Angels*</td>
<td>Recurring TV</td>
<td>Showtime</td>
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<td>Rebel</td>
<td>Recurring TV</td>
<td>BET Productions II, Inc.</td>
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<td>Rookie, The</td>
<td>Recurring TV</td>
<td>ABC Studios</td>
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<td>S.W.A.T.</td>
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<td>CBS Studios, Inc.</td>
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<td>Sneaky Pete*</td>
<td>Recurring TV</td>
<td>Amazon Studios, LLC</td>
</tr>
<tr>
<td>Snowfall</td>
<td>Recurring TV</td>
<td>Twentieth Century Fox Film Corporation</td>
</tr>
<tr>
<td>Special</td>
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<td>Horizon Scripted Television, Inc</td>
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<tr>
<td>Star Trek Picard</td>
<td>Recurring TV</td>
<td>CBS Studios, Inc.</td>
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<td>Strange Angel</td>
<td>Recurring TV</td>
<td>CBS Studios, Inc.</td>
</tr>
<tr>
<td>This is Us</td>
<td>Recurring TV</td>
<td>Twentieth Century Fox Film Corporation</td>
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<td>Untitled Showtime Lakers Project</td>
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<td>HBO</td>
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<td>Veep*</td>
<td>Recurring TV</td>
<td>Second in Command Productions, LLC</td>
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<td>Westworld</td>
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<td>HBO</td>
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<tr>
<td>Why Women Kill</td>
<td>Recurring TV</td>
<td>CBS Studios, Inc.</td>
</tr>
<tr>
<td>You*</td>
<td>Recurring TV</td>
<td>Horizon Scripted Television</td>
</tr>
</tbody>
</table>

### NOTES
- The above list will likely be revised as applicants may withdraw from the program.
- The number following each project title indicates the season for which tax credits are reserved; ";.5" refers to additional episodes ordered for the season.
- Credit allocation will be issued to recurring TV series once a pick-up order for additional episodes or new seasons are submitted to the CA Film Commission.
- "Recurring Series" is defined as a TV Series or Relocating TV Series (in its second or subsequent season in California) that has received a previous allocation of tax credits.
- "Relocating TV Series" is a TV Series that filmed its most recent season outside California.
- *TV Projects that were initially accepted as a Relocating TV Series.
The industry is a major private sector employer.

**FILM & TV INDUSTRY EMPLOYMENT**

- **2.6M** total jobs supported
- **340,000** direct jobs engaged in producing, marketing, and manufacturing motion pictures, television shows, and video content.
- **587,000** direct jobs engaged in distributing motion pictures, television shows, and video content to consumers, e.g. at movie theaters, television broadcasters, cable and pay TV companies, and online video services.

Direct industry jobs employs more people than other major sectors, including mining, oil & natural gas extraction, crop production, utility system construction, and rental & leasing services.

The production and distribution of motion pictures and television programs is one of the nation’s most valuable cultural and economic resources.

**FILM & TV INDUSTRY WAGES**

- **$177B** total wages
- **$76B** earned by workers supported by the industry around the country.

The industry provides quality jobs, with higher than average salaries.

- **47%** higher salary than the national average for direct jobs overall
- **65%** higher salary than the national average for production jobs

**DIRECT WAGES**

- **$81,440** direct jobs
- **$75,560** distribution related jobs
- **$91,580** production related jobs

The industry is a nationwide network of small businesses

The industry is comprised of over 93,000 businesses in total, located in every state in the country. These are mainly small businesses; 87% employ fewer than 10 people.

**93,000 SMALL BUSINESSES**

Total jobs and wages includes the jobs and wages supported at thousands of companies relying on the industry, such as caterers, dry cleaners, lumber suppliers, and digital equipment suppliers, as well as other industry related jobs, such as in consumer products, video retailing, and theme parks.

In all, as much as $250,000 can be injected into local economies per day when a film shoots on location.

Prepared in November 2018 based on latest data available. Bureau of Labor Statistics (BLS) releases the necessary year-end data from the prior year in October.
The industry supports local businesses.

$44B IN PAYMENTS
to over 250,000 local businesses located across the United States

The industry contributes significantly to the nation's overall economy.

$229B IN SALES
in 2017. If the industry was a country, its GDP would rank 44th in the world according to World Bank nominal 2017 data.

The industry is highly competitive around the world.

$17.2B IN EXPORTS

$10.3B IN TRADE SURPLUS

The industry generated a positive balance of trade in every major market in the world.

The industry increases the tax base.

$29.4B IN PUBLIC REVENUES
generated from sales taxes on goods, state income taxes, and federal taxes including income tax, unemployment, Medicare and Social Security, based on direct employment in the industry.

4% of the total U.S. trade surplus in services

Methodology

Jobs & Wages Supported by the Industry
Sourced from detailed U.S. Bureau of Labor Statistics (BLS) employment data. Direct jobs are calculated from classification codes fully associated with the film and TV industry, as well as industry-related jobs and wages from codes partially associated with the industry estimated by using adjustment factors based on SIC-NAICS bridges, and other updates. Total jobs are calculated using the RIMS II economic model of the U.S. Bureau of Economic Analysis (BEA), which captures indirect/induced effects, i.e. jobs and wages that rely on the industry, and some additional film/TV employment in other industries (e.g. retail). The current analysis is based on their latest model (2016). Note that our recent methodological update resulted in capturing pay television jobs wages not previously captured. The national average comes from the BLS Quarterly Census of Employment and Wages (2017 Annual Wages per Employee).

Businesses Making Up the Industry
Calculated based on Dun & Bradstreet business listings data by SIC classification code.

Payments Made by the Industry
Calculated using (1) a survey of member company vendor payments in the U.S. for the applicable year; (2) analysis of overall data on film and TV production by the U.S. film and TV industry.

Tax Revenues Generated by the Industry
Calculated by applying the appropriate national and local tax rates to wages and taxable vendor payments.

Contribution to the Overall Economy
Sourced from Census estimates of annual revenues from employer firms for the applicable classification codes.

International Trade
Sourced from the BEA report on U.S. Trade in Services. The report measures charges for the use of intellectual property by type. The film and television category covers the rights to display, reproduce and distribute motion picture and television programming.
The American Motion Picture and Television Industry: 
Creating Jobs, Trading Around the World

The production and distribution of motion pictures and television programs is one of the nation's most valuable cultural and economic resources.

The industry is a major private sector employer, supporting 2.1 million jobs, and $139 billion in total wages in 2016:

- Direct industry jobs generated $53 billion in wages, and an average salary 42% higher than the national average:
  - There were nearly 342,000 jobs in the core business of producing, marketing, manufacturing, and distributing motion pictures and television shows. These are high quality jobs, with an average salary of $90,000, 68% higher than the average salary nationwide.
  - Additionally, there were over 354,000 jobs in related businesses that distribute motion pictures and television shows to consumers.
  - Direct industry jobs employ more people than mining, oil & natural gas extraction, crop production, utility system construction, and rental & leasing services.

- The industry also supports indirect jobs and wages in thousands of companies with which it does business, such as caterers, dry cleaners, hotels, florists, hardware and lumber suppliers, software, and digital equipment suppliers, as well as jobs in other companies doing business with consumers, such as video retailers and services, theme parks and tourist attractions.

The industry is a nationwide network of small businesses:

- The industry is comprised of over 93,000 businesses in total, located in every state in the country. These are mainly small businesses; 87% employ fewer than 10 people.
- The industry made $49 billion in payments to over 400,000 local businesses in 2016.

The industry increases the tax base:

- The industry generated $20.6 billion in public revenues in 2016 from sales taxes on goods, state income taxes, and federal taxes including income tax, unemployment, Medicare and Social Security, based on direct employment in the industry.

The industry contributes significantly to the overall economy:

- The industry contributed $134 billion in sales to the overall economy in 2016 (up 1% from 2015).

The industry is one of the most highly competitive around the world – one of the few that consistently generates a positive balance of trade in virtually every country in which it does business:

- The industry registered a positive balance of trade in nearly every country in the world with $16.5 billion in exports worldwide in 2016.
- The industry had a positive services trade surplus of $12.2 billion in 2016, or 5% of the total U.S. private-sector trade surplus in services.
- In 2016, the industry exported four times what it imported. The industry runs a trade surplus larger than each of the surpluses in the advertising, mining, telecommunications, legal, information, and health related services sectors.
CITY OF BLUE LAKE

2019 Headwaters Fund Grant Application

111 Greenwood Road
Blue Lake, CA 95525
707-668-5655

Town Square Development Project
The Headwaters Fund
Grant Fund Application Coversheet

Date of application: January 13, 2020

Organization Name: City of Blue Lake

Director/CEO: Mandy Mager, City Manager

Contact Person Name and Title: Mandy Mager, City Manager

Contact Phone: 707-668-5655  Contact Email: citymanager@bluelake.ca.gov

Contact Address: PO Box 458 Blue Lake, CA 95525

Total current year organizational budget: $905,088  # of FTE employees: 9

Summarize the organization’s mission (in the space provided):
To preserve and enhance the historic, family friendly atmosphere of Blue Lake, while at the same time creating an environment that is responsive to the community, respectful of our natural environment and economically viable and vibrant.

Project title: City of Blue Lake Town Square

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

The City of Blue Lake is requesting funding to support the development of the Blue Lake Town Square. The new town square will be a catalyst for economic investment in Blue Lake and will support the City's burgeoning historical downtown. With funding from the Headwater's Fund, the City will implement the first phase of the town square's development, which will include site clean up and preparation, landscaping design and installation, along with the purchase and installation of benches, tables, a drinking fountain and bike racks.

The town square project has been a dream of the community for generations; recently, the City of Blue Lake was able to purchase the town square property and is now working diligently to implement a multi phased development plan which will infuse a new level of community, business and economic vitality in the area. The town square project is the City's best opportunity to create a project that will not only support the downtown businesses but also create a climate that is attractive to new economic investment and promotes the health and well being of the community.

The new town square will host artisan fairs, farmer's markets, music performances, as well as being a gathering place for visitors and the community. The square will transform a vacant and blighted property into a welcoming and vibrant focal point. The City, and the community, is committed to this project and has the necessary support, capacity and expertise to complete the identified grant objectives.

Amount requested: $19,550  Total project cost: $223,959
Grant timeline: Period covered: March 1, 2020 to June 30, 2020

Total match amount: $204,408.80 Match amount as % of project budget 91%
(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: $200,984 In-kind match: $3,425 Cash match as % of budget 90%
(Required: 25% for implementation, 12% for planning or technical assistance)

Number of new FTE jobs created, if funded: 0
Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 0

Type of project: Planning Implementation

Geographic focus of project: Blue Lake

Number of permanent, long term, private sector jobs to be created: 0

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

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

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

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

Are any of the following components required, and if so are they in place already? (check off in left column if required, then check of “yes” or “no” for if they are in place already)
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<tr>
<td>Staff hired</td>
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City of Blue Lake Headwaters Grant 2019
Project Narrative

1. Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?

The City of Blue Lake is requesting funding from the Headwaters Grant Fund to transform a vacant city lot into a vibrant and welcoming town square. Since the 1990's, the City of Blue Lake has been visioning and planning for the future development of the City's historic downtown, including the development of a central focal point for the community and the business district.

Recently, the City was able to acquire a quarter of a city block in the historic downtown; the property was identified in the 1990's as the perfect location for the development of a downtown park and the City is now in the process of making that dream a reality. With the help of the Headwaters Fund, the City can implement the Phase 1 development plan, which will include the installation of benches, tables, landscaping, bike racks and a water fountain; resulting in an instantly usable and enjoyable space.

The town square will provide a much-needed focal point for Blue Lake; attracting people to the downtown square will increase foot traffic and exposure for the surrounding businesses and will bring a renewed vibrancy and energy to the area. The City plans to leverage the downtown park as a venue for farmer's markets, artisan fairs, music performances and other outdoor events. The square is centrally located next to the Post Office, the coffee shop and hair salon and is located across the creek from Dell'Arte's outdoor performance space.

In the Spring of 2020, the City of Blue Lake will begin construction of the first phase of the Annie and Mary Trail; this trail will eventually connect Blue Lake to Glendale and Arcata and is the start of the Great Redwood Trail. The new trail will be located in close proximity to the town square and connecting the two recreation spaces via signage and amenities will increase Blue Lake's capacity to attract and retain recreation enthusiasts and will allow the local businesses to capitalize on this burgeoning market.

The City is working in partnership with the Friends of the Annie & Mary Trail, the Blue Lake Chamber of Commerce, Dell'Arte International School of Theatre, Humboldt County Economic Development, the Blue Lake Saddle Club and the various local businesses to move forward a well thought out and comprehensive development and marketing plan for the City. Capitalizing on arts, culture and recreation, the City of Blue Lake is making a concerted effort to grow our regional footprint while at the same time preserving our community values and quirky culture.

In evaluating the risks associated with this project, it has become clear that the greatest risk to success is not doing the project at all. As Blue Lake continues to grow its economic base, the development of the town square is a "must do" project. The town square is the greatest investment the City can make in the business district, while at the same time creating a
community amenity that enhances the health and social fabric of Blue Lake. Transforming the vacant lot will increase property values and will put a greater emphasis on walkability and recreation in our community.

As the project moves forward, the City has identified a multi-phase development strategy for the town square. The first phase of development includes the purchase of the property and the installation of benches, bike racks, tables, a drinking fountain and limited landscaping. The second phase of the park’s development will include a more robust landscaping installation, a water feature for the kids, lighting and various art installations. The third phase of the square’s development will include a creek restoration project that will provide enhanced fish passage and native plant installations.

In moving the project forward, the City has submitted a grant application to the State of California’s Proposition 68 Program; the City has requested funding to complete the second phase of the square’s development. The program has at least two funding cycles and the City believes that it has a competitive application that fits perfectly with the goals and objectives of the funding source. If the City does not receive first round funding, we are prepared to submit for the second funding cycle. Showing community support, including funding from the Headwaters fund will increase the City’s chances of receiving State support for the larger project.

The City has also secured the support of our various community partners, as well as the City’s Parks and Recreation Program. The town square is a project that lends itself to community and civic engagement as well as in-kind support. Our community has pledged to support the park on various levels, including volunteer labor to clean the lot and install landscaping and the various benches and tables. The civic groups have pledged to support the project through the purchase of equipment and furniture, along with support for on-going maintenance activities. The Parks and Recreation Program will support the project in various capacities, including the installation of bike racks and a drinking fountain and the City will maintain the square as part of its recreation facilities.

2. What are the measurable objectives of your project? Quantify the expected outcomes.

The measurable objectives of the project are immediate and far reaching; the immediate results of the project will be the transformation of a blighted and vacant lot into a usable and functional recreation space, while the long term objectives will include the infusion of energy and capital into the City’s historic and re-emerging downtown business district.

The creation of a functional and aesthetically pleasing gathering space in the downtown area of Blue Lake will bring a wide breadth of economic, social and cultural investment. With funds from Headwaters, the City will immediately begin the phase 1 development of the square. As the phase 1 development plan does not require extensive construction or reconstruction activities, the results will be immediate and attainable.

The phase 1 development plan will show the City’s and the community’s commitment to the long term objectives of the park and will allow the community and the business district to play an active and engaged role in the on-going implementation, management and programming of the space. Phase 1 includes the following activities:
1. **Clean Up of the Lot:** Although the lot is vacant there will be some residual items that will need to be removed prior to any landscaping or installation work.

2. **Landscape Design:** The City will hire a qualified landscape designer to identify phase 1 landscaping priorities, including a material and planting list. The phase 1 design will coordinate with the larger Phase 2 development plan.

3. **Landscaping Installation:** The City will work with our community partners, as well as the City’s public works and recreation departments to install the landscaping.

4. **Purchase and Installation of Park Amenities:** The City will purchase various seating arrays and tables for installation in the park; the City will also purchase and install bike racks, signage and a drinking fountain. The community has pledged in-kind support for the installation of these amenities, and we have received financial commitments from various groups to aid in the purchase of the amenities.

The City is working with our business district to add amenities to the town square that provide a direct benefit to the surrounding businesses. The local coffee and ice cream shop lacks indoor seating for their customers; as such, we have identified seating and tables as a necessary phase 1 installation. Likewise, we are working with the neighboring property owner to promote artisan activities on the site. The neighboring business is a glass blowing shop and we are now collaborating on ways to feature their artistry in partnership with the town square. This will include open studio opportunities in partnership with artisan fairs and markets.

As Dell’Arte is located next to the town square, the City is excited to work with the students and faculty on ways to expand Dell’Arte’s footprint in the community and lend support to their success. Creating additional performance space at the town square will allow Dell’Arte and other musicians and entertainers to utilize the space.

3. **Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.**

The City has identified the resources necessary to complete the project, along with a timeline for Phase 1 development. The City has also taken a realistic approach to what can be accomplished within the identified timeframe in order to ensure success.

4. **Describe the work which has already been done to ensure that this project will be a success.**

The City has tailored the project to ensure consistency with the property’s zoning designation and has tailored the Phase 1 development plan in a manner that does not require costly or time-consuming permitting or review procedures. As the town square project is principally permitted under the City’s zoning regulations, the activities identified fall within the parameters established under the zoning designation. The City is working within development setback requirements and has conducted a large amount of community outreach and scoping to gain support for the project.
5. List the jobs directly created as an outcome of the successful implementation of the project; if the project is expected to create indirect jobs in the long-term quantify those as well.

The town square project will not directly create additional jobs but instead will be a catalyst for business development and retention in Blue Lake and the region. Utilizing the town square as an outdoor venue for farmer’s and artisan markets, performance space and a space to sit and enjoy a cup of coffee or an ice cream will support, expand and create local and regional economies.

6. Explain how the project will protect and/or improve the natural environment.

The City is transforming a blighted, vacant lot into a functional and enjoyable recreation space. Currently, the lot contains abandoned vehicles, wood piles and various debris; the property encompasses a portion of Powers Creek and is in the heart of the City’s downtown. The environmental impacts of the project are positive, and the City is dedicated to future projects that will enhance Powers Creek.

7. Explain how the project contributes to the quality of life for Humboldt County residents (i.e. under-served populations, cultural heritage preservation and community identity, improves infrastructure, strengthens community leadership and civic participation).

The City of Blue Lake has been working diligently to increase our regional footprint. Blue Lake has become a favorite spot for locals looking for a quick escape from the fog and for tourists looking to experience a small town with a big heart. As our economies are transitioning, it is no longer enough to market ourselves in a silo; creating local and regional marketable value and showcasing that on a County-wide platform highlights all that our County has to offer.

Blue Lake is a perfect example of how a small town can play a big part in the larger marketing campaign for the County. Blue Lake is known for its sunny weather, outdoor recreation spaces, the Mad River, good beer, clowns and horses. It’s the perfect community to market for families, sunseekers and cultural enthusiasts. Creating additional recreation spaces, retail facilities and eating and drinking facilities will allow Blue Lake to capture additional tourism dollars, while at the same time giving Humboldt County one more amazing destination to showcase.

The City of Blue Lake is committed to keeping our community values and highlighting our community and cultural traditions. The town square is a perfect location to create interactive spaces that tell the story of Blue Lake or “Dadiqhouhuk” as we are known to the Wiyot People. The City has been working with the Wiyot Tribe to establish a cultural connection to the Wiyot and has been discussing ways to infuse cultural art and knowledge into our landscape. The town square has been identified as a location that will promote cultural and social sharing through the installation of art pieces and interpretive panels that educate the community and the public.

The development, maintenance and programming of the town square will be a community effort. The City is working in partnership with our chamber of commerce, civic groups and the business community to identify opportunities to leverage the square for the long-term success of the community. For the City of Blue Lake, the investment into the business sector is a critical necessity; the City is hemorrhaging tourism dollars on a daily basis because of a lack of retail facilities. Visitors love to visit Blue Lake but find themselves having to leave the community.
when they can’t find a place to eat or drink or a store to buy a snack for their kids. It is impossible to capture additional revenue to support the communities needs without a retail sales tax base.

Leveraging the needs of the visitor for the benefit of the community will attract development and investment that will ultimately provide the community with the services that they are seeking. Building off of the County CEDS and the identified economic sectors, Blue Lake is making an investment not only in the community but in the region as a whole.

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

The City of Blue Lake has a fully funded parks and recreation department that will be responsible for the upkeep and maintenance of the town square. The City will add the town square landscaping and maintenance activities to the parks daily operational rounds and will work with the City’s economic development team regarding programming and special event usage and promotions.

The Phase I development plan is manageable and feasible; the clean up of the site, along with the installation of benches, tables, bike racks and landscaping can be completed without outside contracted labor.

The City has received commitment letters from various groups stating their support of the town square project. The community is excited to see a long-term dream come to reality and the business community is fully supportive and excited about the infusion of new energy and commitment to economic development in the city.

9. List the consultant’s or firms you will hire to provide specific expertise.

The City will hire a professional landscape designer to develop a landscape plan for the park. The City will solicit proposals from qualified firms/individuals with experience in our community and growing climate. The landscape designer must be able to create a design that is feasible, manageable and that will easily transition into the Phase II development plan.

10. Describe how you will acknowledge the Headwaters Fund in the project.

The City is excited to partner with Headwaters and our regional partners on the development of the town square. In order to fully recognize Headwater’s contribution to the town square development, the City will install a commemorative plaque on one of the square’s park benches identifying Headwater’s contribution.

The City will also invite Headwater’s representatives to take part in a ribbon cutting ceremony once the park is ready to occupy. During the ribbon cutting ceremony the City will highlight the contributions from Headwaters, along with our vast and varied community partners.
## City of Blue Lake
### Headwaters Grant Project Budget

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| Sub-Totals                                             | $223,959      | $19,550 | $204,408.80       | $200,984                                  | 8.73%                             | 91%                                      | 90%                          |

City of Blue Lake (GF) is the primary source of matching funds.
# City of Blue Lake

## City Council Members

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<th>Title</th>
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<td>Chris Curran</td>
<td>Council Member</td>
<td>2022</td>
</tr>
</tbody>
</table>
City of Blue Lake
Letters of Support

- Old Crows Civic Organization
- City of Blue Lake Chamber of Commerce
- Mike Wilson, Humboldt County Supervisor
- Honeycomb Coffee Shop
- Friends of the Annie & Mary Trail
December 30, 2019

Dear Headwaters Board,

The Mad River Old Crows support the City of Blue Lake’s request for a grant from the Headwaters Fund, another step towards a twenty five years plan of creating a City Center, in this upcoming 2020 funding cycle.

The Old Crows are a group of approximately sixty Blue Lake residents that create, build and maintain community projects that promote the City and the well-being of our neighbors.

Blue Lake, surrounded by hills and bordered by the Mad River, has a reputation of having the most desirable weather in Northern Humboldt. We may be considered a bedroom community for the more industrial/commercial communities around us as we aim to maintain our rural culture with small businesses. We are proud of our Dell’Arte, school of Physical Theatre, Mad River Brewing Co. and Jewell Distillery among many other smaller businesses. We also take pride in City Parks, including Perigot Park recreation area.

Blue Lake is a desirable location for bicyclists, bird watching, salmon & steelhead fishermen, swimming and trail hiking. Cyclists use the "Blue Lake/Butler Valley Loop" as high quality training for the annual Epic Tour of the Unknown Coast Century and mountain bikers, such as the U. S. Specialized Team, use the top tier single track trails nearby. The City is building a bicycle campground to promote our standing as a premier cycling location and possibly an RV campground for tourists in the near future. The City will begin construction of the first phase of the Annie and Mary Trail this summer. The Annie and Mary Trail is one block from the proposed City Center, and will eventually be both the beginning, and a terminus for the Great Redwood Trail, which will run from Blue Lake to Marin County.

We lack a City Center feature to let the public know where businesses are located, a center for information posting, a pleasant place to meet and talk, or simply rest and recreate. Using the vacant lot across from the Post Office is perfect for a mini park at this highly trafficked area. This intersection of two wide streets with a 4-way stop has two beautiful homes and the PO at each corner to the west and north. The Powers Creek borders the east side and a glass blowing studio on the south. The use of this space would include local transportation stop, way-finding signs, bulletin boards and space for rest and recreation in the downtown.

We enthusiastically support this project and would volunteer to help install it.

Mad River Old Crows,
January 6, 2020

Attention: Headwaters Fund

The Blue Lake Chamber of Commerce is a positive instrument in bringing businesses and community members together to provide a cohesive network of people interested in supporting the economic sustainability and social welfare of Blue Lake.

The development of a Blue Lake Town Square Park in our downtown area (across from the Post Office) will be a huge benefit in the future economic development of Blue Lake. Not only would this park provide a major focal area for both citizens and tourists alike in downtown Blue Lake, but it would also be the perfect location for farmer's markets, craft fairs and other community events.

The Blue Lake Chamber of Commerce will do what we can to make this project a reality for our community. We totally support the development of the Town Square Project and hope that the Headwaters Board will seriously consider this a worthwhile project to support.

Sincerely

Marvin Samuels
President Blue Lake Chamber of Commerce
January 2, 2020

Headwaters Board
502 E Street
Eureka, Ca. 95501

Re: Letter of Support Blue Lake’s Town Square Park Grant Application

Dear Headwaters Board:

I am writing to express my support for a Headwaters Grant for the Blue Lake Town Square Park project.

The City of Blue Lake has, since the mid 1990’s, stated in community visioning workshops that Blue Lake wants a Town Square Park and there is a site currently available. The City has committed either thru grants or loans, to purchase the desired property.

The City is requesting a Headwater grant for $15,000 so that after acquiring the property, the City can clean it and install some basic landscaping such as seating, drinking fountains, and bike racks.

The Town Square Park will be used for community celebrations and commerce, such as farmers markets and craft fairs. As it is directly behind Dell’Arte it will also be used for theater and arts purposes, all of which benefits the entire community. The County’s investment will also spur business development such as directly supporting the new coffee shop that is opening across the street. The Coffee Shop is a take-out only and patrons will enjoy sitting at the park with their purchases.

I urge you to grant the City of Blue Lake this request. Thank you for your consideration and please feel free to contact me if you would like to discuss further.

Sincerely,

Mike Wilson, 3rd District Supervisor
January 13, 2020

Dear Headwaters Fund Board of Directors,

We are writing in support of the City of Blue Lake’s grant application for funds to acquire a city lot for the purpose of creating a Town Center Park. This project is a key component of a larger development plan that will enhance the quality of life of community members and businesses alike. The City’s current leadership has demonstrated a strong commitment to economic development that supports local businesses and strives to retain the small-town charm that defines Blue Lake life.

The Town Center Park will provide a central location for the community to share space and hold festivities that enhance many of the events that are so important to our city, such as the Mad River Festival, and Annie & Mary Day amongst others. This centralization of activity will greatly impact the ability of local businesses to capitalize on these opportunities. As a new start-up coffee shop directly across from the planned park, we are incredibly excited about this project as it will increase customer traffic and further catalyze the energy that is percolating in the Blue Lake community.

As small business owners, who are deeply invested in the health and vibrancy of this community we strongly support the vision laid out by the city’s management to create more public space that will foster communal ties and economic development. We strongly believe that the impacts of this grant will be immediately evident and yet also long lasting.

Sincerely,

Michihiro & Keiko Sugata
honeycomb coffee LLC
PO Box 397
Blue Lake, CA 95525
December 9, 2019

Dear Headwaters Fund Board of Directors,

As a board member of the Friends of the Annie & Mary Rail-trail I would like to take this opportunity to offer support to the City of Blue Lake’s current grant request regarding the purchase of a city lot to create a Town Center Park. This will be such an asset to the City and future trail riders. The Annie & Mary Rail-trail is scheduled for ground breaking this spring in Blue Lake!! The new town center is located one block north of the trail, it will give families a fun place to stop and rest, snack and visit neighbors.

This acquisition will create a lovely outdoor gathering space for our community to come together, it will be located directly across from our post office, where everybody stops to get their mail, a new coffee shop will be opening soon too and families will be riding, skating, walking the new trail. This Town Center Park could become the keystone of our livable community.

We, the Friends of the Annie & Mary Rail-trail, highly support this project as it aligns greatly with our vision of a active, healthy, vital community.

Sincerely,

Ingrid Kosek
Friends of the Annie & Mary Rail-trail
P.O. Box 804
Blue Lake, CA 95525
## General Fund (Fund 10)

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<td>Franchise fee - cable</td>
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<td>Interest earned</td>
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<td>Blue Lake Power</td>
<td>-</td>
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<td>Caretaker cabin</td>
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City of Blue Lake-Headwaters Grant 2019
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<td><strong>Total Rents</strong></td>
<td>21,807</td>
<td>137,241</td>
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**State, County, and Grant Revenues**

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<td>200,038</td>
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**Current Service Charges**

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<tbody>
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<td>Zoning and subdivision fees</td>
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<td>Attorney fees</td>
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<td>Plan check fees</td>
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<td>Engineering fees</td>
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<tr>
<td>Building official fees</td>
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<tr>
<td>Services to others</td>
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<td>535</td>
<td>550</td>
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<td><strong>Total Current Service Charges</strong></td>
<td>11,100</td>
<td>16,449</td>
<td>16,575</td>
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**Parks and Recreation Fees**

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<tr>
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<tr>
<td>Skating and party fees</td>
<td>58,000</td>
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<td>Games and vending machines</td>
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<td>Parks and recreation fees</td>
<td>22,500</td>
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<td>Concessions</td>
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<td>Donations</td>
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<td><strong>Total Parks and Recreation Fees</strong></td>
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**Other Revenues**

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<tr>
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<td>Insurance rebates</td>
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<td>Administrative fees</td>
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City of Blue Lake-Headwaters Grant 2019
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<tbody>
<tr>
<td><strong>Total Other Revenues</strong></td>
<td>5,800</td>
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<td><strong>Transfers-In From Other Funds</strong></td>
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<td>Transfers from other funds</td>
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<td><strong>Total Transfers-In From Other Funds</strong></td>
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<td><strong>Total Revenues and Transfers-In</strong></td>
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**Expenditures**

**Mayor, Council, and City Clerk (Department 100)**

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<tr>
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<tbody>
<tr>
<td>Other contracted services</td>
<td>3,000</td>
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</tr>
<tr>
<td>Repairs and maintenance</td>
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<td>Supplies</td>
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<td><strong>Total Mayor, Council, and City Clerk</strong></td>
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<td>4,824</td>
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**Legal (Department 160)**

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<tbody>
<tr>
<td>Contracted professional services</td>
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**General Government (Department 180)**

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<td>Supplies</td>
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<td>Utilities</td>
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<td>Other expenses</td>
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**Planning (Department 220)**

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**Building (Department 240)**

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<td>Contracted professional services</td>
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City of Blue Lake-Headwaters Grant 2019
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<th>Supplies</th>
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<td><strong>Total Building</strong></td>
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<td><strong>Law Enforcement (Department 260)</strong></td>
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<td><strong>Total Law Enforcement</strong></td>
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<td><strong>Total Animal Control</strong></td>
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<td><strong>Public Works - Streets (Department 320)</strong></td>
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<td>7,000</td>
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<td>5,025</td>
</tr>
<tr>
<td>Other contracted services</td>
<td>150</td>
<td>89</td>
<td>100</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>24,105</td>
<td>24,372</td>
<td>27,275</td>
</tr>
<tr>
<td>Supplies</td>
<td>6,000</td>
<td>3,692</td>
<td>3,725</td>
</tr>
<tr>
<td>Utilities</td>
<td>15,650</td>
<td>14,236</td>
<td>14,250</td>
</tr>
<tr>
<td>Other expenses</td>
<td>350</td>
<td>257</td>
<td>275</td>
</tr>
<tr>
<td><strong>Total Public Works - Streets</strong></td>
<td>102,502</td>
<td>100,193</td>
<td>101,876</td>
</tr>
<tr>
<td><strong>Park Facilities (Department 425)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>27,104</td>
<td>26,514</td>
<td>22,036</td>
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<tr>
<td>Employee benefits</td>
<td>17,343</td>
<td>15,690</td>
<td>15,349</td>
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<tr>
<td>Other contracted services</td>
<td>750</td>
<td>456</td>
<td>475</td>
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<tr>
<td>Repairs and maintenance</td>
<td>12,600</td>
<td>4,631</td>
<td>7,550</td>
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<tr>
<td>Supplies</td>
<td>5,500</td>
<td>6,120</td>
<td>6,150</td>
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<tr>
<td>Utilities</td>
<td>16,925</td>
<td>14,839</td>
<td>15,200</td>
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<tr>
<td>Other expenses</td>
<td>600</td>
<td>641</td>
<td>675</td>
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<tr>
<td><strong>Total Park Facilities</strong></td>
<td>80,822</td>
<td>69,091</td>
<td>67,435</td>
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</table>

City of Blue Lake-Headwaters Grant 2019
### Recreation - General (Department 445)

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>34,166</td>
<td>32,964</td>
<td>36,327</td>
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<tr>
<td>Employee benefits</td>
<td>11,781</td>
<td>11,434</td>
<td>12,490</td>
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<tr>
<td>Other contracted services</td>
<td>2,000</td>
<td>2,905</td>
<td>2,925</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>1,800</td>
<td>895</td>
<td>900</td>
</tr>
<tr>
<td>Supplies</td>
<td>4,000</td>
<td>5,748</td>
<td>7,600</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,100</td>
<td>2,105</td>
<td>2,125</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2,950</td>
<td>2,182</td>
<td>4,025</td>
</tr>
<tr>
<td><strong>Total Recreation - General</strong></td>
<td><strong>58,797</strong></td>
<td><strong>58,232</strong></td>
<td><strong>66,392</strong></td>
</tr>
</tbody>
</table>

### Recreation - Summer Youth Program (Department 460)

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>21,433</td>
<td>25,524</td>
<td>25,065</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>5,729</td>
<td>4,742</td>
<td>5,403</td>
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<tr>
<td>Supplies</td>
<td>1,000</td>
<td>888</td>
<td>2,225</td>
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<tr>
<td>Other expenses</td>
<td>450</td>
<td>148</td>
<td>525</td>
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<tr>
<td><strong>Total Recreation - Summer Youth Program</strong></td>
<td><strong>28,612</strong></td>
<td><strong>31,280</strong></td>
<td><strong>33,218</strong></td>
</tr>
</tbody>
</table>

### Recreation - Skate Program (Department 470)

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>31,480</td>
<td>36,606</td>
<td>39,218</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>7,142</td>
<td>7,352</td>
<td>8,611</td>
</tr>
<tr>
<td>Other contracted services</td>
<td>-</td>
<td>48</td>
<td>50</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>-</td>
<td>42</td>
<td>50</td>
</tr>
<tr>
<td>Supplies</td>
<td>9,500</td>
<td>7,722</td>
<td>11,850</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2,100</td>
<td>2,243</td>
<td>2,275</td>
</tr>
<tr>
<td><strong>Total Recreation - Skate Program</strong></td>
<td><strong>50,222</strong></td>
<td><strong>54,016</strong></td>
<td><strong>62,054</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>772,446</strong></td>
<td><strong>681,155</strong></td>
<td><strong>905,088</strong></td>
</tr>
<tr>
<td><strong>Excess (Deficit)</strong></td>
<td><strong>(61,716)</strong></td>
<td><strong>178,461</strong></td>
<td><strong>6,300</strong></td>
</tr>
</tbody>
</table>
# City of Blue Lake Project Timeline

*(Assumes Funding Available March 1, 2020)*

<table>
<thead>
<tr>
<th>Start Date</th>
<th>Activity Milestone</th>
<th># of Days to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 1, 2020</td>
<td>City Solicits &amp; Procures Landscape Design Services</td>
<td>15 Days</td>
</tr>
<tr>
<td>April 15, 2020</td>
<td>Landscape Design Completed</td>
<td>30 Days</td>
</tr>
<tr>
<td>March 1, 2020</td>
<td>Site Clean Up &amp; Preparation</td>
<td>15 Days</td>
</tr>
<tr>
<td>May 1, 2020</td>
<td>Landscaping Installation</td>
<td>30 Days</td>
</tr>
<tr>
<td>May 1, 2020</td>
<td>Site Amenities Procured and Installed</td>
<td>30 Days</td>
</tr>
<tr>
<td>June 1, 2020</td>
<td>Ribbon Cutting Ceremony</td>
<td>1 Day</td>
</tr>
</tbody>
</table>
Community kids getting excited about a new park in Blue Lake!
of course, they want a water feature!!

In order to get a broad perspective on what the “community” would like to see on the lot, the City hosted several scoping meetings and encouraged the public to share their vision and ideas for the space.

Vacant Town Square Lot

City of Blue Lake-Headwaters Grant 2019
City of Blue Lake
Proposed Park Amenities
(Examples Only)

City of Blue Lake-Headwaters Grant 2019
Market Analysis - Highest and Best Use Study
City of Blue Lake Economic Development
Research funded by United States Department of Agriculture – Rural Development

Consultant hired: Warren Cooley, LLC  Project completed: October 2019

Project Summary
In the last year, The City of Blue Lake took an assertive outlook toward business development in the City, and contracted with Warren Cooley, LLC to analyze the potential for growth, analyze the local and regional markets, determine the highest and best use of vacant buildings, and assist with pro forma analysis of recreation / visitor serving industries.

Research Methods
Mr. Cooley used various demographic data sources, including the ESRI (Environmental Systems Research Institute) data to analyze community statistics such as income, sports interests, buying preferences, home ownership, TV viewing choices, and population growth. This analysis was done for the town of Blue Lake, but also included the surrounding cities, greater Humboldt, and the surrounding counties including Trinity, Shasta, Del Norte and south to Mendocino. He also looked at the visitor market, hotel registration, Airbnb usage, camp sites filled, prices for lodging, dollars on food spent, etc.

Research Results
The City of Blue Lake was once a bustling timber town with a grocery store, general store, drug store, variety store, three bars, and a few restaurants. The population was about the same as today, yet today Blue Lake is mostly a bedroom community.

The City, and the best use analysis, focused on the towns strengths - 1) Recreation, such as steelhead fisheries, river fun, kayaking, mountain biking, bird watching; 2) Arts - such as theater, arts, music; 3) Industry - such as breweries, distillery, woodworking, food manufacturing; and 4) Equine services - with a horse arena and a Saddle Club in place, the City plans for an equine serving RV park & campground along with regular RV/camping sites.

The results of the highest and best use study demonstrated that the City has the ability to rebuild the City’s economy, by focusing on the community strengths, and working with community partners to promote activities around these strengths – i.e., cooperate with the Redwood Mountain Biking Association events, advance the steelhead fisheries by serving participants needs better, and assist people when they come into Blue Lake to recreate or enjoy the arts, to find food and lodging.

The Town Square Park is a focus for the town, to assist in community and economy building. The Park will be beautiful and inviting and will be used for community events such as craft fairs, farmers markets and directly will benefit the new coffee shop across the street. A Town Square Park invigorates a downtown region and will encourage people to linger longer, and shop more.
Mr. Cooley, in his executive summary reminded the City that the first step in economic revitalization is to provide food and drink to both the residents and visitors, allowing them to relax and explore the town. The coffee shop, across the street from the new park, is just a beginning. With the Annie & Mary Trail being constructed next summer in Blue Lake, and the future Great Redwood Trail – this Town Square Park is crucial to the successful redevelopment in the city of ‘Sunshine and Sea Air!’