

Willow Creek Community Action Plan



A Strategic Plan Sponsored by:
County of Humboldt
Willow Creek Community
Services District
Six Rivers National Forest Service



Prepared by
**Humboldt County Department
of Community Development
Services**

July 2003

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COMMUNITY DEVELOPMENT SERVICES

COUNTY OF HUMBOLDT

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July 30, 2003

To Willow Creek Residents,

Here is your updated Community Action Plan. This report documents the process of updating the 1997 Willow Creek Community Action Plan (CAP) entitled, *"A Community Vision for Willow Creek"*. Three meetings took place between September 2002 and January 2003. The CAP was updated in an effort to bring local community planning efforts back into focus for local residents. The meetings gave community members the opportunity to share past accomplishments with their neighbors. They were also a time to look to the future again and propose and express opinions about new projects designed to improve community well being.

Our involvement in this process has given us the opportunity to better understand the community of Willow Creek. Through updating the CAP we learned about what community members have accomplished and what the current needs are. Additionally, we were able to share information about current zoning and land use designations and hear community concerns about the same. We recognize that citizens are anxious to update Willow Creek's Community Plan and zoning to reflect the town's vision. We will keep you all informed about the timeframe for achieving this goal.

The Willow Creek Community faces many challenges associated with its remote location and shifting economy but it may be aspects of these very challenges that become the biggest benefit to the future survival of the community. For example, Willow Creek's remoteness and associated natural beauty are part of its attraction as a prime recreation center. With its esthetic appeal, and small town feel Willow Creek has also drawn intelligent, dedicated people who have settled down and intend to stay.

Local residents are working hard to secure the future of the community and have demonstrated their skill in the art of attracting the support they need. The County Planning Division would like to commend community leaders and residents for their hard work and many successes. In fact, the Willow Creek Community Services District (CSD) has been awarded a grant to implement a community action-planning program in the not too distant future. It is hoped that this most recently updated CAP can be used as a springboard for the next community action planning process. Please contact the CDS for information about future planning meetings and how you might get involved at, (530) 629-2136. With a clear vision of a desired future, good civic participation, and solid strategies for project implementation, Willow Creek is sure to gain economic stability and an increased level of community well-being.

Sincerely,

Tom Hofweber
Supervising Planner
Humboldt County
Community Development Services

Cybelle Immitt
Strategic Planning Coordinator
Humboldt County
Community Development Services

WILLOW CREEK COMMUNITY ACTION PLAN

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I. INTRODUCTION

In the summer of 2002, Humboldt County Community Development Services, with the help of Terry Supahan from Shivshaneen Consulting, began the process of updating Willow Creek's 1997 Community Action Plan (CAP). The original CAP was created with the help of the Arcata Economic Development Corporation (AEDC) and the Center for Environmental Economic Development (CEED). Community planning and organizing took place from fall 1995 to fall 1996 and the CAP for Willow Creek was completed and distributed to community members and interested agencies in 1997. The CAP was called "A Community Vision for Willow Creek".

A Community Action Plan (CAP) is a strategic planning document and implementation guide that can help residents set community improvement goals and identify the necessary steps for achieving those goals. CAPs were created for rural communities throughout Humboldt County in response to the economic and social hardship resulting from major reductions in the timber and fishing industries. The goal of the CAP program was to help these rural communities revitalize and diversify their economies; build strong community ties and networks; gain leadership skills; and play a role in planning the future development of their towns.

The 1997 Willow Creek CAP was designed to be a community improvement implementation guide for residents, elected representatives, business owners, farmers, property owners, and resource managers. Although it was intended primarily as an economic development tool it also touched on issues related to education, recreation, land and use, transportation, community organizations and health care. This planning process focused on four Economic Renewal Principals: (1) Plug the Leak of Dollars from your Community, (2) Support Existing Business, (3) Encourage New Enterprise, and (4) Recruit Compatible Business. (*See Appendix A for a review of important factors related to these four principals and how they affect conditions in Willow Creek.*)

The intended outcome of the 2002-03 CAP update process was to review the goals and accomplishments of the 1997 CAP, identify next steps, and draft an updated strategic planning document. The following planning document serves as a record of accomplishments to date and new ideas generated at community meetings over the past several months. The updated CAP can be used as a springboard for community improvement projects and future community planning processes. Additionally, those who are seeking assistance from both public agencies and private foundations can use the plan as a supporting document.

The updated plan has a more general focus than the original CAP and covers a broad-spectrum of issues related to “quality of life.” Although quality of life is defined in the Community Economic Principals section (*Appendix A*) as one of the factors shaping business opportunities, its broader definition encompasses the general health and well-being of a community.

The quality of life in Willow Creek has been improving and will continue to improve as projects are designed and implemented. Modernized infrastructure, the cultivation of community pride, and town beautification will all contribute to an improved quality of life in Willow Creek. These changes have the potential of attracting new businesses that will contribute to the enhancement of the local economy. Enhanced quality of life may also influence family location decisions not only helping to retain residents but also attracting new ones.

"High Quality of life is usually good for business. Most companies looking for a place to start or move to seek not only a positive business environment but a community with good schools, clean air and water, and safe and quiet streets"

Source: Economic Renewal Guide, Rocky Mountain Institute

The Willow Creek Community Services District (WCCSD) board and staff as well as the members of the Chamber of Commerce have taken a leadership role in the community. The WCCSD has committed itself to community development activities and has worked hard to secure funding for much needed community improvement projects. Community projects that are currently underway aim to improve the appearance and functionality of the downtown area. There are plans to provide more updated infrastructure such as a wastewater treatment facility and additional community trails and parks.

Much of this recent activity has fostered a sense of community pride in local residents. The success of securing outside funding and rallying local support for community improvement projects are indications of community health, which increases the potential for economic stability. (*A full description of these activities can be found in the Accomplishments section beginning on page 7.*)

The Rural Community Assistance program of the USDA Forest Service provided the funding for both the 1996-97 and 2002-03 CAP programs. Additional funding for the 2002-03 program came from the County General Plan update fund. Over thirty dedicated community leaders and friends of Willow Creek participated in the update process.

II. THE PLANNING PROCESS

In 1995, one of the first steps of creating a CAP for Willow Creek was to form a steering committee of community leaders. This committee was formed to advise and assist AEDC and CEED facilitators in their efforts. Their first task was to outline the economic needs and opportunities existing in Willow Creek. Building on this foundation, they and the facilitators hosted a community-wide brainstorming session during which project ideas were generated and prioritized.

As an integral part of the initial brainstorming process, community members came together and created a "Vision" which reflected what they wanted their town to be like in the years to come. The Community Vision consisted of a list of seven descriptive sentences painting a picture of a community with a strong economy, adequate jobs, respect for natural surroundings, a small town feel and a reputation as a recreational hub.

After the vision was complete meeting participants were asked to come up with project ideas that, if implemented, might bring them closer to their ideal community. The steering committee then evaluated the results of the community brainstorm meetings and established economic development objectives.

The 2002-2003 CAP update process began with a review of 1995-96 planning goals and an evaluation of the extent to which these goals were accomplished. Based on what was heard at the CAP update meetings the original vision statements have retained their applicability to the current needs and desires of the community. For that reason the list was kept in the updated version of the plan. During the concluding meeting, time was spent identifying project ideas that addressed some of the more pressing issues. These ideas were then categorized into themes. (See *Figure 1 for a summary of the strategic planning steps associated with both the original and the updated CAP.*)

Figure 1

COMMUNITY ACTION PLANNING PROCESS

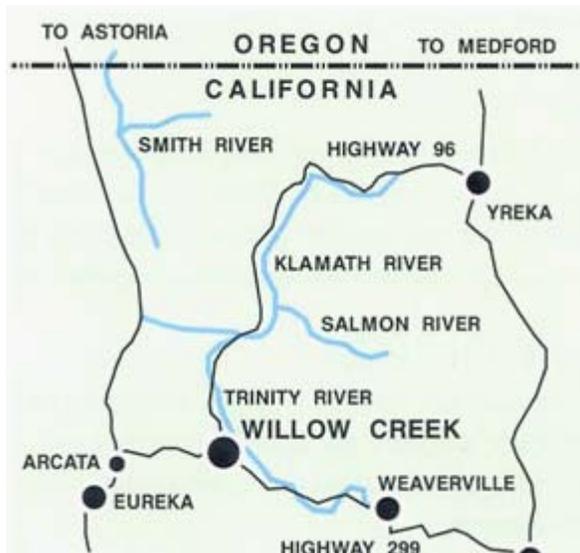
1996 Planning Process

- ❖ Form Steering Committee
- ❖ Asses Needs & Opportunities
- ❖ Community Outreach
- ❖ Create Community Vision
- ❖ Brainstorm
- ❖ Project Identification & Prioritization

2002-03 Update Process

- ❖ Community Outreach
- ❖ Accomplishment Evaluation
- ❖ Revisit Community Vision
- ❖ Identify and Update Priority Projects

III. THE COMMUNITY OF WILLOW CREEK



Source: Willow Creek Chamber of Commerce Web Page
<http://www.willowcreekchamber.com/>

The town of Willow Creek is nestled along the banks of the Trinity River, surrounded by the rugged beauty of the Klamath Mountains. Located on the eastern edge of Humboldt County the community is most easily accessible by driving inland 45 miles from the northern California town of Arcata. Situated at the confluence of Willow Creek and the Trinity River, Willow Creek was at one time called China Flat.

Willow Creek is the largest of the small communities scattered along the Trinity River with a population of 1,743 (2000 Census). Six Rivers National Forest surrounds the town.

Willow Creek was originally a mining town, then later a tourist destination primarily for outdoor recreation activities. From 1947 until 1978 timber harvesting provided local residents with income and jobs. However, for the past decades, timber employment has declined significantly, creating economic hardship in the community. As a result, tourism, outdoor recreation and specialty agriculture are again becoming the focus for the local economy. In 1992 Highway 299 was declared a Scenic Byway. The Trinity River, which historically supports some of the best salmon and steelhead runs in the state, obtained Wild and Scenic River status in 1974. The U.S. Forest Service supports the shift from timber to tourism by maintaining several river access points for swimming and boating. Even after years of logging and human settlement, the area retains its wild and remote character.

Willow Creek is also known as the “Gateway to Bigfoot Country “ reflective of the town’s adoption of the elusive creature as a major icon. The town has an appeal to tourists seeking Bigfoot stories and artifacts. There is now an entire annex of the local China Flat Museum dedicated to Bigfoot, attracting visitors from



Downtown mural of Bigfoot

around the globe. (*Information can be found about the China Flat Museum at <http://www.bfro.net/NEWS/wcmuseum.htm>.)*

Like many rural communities Willow Creek is experiencing the process of economic transition from a principal dependence on natural resource industries to a more diverse, sustainable economy, while maintaining the quality and natural beauty of the rural lifestyle.

Source: Much of the above information came from the 1997 Willow Creek Community Action Plan, entitled, *A Community Vision for Willow Creek*.

IV. SHARED COMMUNITY VISION FOR WILLOW CREEK

During the 2002-2003 CAP update process the vision statement developed in 1996 was reviewed and reconfirmed. Although many specific goals have been or are well on their way to being met, the statements below still represent the broader community vision. This vision can guide the continued development of community improvement projects and help community members remember what they are striving for.

- The town will have economic opportunities for local residents and for the next generation
- Willow Creek will be an attractive rural community with a healthy downtown business district
- The town will be comprised of a number of thriving small businesses (rather than one or two large ones)
- The local river and forest will be attractive and accessible to the community and visitors
- The town will be known as an outdoor recreation center and have a strong, positive reputation
- The community will have prosperous, forest-based businesses
- The town will retain the positive aspects of a rural community, including low crime, trust, safety, and a relaxed feel

"A successful plan must be inspired by a vision of the future and be rooted in the common values of community members"

Source: A Community Vision for Willow Creek, March 1997

V. ACCOMPLISHMENTS

A central component of the 2002-03 CAP update process was to identify the accomplishments associated with the original CAP. In order to move forward with new project ideas it was important to evaluate what had been done in the past. Community improvement projects can be much improved by incorporating the lessons learned and resources discovered through earlier efforts.

During the 1995-96 CAP process a steering committee was formed composed of community leaders. This committee was responsible for evaluating the results of the community-wide meetings and establishing economic development objectives based on what they heard. Guided by community sentiment, the steering committee designated three priority project areas to pursue first. The three project areas were:

- (1) Downtown improvement including beautification, traffic issues, "Gateway" improvements, and signage.
- (2) Improved facilities and access to recreational opportunities to support and encourage the growth of tourist-based businesses.
- (3) Improving Community Spirit.

The following section recognizes the accomplishments of the community as they worked to achieve the goals of the three prioritized project areas. During the CAP update an effort was also made to collect information on community improvement accomplishments associated with or supported by the CAP but not included in the prioritized list. This information is listed under "Other Important Accomplishments."

Downtown improvements, including beautification, traffic issues, "Gateway" improvements, and signage

A. Willow Creek Scenic Highway and Downtown Enhancement Project (SHADE)

A CalTrans Transportation Enhancement Act grant funded the provision of gateways, pedestrian and bicycle facilities, traffic lights and crosswalks, re-striping of traffic lanes and landscaping and scenic beautification. CalTrans already completed the re-striping of the HWY where it bisects Willow Creek. The project has received the notice to proceed and is out to bid. Construction will begin in May of 2003.

B. Willow Creek Signs and Monuments Project (WCSMP)

The WCSMP was intended to improve the accessibility of community and regional activities for residents and visitors alike. Based on information collected

by Willow Creek CSD staff and recommendations in the Trinity River Recreation Survey it became clear that a project such as WCSMP would greatly benefit the local recreation industry. The project received a \$14,800 grant from the USDA Economic Recovery Program and an additional matching fund of \$5,000 came from local service clubs in the form of donations and volunteer labor. The funds were allocated for the design and construction of road signs, historical markers, information kiosks and interpretive signs. Remaining components of the project will be constructed simultaneously with the SHADE project.

Improved facilities and access to recreational opportunities to support and encourage the growth of tourist-based businesses

A. Wastewater Treatment

A modernized wastewater system has been identified as vital to the expansion of downtown businesses. At this time businesses in downtown Willow Creek are prohibited from expansions because of the inadequate capacity of their septic systems. An appropriate model for Willow Creek was determined to be a low-pressure system that is considered to be an alternative to the more traditional system. In their selection of a desirable model, decision makers considered both the initial cost and the cost of future maintenance and operation. The model under consideration requires relatively inexpensive maintenance and operation and will not be prohibitively expensive to install. A feasibility study has been completed and the Willow Creek CSD has applied for design funding through the USDA Rural Development program as well as Federal Housing and Urban Development (HUD).

B. Community Commons Parks System

\$30,000 of Park Bond funds has been allocated to Willow Creek. Some of those funds have been used for downtown landscaping around the visitor center restrooms. The remaining funds will be used to further enhance the Community Commons Park system. The Willow Creek CSD held a series of "Community Recreation Needs" meetings during 2002. From these meetings a Downtown Recreation Plan was developed and finalized. The CSD is now developing a site plan for a park in the Highway 299 and Highway 96 area. The 2002 Resources Bond Act has provided funding for the development of a park near the Highways. Construction is scheduled for Fall 2003. The CSD is also in the process of purchasing 4.68 acres along Willow Creek for the development of an additional community park area. Funding for this Park purchase is coming from the 2000 Bond Act, Per Capita Act.

C. Community Trail System

The Willow Creek Community Services District has been actively pursuing the development of a single-track walking trail to be used by locals and visitors alike. The trail would start near the Willow Creek Bible Church and meander north at the base of the hill until crossing HWY 96 near the cut through the hill and then circle south along the Trinity River/airport area and back to the Willow Creek Bridge. Willow Creek Community Service District staff and board members have communicated the idea to both landowners adjacent to the proposed trail and community members through letters and public meetings. The community trail system is an integral part and component of the Community Commons Park system. Planning and construction of the trail system has been put on hold until further development of the Community Commons Park. Funding at this time is received from local sources.

D. Renovation of Camp Kimtu

During the fiscal year 2000 and 2001 the Willow Creek CSD renovated the Camp Kimtu Lodge, bringing the structure up to code standards and in compliance with State and Federal Historic Guidelines. Eleven campsites were constructed and hot showers and flush toilets were upgraded. Renovations and developments are ongoing.

E. Community Promotional Resources

During the 1999-2000 fiscal year Willow Creek received funding from the USFS Rural Community Assistance Program to promote the attractive features of the community. The funds were used to create and distribute a community brochure highlighting attractions and activities in the local area, build a community website, and construct a welcome sign at the eastern entrance of town.



Welcome sign at the east end of town

F. Public Transportation Service

Responding to the need expressed in the 1997 Idea Bank for the provision of public transportation, community members worked to establish the Klamath Trinity Non-Emergency Transportation (K/T NeT) service. The K/T NeT is a private non-profit community based organization in eastern Humboldt County. The organization provides low cost public transportation services reaching the communities of, Hoopa, Willow Creek and easterly along the HWY 299 corridor to Hawkins Bar and Salyer. The service is supporting a fixed route that is regularly scheduled and open to the general public.

Bus schedules are coordinated with both the Humboldt Transit Authority and Gray Hound so that people can conveniently travel to and from the coast as well as to more distant locations. K/T NeT has a special route for a group of people that participate in a program offered at the Willow Creek Resource Center called "Living with limits."

K/T NeT is funded through a variety of sources including CalWORKs, The California Endowment, and Self-Development of People (SDP). *(For more information about bus schedules and future plans call 530 629-1193 or send an email to ktnet@earthlink.net.)*

G. Visitor Center Restroom

Constructed in 1997, the community restroom facility and surrounding landscaping was a \$26,000.00 downtown improvement project. Funding for the project was provided by Redwood Regional Economic Development Corporation (RREDC) and community contributions. It is projected that during peak summer months the restroom facility will have over 130 visits a day.

H. Gateway Information Center

The WCCSD received \$7,500.00 from the County of Humboldt in 2001 as seed money for a new Visitor Information Center. The community raised an additional \$10,000.00 to help complete the new Information Center. The facility is 16' x 12' and mimics in style a mountaintop fire lookout station.



Gateway Information Center

Improve Community Spirit

(The following list of indicators of improved community spirit came from comments made at the first Community Action Plan update meeting and reflect the opinions of participating community members.)

- A sense of satisfaction has been generated from the forward momentum of community improvement projects, inspiring pride in the ability of community members and leaders to implement positive change for the town of Willow Creek.
- The community is accepting responsibility for its own survival and prosperity because of steady direction provided by local leadership.

- There has been significant support from the community for town improvement project ideas.
- The Rosebud Theatre has provided a quality source of entertainment for locals and visitors alike for 36 years. The theatre conducts three to six live theatrical productions per season. The organization also hosts traveling companies such as the Oregon Shakespeare Festival, Dell Arte and the Missoula Children’s Theatre. Currently, Rosebud is planning the construction of a 120-seat theatre in downtown Willow Creek.
- The local, regional, national and international attention received by the new Bigfoot annex of the museum is a great source of pride for community members. A new website has attracted attention to the museum and gift shop sales have doubled.



China Flat Museum with new Bigfoot annex

Other Important Accomplishments

A. Willow Creek Fire Safe Council

The community of Willow Creek received grant funding for the formation of a local Fire Safe Council, drafting a fire safe plan, and for forest fuels reduction projects. The community has received USFS grants of \$12,000 and \$62,000 to draft a Community Fire Safe Plan and the implementation of thinning projects to reduce forest fuels buildup. The community is also developing an education component of the Fire Safe Plan.

B. Highway Banners

The Willow Creek CSD, in cooperation with private landowners in downtown Willow Creek, has constructed permanent, professional quality highway banner towers. In coordination with CalTrans the CSD processes and authorizes the placement of community event banners announcing local activities.

C. Hydroelectric Power System

A cooperatively owned hydroelectric power generation facility was identified as a priority project in the 1997 Community Action plan. Rock Power Partners (Big Rock) continues to work on plans for the development of a small hydroelectric power system on Willow Creek. The system would divert only a portion of the winter and spring runoff from the creek for a distance of less than 2000 feet before returning the water to the



Planned location of water diversion from Willow Creek

Source: Patrick Shannon

stream. Big Rock hopes to work with the proposed Humboldt Power Cooperative to make clean, renewable power available to the local community. On August 27, 2001 the company applied to the Federal Energy Regulatory Commission (FERC) for a preliminary permit to study the proposed waterworks on Willow Creek. As a part of that consultative process it was required to notify specific agencies, organizations and the public of the company's intentions, and to engage in a process of study and public discourse. On January 31, 2002 an initial public meeting was held. The meeting was well attended by people from a diverse spectrum of interests and backgrounds. The Willow Creek Hydropower Advisory Group was formed and the meeting began a 60-day comment period. As part of the application for a permit to construct the power plant, the comment period was designed to gather submissions of suggested studies to be accomplished by Big Rock. On March 5, 2002 FERC approved the preliminary permit application. The Willow Creek project is proceeding with studies and investigations and community input and support is welcome. *(For more information on the progress of the hydroelectric power system go to <http://www.bigrockpower.com/Index.htm>.)*

VI. COMMUNITY IDEAS AND OPPORTUNITIES

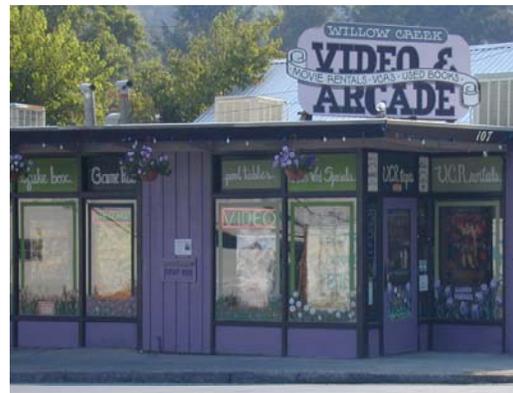
As part of the 2002-03 CAP update, the project list from the 1996-97 process was reviewed and new project ideas were added to the list and grouped into categories based on what aspect of community improvement they addressed. The categories and sub-components were:

- (1) **Infrastructure and Land Use**
 - a. Downtown Planning
 - b. Community Planning
 - c. Services
 - d. Physical Infrastructure
- (2) **Community Pride and Awareness**
 - a. Beautification
 - b. Community Networking and Support
- (3) **Recreation and Tourism**
- (4) **Business Development and Employment Opportunities**

Infrastructure and Land Use

A. Downtown Planning

- Downtown Landscaping/Beautification Program to slow traffic through town, encourage travelers to visit Willow Creek and enhance the quality of life offered to residents. This project is in progress and needs the continuing support of residents to make it a success.
- Hold downtown design workshops.



Downtown shop with flower boxes

B. Community Planning

- Encourage community-sensitive land-use and design
- Involve new members of the community in the planning process
- Work with County Planning Division to update the Community Plan and zoning

C. Services

- Improve Library facilities
- Build a Community Center
- Create youth recycling center
- Develop winter sports facilities

- Local internet access utilizing a local number
- Make all local schools a high priority
- Veterans Facility
 - Memorial
 - Housing for Veterans (There is an offer to donate a 7 acre piece of property with a house for such a facility)

D. Physical Infrastructure

- Build a Water and Power Company
- Facilitate more discussion on community wastewater system
- Start a Willow Creek High School to keep students in the community instead of losing them to schools on the coast
- Modern motel and/or resort
- Make airstrip legal (waivers)
- Construct more community trails
 - Walking/hiking
 - Pets
 - Bicycles

Community Pride and Awareness

A. Beautification

- Facelift for downtown

B. Community Activities

- Invite theater companies to perform in Willow Creek’s downtown park
- Develop special seasonal events and promotions
- Improve community communication regarding local events



Highway banner announcing a theater production

C. Community Networking and Support

- Improve the health of community in general, for example identify would help people lead healthier, happier lives
- Start an adopt-a -Grandparent program
- Inspire more, new and varied public involvement
- Improvements to Hoopa High School
 - Study how to improve the relationship between the high school and Willow Creek and other neighboring communities.
 - Specific points of concern:
 - a) Parent involvement
 - b) Public perception of the “value” of education

- c) Find out what the community-wide common core values and goals are.

Recreation and Tourism

- Develop a “Big Foot Theme Park”
- Find funding for the position of Community Coordinator – “Welcome Wagon”
- Increase Trinity River promotion
- Create more river and local forest access



Downtown mural of rafters on the Trinity River

Business Development and Employment Opportunities

- Develop new cottage industry/home-based businesses
- Organize a volunteer group with expertise in business finance and grant writing skills
- Develop a “Satellite Office Complex” for regional companies
- Find a space for a small business incubator
- Create an effective local “Merchants' Association”
- Create a cooperative retail space for locally produced products
- Increase the hardwood marketing effort
- Increase sources of financing for local businesses
- Open a “Business Resource Center”
- Increased agricultural opportunities
- Focus on furniture manufacturing
- Start an artists marketing cooperative
- Lobby the County to use some of the \$20 million Headwaters fund to support the Humboldt County prosperity plan
- Focused “effort” on improving retail business, e.g.:
 - More new and improved retail business providing a full spectrum of goods
 - Market study determining business feasibility
 - Improve relationships with regulatory agencies
- Investigate Internet e-commerce development possibilities (high speed internet connection is mandatory for this and other endeavors)
- Encourage County agencies to be more citizen and community friendly (Need more of a “how can I help you?” attitude)
- Need smaller trade outlet store

APPENDICES

APPENDIX A: Participant List

Albert & Frances Hodgson
Ann Barland
Ben Shepherd
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Bob Rickard
Brian Bottemiller
Charlie & Jenny Page
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Ellis Corkern
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Guy J. Conversano,
Jaques Neukom
Jean Vaughan
Joan Briggs
Josh Mc Knight
Judy Bushy

Karen Madsen
Lorraine Zack
Louis Walton
Marc Rowley
Margaret Wooden
Michael Davis
Nita Rowley
Norm & Sherrill Evans
Patrick Bryant
Patrick & Katherine Shannon
Peggy & Jess Garst
Robin Hodson
Steve Paine
Tom O'Gorman
Tyler Holmes
Violet & Aurthur Tonkin

Acknowledgements:

A special thanks to:

- ❖ Marc Rowley for his contributions to the accomplishments section of the CAP and help with editing.
- ❖ Terry Supahan for facilitating the meetings.

APPENDIX B: Community Economic Principles

Communities experiencing economic problems are in a hurry to do almost anything to improve local economic conditions. They may latch onto ideas they have heard about or projects they have seen in nearby towns. However, jumping from problem to solution without a real understanding of the problem and without exploring the range of potential solutions often yields disappointing results. To gain a better understanding of the economic climate in and around Willow Creek and to discover and evaluate promising opportunities, the planning group evaluated Business Opportunity Factors in Willow Creek and applied Economic Renewal Principles to the community before generating project ideas.

The economic development planning process was structured around four Economic Renewal Principles: Plug the Leaks, Support Existing Business, Encourage New Enterprise, and Recruit Compatible Business. “These Principles are the fundamental elements of economic renewal because communities that look first to their own resources, skill, and unique opportunities find out that they themselves hold the keys to their economic engines. There are many important factors of economic activity, including government and industry, but towns that wait for outside answers may stall or even die” (Small Business Administration).

With an understanding of these principles, the condition of the local economy was assessed by examining five factors that shape business opportunities. These factors - access to capital, business environment, infrastructure, human resources and quality of life – have a significant affect on a community’s ability to stimulate economic activity. The importance of each factor is described briefly below. This is followed by the working group’s analysis of the problems, needs, assets, and windows of opportunity within each factor.

A. Access to Capital

This factor includes such issues as:

- The ability of local or incoming businesses to obtain financing;
- Who lends money, where they are located, and what amount of money is available in what form;
- How profits from local land and labor are reinvested in local business opportunities.

Importance: The availability of money and the terms by which a business can borrow money are directly related to the amount of new or sustained business activity in the community. The economic climate in a region, bank lending policies, and the competition between banks affect the ability of local business to find start-up capital, working capital, or money to expand. The issue of access to

capital includes three components: 1) how does money flow into and out of a community, 2) who provides capital, and (list): 3) what lending practices do local businesses face?

Local Commercial Banks:

Coast Central Credit Union

- P.O. Box 956
Willow Creek, CA 95573
(916) 625-3128

Humboldt Bank

- 39171 Hwy. 299
Willow Creek, CA 95573
(916) 629-2125

Local Economic Development Organizations:

Arcata Economic Development Corporation

- 100 Ericson Court
Arcata, CA 95521
(707) 822-4616

Redwood Region Economic Development Commission (RREDC)

- 520 "E" Street
Eureka, CA 95501
(707) 445-6915

Small Business Development Center

- 207 Price Mall
Crescent City, CA 95531
(916) 464-6008

B. Business Environment

The local business environment is made of:

- Attitudes people have toward the local business community and economic development efforts;
- Their beliefs about the failure rate of local businesses;
- Their perception about the number of businesses starting up or relocating in town.

Importance: The business environment directly affects the confidence of business owners and employees. A supportive, community-wide attitude toward the business community is considered a good business environment. The smaller the business, the more likely it is to be influenced by the owners' and employees'

perceptions of the condition of the local economy. If businesspeople and potential entrepreneurs are hopeful about the future, they are more likely to start a new business or expand an existing one. If there is a feeling of uncertainty or despair, businesses are more likely to “hold on to what they’ve got” or even “get out while they can”.

C. Infrastructure

The following items are part of a community’s infrastructure:

- Public facilities, such as streets, utilities, water, and waste disposal;
- Public services, such as fire protection, police, social services, and education;
- Health care, recreation, and communication systems.

Importance: Essential to the prosperity of any community are reliable roads, bridges, water, and sewer systems, and other public facilities. These are the community’s lifelines. A healthy economy depends on adequate community facilities. Sound physical infrastructure generally is a necessary condition for sustained economic development. Sound Social infrastructure builds a community’s capacity to direct its future.

D. Human and Natural Resources

This factor includes skills, education, and traditions in the community, as well as materials and resources for production and trade. Examples are:

- Local organizations and their activities;
- Skills and education in the community;
- Recycled materials and byproducts of certain activities, such as scrap metal and lumber;
- Renewable energy sources, native vegetation, climate, and other features unique to a given region.

Importance: Human and natural resources are fundamental elements of economic activity. Human ideas and skills plus natural features and production opportunities create “local” economies – the collection of local enterprises for community well being. A local example of this is the number of guides and adventure businesses in the Willow Creek area using the natural resources of this area. What other businesses could connect into these already established businesses?

Building skill levels and replenishing natural resources both contribute to the long-term integrity of communities and their economies.

E. Quality of Life

Definition: Quality of life includes the following community characteristics:

- Arts and cultural assets;
- Clean air and water;
- Recreational resources;
- Community heritage;
- Cost of living;
- Community safety
- Housing quality.

Importance: Quality of life influences family location decisions, commercial investment priorities, and the degree of public participation in local issues. Numerous studies on business location decisions have also indicated that quality of life plays a key role in corporate decision making.

Source: Summarized from Business Opportunities Workbook, A Rural Revitalization Program for Community Leaders, Second Edition. (US Small Business Administration)

APPENDIX C: Humboldt County Resource Kit

Humboldt County
Community Development
Services Department



Who We Are:

The Humboldt County Community Development Services Department is responsible for protecting the public health, safety, and welfare. This is accomplished through building permit review and inspection, planning and development review and approval, maintaining the County's general plan, administering economic development grants and programs, and overseeing staff management of the Local Agency Formation Commission (LAFCO) which reviews proposals for changes in boundaries of cities and special districts in the County.

Our Mission:

"In partnership with the people of Humboldt, and under the guidance of policy makers, we apply professional community development skills, consistent with regulations, to promote the welfare of our citizens, the growth of our businesses and the sustainability of our communities".

Organizational Divisions:

The Community Development Services Department is made up of the following divisions:

- ***Building Division:***
The Building Division is located in the Community Development Services office on the corner of H and Harris Streets. This department includes two sections: Building Inspections and Development Assistance. These two sections respectively; ensure compliance with building codes and ordinances; and provide necessary services to permit applicants.
- ***Economic Development:***
The Economic Division is located at 520 E Street, Eureka, in the Redwood Region Economic Development office building. The Economic Development Division acts as the liaison for the County in coordination and representation for a number of economic and community development issues
- ***Planning Division:*** **The Planning Division is located in the Community Development Services office on the corner of H and Harris Streets.** This division is responsible for planning and facilitating land use development based on the policies of the General Plan, Community Plans, County Codes and Ordinances as well as State and Federal regulations.
- ***LAFCO:***
The Local Agency Formation Commission (LAFCO) reviews proposals for changes in boundaries of cities and special districts in the County.

Communication Information:

Physical Address:

Send correspondence to, or stop by the following address:

Community Development Services
County of Humboldt
3015 H Street Eureka, CA 95501-4484

Our offices are located in the Henderson Center area on the corner of H and Harris Streets.

Important Phone Numbers:

The office is open to the public Monday-Friday from 8:30 to 5 PM

Building Division: (707) 445-7245
Toll Free Building Division: (800)-900-4034
Economic Division (707) 445-7745
Planning Division: (707) 445-7541
LAFCO: (707) 445-7508
Inspection Request line: (707) 4457244
Send Faxes to: (707) 445-7446
Zone Phone (call this number to find out about the zoning of a specific parcel): (707) 445-7550

Important Websites Addresses:

Website to locate on-line community action plans:
http://www.co.humboldt.ca.us/planning/planning/action_plan.asp

Community Development Services:
<http://www.co.humboldt.ca.us/planning/>

Prosperity! The North Coast Strategy - Humboldt County's Comprehensive Economic Development Strategy (CEDS).
<http://www.northcoastprosperity.com/index.html>

Humboldt County Switchboard
<http://www.theswitchboard.org/>

The Humguide
<http://www.humguide.com/>

Your District's County Supervisor:

Jill Geist
825 5th Street
Eureka, CA 95501
Phone: (707) 476-2395
E-mail: j.geist@co.humboldt.ca.us

Staff Contact Information:

Kirk Girard Director of Community Development Services – 268-3735

Advance Planning:

Kirk Gothier Assistant Planning Director and LAFCO Staff – District formation, district boundary and sphere of influence questions. (707) 268-3725, kgothier@co.humboldt.ca.us.

Tom Hofweber Supervising Planner – Advance planning programs, GIS mapping. (707) 268-3738, thofweber@co.humboldt.ca.us.

Martha Spencer Senior Planner – General Plan Update and Coastal Plan information. (707) 268-3704, mspencer@co.humboldt.ca.us.

Michael Richardson Senior Planner –Current planning General Plan Update, and Housing Element questions. (707) 268-3723, mrichardson@co.humboldt.ca.us.

Michael Wheeler Senior Planner – Current Planning, General Plan Update, and surface mining questions. (707) 268-3730, MWheeler@co.humboldt.ca.us

Cybelle Immitt Planning Technician - Community Action Plan Coordination. (707) 268-3736, cimmitt@co.humboldt.ca.us

Claude Young Code Enforcement Officer - Code violation enforcement questions. (707) 268-3702

Economic Development:

Paula Mushrush Community Development Coordinator – community block grant funding information. (707) 445-7746, pmushrush@co.humboldt.ca.us.

Jacqueline Debets Economic Development Coordinator – (707) 445-7745, jdebets@co.humboldt.ca.us.

Public Works:

Allen Campbell: Director
 1106 2nd Street
 Eureka, CA 95501
 Phone: (707) 445-7491
 Fax: (707) 4457409

Community Action Plan vs. Community Plan:

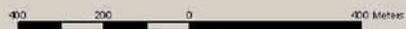
A “**Community Action Plan**” is an optional document which can be used as a guide for future economic development and community enhancement projects. The ideas outlined in this kind of plan are intended to be carried out by community members with assistance from the appropriate government and non-government agencies. This plan does not need to be adopted by the County Supervisors. This plan can also be used as a tool for leveraging funding.

A “**Community Plan**” is a component of the County general plan, which is a State mandated planning document that is a long-range statement of public policy for the use of public and private lands. This document has to be adopted by County Supervisors and is then used as a guide for future land use and community development, and is primarily implemented through zoning. Please refer to the attached map, “Willow Creek Area Zoning”, to see zoning designations around the town of Willow Creek. For an explanation of the zoning abbreviations please go to: www.co.humboldt.ca.us/planning/zoning/Zoning/. You will find the list of Principal and Combined Zones within Chapter 1 - General Provisions, section 311-6.

The County Planning Division is in the process of updating the County General Plan. The exact procedure for updating individual community plans is being developed. If you are interested in learning more about our progress please contact us at, (707) 445-7541 or visit the “General Plan Update Home Page” at: website at: <http://www.planupdate.org/>.



Willow Creek Area Zoning



APPENDIX D: Community Economic Development Tool Kit

7 Secrets to Coping with Change in Small Towns

Secret 1: *Positive Attitude* -Community Leadership is more important than location, and community attitude is more important than size. Community must have a positive yet realistic attitude to promote development.

Secret 2: *Entrepreneurial Spirit* -Communities must be creative and encourage risk taking. Business and government work together in a partnership that attempts to innovate new approaches to development.

Secret 3: *Bias for Action* -Communities cannot wait for help from the outside, nor can they just talk about doing something. Rather, they must take action, gain widespread involvement, and pick projects that succeed. While active communities may take on risky projects, they are willing to learn from failures and avoid projects where failure will devastate the community.

Secret 4: *Focus on Controllables* -Successful communities cope with change by directing their efforts toward outcomes they can control rather than worrying about forces they cannot control.

Secret 5: *Plan for Development* -Communities that recognize change realistically assess their weaknesses and strengths, and base a plan of action on that assessment. Their plan of action is specific with regard to expected outcomes, costs, time, and responsibility.

Secret 6: *Strategic Outlook* -A community that recognizes future opportunities and threats is better equipped to realize a preferred future. Like a business, communities should be aware of their competitive position and plan accordingly.

Secret 7: *Vision for the Future* -Communities must have a long range vision of what they would like to be, and that vision must be shared and supported throughout the community.

Source: Heartland Center for Leadership Development, Lincoln, Nebraska, 1984.

20 Clues to Rural Community Survival

Resulting from an extensive study of community dynamics in the Great Plains States, sociologists Milan Wall and Vicki Luter believe the following traits to be found in communities with the will to survive.

1. Evidence of community pride.
2. Emphasis on quality in business and community life.
3. Willingness to invest in the future.
4. Participatory approach to community decision-making.
5. Cooperative community spirit.
6. Realistic appraisal of future opportunities.
7. Awareness of competitive positioning.
8. Knowledge of the physical environment.
9. Active economic development program.
10. Deliberate transition of power to a younger generation of leaders.
11. Acceptance of women in leadership roles.
12. Strong belief in and support for education.
13. Problem-solving approach to providing health care.
14. Strong multi-generational family orientation.
15. Strong presence of traditional institutions that are integral to community life.
16. Attention to sound and well-maintained infrastructure.
17. Careful use of fiscal resources.
18. Sophisticated use of information resources.
19. Willingness to seek help from the outside.
20. Conviction that, in the long run, you have to do it yourself.

Source: Heartland Center for Leadership Development, Lincoln Nebraska, 1987

PREVENTION STRATEGIES FOR MINIMIZING BARRIERS TO COLLABORATIVE BUILDING

1. Keep the commitment and activities simple at first. Move through each stage of developing the collaboration only when members are ready.
2. Make clear communication a priority. Communicate with all members regularly and avoid assuming that the members are informed on collaboration business.
3. Spend time getting to know the other members. If most members do not know each other, schedule time for information sharing and team-building at early meetings.
4. When new members join the collaboration, make an extra effort to include them in the social and business activities of the group. People who are new often remember the little acts of courtesy and hospitality that helped them feel welcomed.
5. Encourage members to be "up front" about their needs. Set up win/win situations so that members' needs can be met whenever possible.
6. Don't avoid turf issues and hidden agendas. Encourage negotiation and communication among member organizations that are in conflict. Bring in outside experts if necessary.
7. Develop clear roles for members and leaders. Develop written statements that document commitments expected of participants.
8. Plan activities that are fun. Celebrate the accomplishments of the collaboration. Recognize the contributions of the members and reward their accomplishments.

Of course, problems will occur from time to time. When they do, deal with them as quickly as possible. When a problem is not attended to immediately, it will become worse. People often ignore problems, hoping they will go away by themselves—but they rarely do! Problems often become more apparent after the newness of the collaboration wears off and the group begins to tackle larger and more difficult projects.

Adapted for The Community Collaboration Manual for the National Assembly of the National Voluntary Health & Social Welfare Organization, January 1991, pgs 29 & 30.

THINGS THAT BUILD A GROUP

1. Humor.
2. Starting on time.
3. Short meetings.
4. Fun.
5. Compromising.
6. Similar backgrounds.
7. Common goals.
8. Enthusiasm.
9. Cooperation.
10. Assigning a leadership role on a temporary basis (rotating facilitator).
11. Having clear goals that are understood by all.
12. Alternative ideas.
13. Consensus decision-making.
14. Respect.
15. Defined roles.
16. Commitment.
17. Flexible structuring.
18. Support for others.
19. Facilitation rather than leadership
20. Initiative.
21. Cooperation.
22. Sensitivity to people's differing needs.
23. Trust.
24. Being process-oriented not task-oriented.
25. Listening
26. Following through and accepting responsibility.
27. Dealing with the affects of power differences on group process

Adapted from Working Together: A Manual for Helping Groups Work More Effectively (University of Massachusetts: The Citizen Involvement Training Project (CITP)) 1978, pgs 118 & 119

THINGS THAT BLOCK A GROUP

1. Not listening.
2. Unclear issues.
3. Disorganized.
4. No facilitator.
5. No defined goals and objectives.
6. Not buying into goals and objectives.
7. Not being involved in decision-making.
8. Impatience with the group decision-making process.
9. Being afraid to speak up at a meeting because of what others might say
10. Using words and jargon that some members might not understand.
11. Lack of information.
12. Not listening to what others have to say.
13. Suppressing conflict.
14. Rejecting other's ideas without hearing them.
15. Animosity and dislikes in the group.
16. Lack of multi-lingual communication.
24. False humor or too much humor.
25. Inflexible group structure.
26. Lack of planning.
27. No prepared agenda.
28. Age group differences.
23. Lack of well-defined roles.
22. Hidden agenda/self-interest
21. Pushy people.
20. Ego.
19. Using Robert's rules.
18. Outside pressures.
17. Time Pressures.

Adapted from Working Together: A Manual for Helping Groups Work More Effectively (University of Massachusetts: The Citizen Involvement Training Project (CITP)) 1978, pgs 118 & 119.

North Coast Small Business Development Center

A Program of the North Coast Small Business Resource Center

www.northcoastsbdc.org

520 E Street

Eureka, CA 95501

Del Norte: (707) 464-2168

Humboldt: (707) 445-9720

Fax: (707) 445-9652

Small Business Services

NCSBDC programs are available to all Humboldt and Del Norte County businesses- existing and start-up. All business interactions are confidential. Our hours of operation are Monday through Friday 8 a.m. to 5 p.m.

ONE-ON-ONE SERVICES

BIZNET:

BizNet is a North Coast SBDC program designed to provide local businesses with answers and information on common business concerns such as licensing, permits, zoning, etc. BizNet also is the one-stop center for booking counseling and signing up for workshops offered by the SBDC. Direct Line: (707) 445-9035

INDIVIDUAL BUSINESS COUNSELING:

Private, 1-on-1 counseling is available through the North Coast Small Business Development Center. The SBDC offers counseling on a broad list of topics including but not limited to: start-up issues, the loan application process, licensing and permits, marketing, sales and distribution, international import/export, inventory control, hiring and managing employees, financial management and bookkeeping, e-commerce, legal and tax issues, home-based businesses, and Small Business Administration programs including 8-A certification. Counseling is available by appointment in the following communities: Eureka, Arcata, Crescent City, Fortuna, Garberville, Willow Creek, Rio Dell, Klamath, Hoopa, and Bridgeville.

SPECIAL PROJECT CONSULTING:

Businesses needing specialized technical assistance may be referred to local consultants for specific projects. Projects are defined with an SBDC staff counselor, a contract is established with an outside consultant, and then the business receives assistance from the consultant during the duration of the project. Sample projects include but are not limited to: assistance with bookkeeping procedures, marketing projects, expansion planning and merger/acquisition work. Businesses interested in assistance on Special Projects must first become NCSBDC clients. Funding for Special Project Consulting is limited, and preference is given to clients with below median income levels.

ENRICHMENT OPPORTUNITIES

RESOURCE LIBRARY:

The Frances Clark Memorial Business Library includes books, periodicals, videos and regional reports on a wide range of business topics. The library has a computer, printer, high-speed internet connection, business software, and an excellent off-line database useful for market research. Also located in the business library are color and black and white copiers. Library hours are 10:00-4:00, Monday through Friday.

PRE-VENTURE SEMINAR SERIES:

The "Pre-Venture Seminar Series" is designed for the start-up business operator. Seminars provide a good legal/financial/operational foundation for the new business owner. The three-part series includes "Start-Up Basics," "Business Plan Basics," and "Basics in Financial Management." All three seminars are offered monthly, are 2 hours in length, free for participants, and individuals who complete the series receive Certificates of Completion. Call BizNet for monthly seminar dates, locations and for registration: (707) 445-9720

ADVANCED WORKSHOPS:

The North Coast SBDC and other partners in the Prosperity Network offer workshops encompassing a wide range of topics seasonally. For a listing of upcoming workshops and/or to find out about scholarship opportunities for workshops: (707) 445-9720

The North Coast SBDC is partially funded by the U.S. Small Business Administration under the current Cooperative Agreement. The support given by the U.S. Small Business Administration and the State of California does not constitute an expressed or implied endorsement of any of the cosponsor(s) or participants' opinions, products, or services.

BizNet Program- One-Stop Center for Entrepreneurs

A new level of services collaboration between the Prosperity Network Partners was marked with the formalization of a central "one-stop" business service center in 2002. BizNet is a central location where company owners can go to find out about workshops, get information about licensing and permits, schedule counseling appointments, find options on business financing, get industry-specific questions answered, and look through compiled resource databases/books/guides. The BizNet program manager has been aggressively marketing this position in a variety of venues resulting in an influx of center activity and community awareness. An added benefit of this position is that the North Coast Small Business Resource Center counseling staff has more time to provide one-on-one counseling to clients.

The BizNet Program is also an asset to industry cluster strategies. The BizNet Program Manager has begun interfacing with leaders in each industry cluster, and will provide networking opportunities to businesses within the clusters. BizNet attendance at the cluster meetings has resulted in several recent quick wins in the business community. An example of this was the immediate addition to our website of the "New Business Suggestions" section at the request of the Tourism Cluster in their February 2003 meeting.

The BizNet program has continued to grow at an amazing rate. In the first quarter of 2003, 679 businesses were served with quick answers and referrals through the BizNet program. This activity represents a 40% increase in client calls/walk-ins over the previous quarter. During this same period BizNet reportable SBA hours increased 37%.

Remote Counseling

Owing to the geography of the Humboldt – Del Norte region, some 4,600 square miles, clients or would-be clients from areas outside of the 20 mile long Eureka-McKinleyville corridor where 55% of the area's population lives, have a hardship when they seek counseling. SBDC has contracted with



three contractors to provide regular dependable counseling hours in three regions. Call for more information: *Humboldt* (707) 445-9720 *Del Norte* (707) 464-2168 *Toll Free* (800) 697-SBDC

APPENDIX E: Services Provided By The Region's Institutions Of Higher Education

A. HUMBOLDT STATE UNIVERSITY

The HSU Economic Development Portal helps connect the intellectual and creative capital of Humboldt State University to opportunities for fostering economic development in the North Coast region. This office fosters a two-way flow of access between those working in business, community, and economic development on the one hand, and the faculty, staff, and students of the university on the other. HSU recognizes that the North Coast's economy and quality of life are linked to the vitality of our distinctive rural communities, the integrity of our natural environment, and the success of our business enterprises.

Services Offered

- A referral service whereby people can call, e-mail (econdev@humboldt.edu), use an on-line service request form (<http://www.humboldt.edu/%7Estorage/econdev/>), or use an on-line faculty expertise directory (https://www.humboldt.edu/experts/public_html/index.jsp) to connect with HSU faculty (or their students) and staff
- Assistance in project development
- Planning, facilitation, and follow-up for events that bring together faculty, staff, students, and members of the economic development and business communities
- Participation in Prosperity Network-sponsored planning, activities, and events
- Assistance to faculty in identifying project and internship opportunities in the community

If you have a project that you think would benefit from HSU expertise, call the Portal at 826-3237, e-mail us at econdev@humboldt.edu or fill out our on-line service request form. We can help you identify expertise both on and off campus. Note that most faculty have busy schedules, and some may require fees for their services. Due to faculty workloads and other obligations, not all requests can be fulfilled.

If you are interested in finding a student intern or employee, you should call the HSU Career Center at 826-3341 or e-mail them at career@humboldt.edu.

Additional information on the services we provide and HSU resources available for community use can be found here.

B. COLLEGE OF THE REDWOODS

College of the Redwoods offers Associate degrees and university transfer programs in the arts and sciences and a wide variety of occupational and career certificate programs. The college also plays a significant role in the continuing economic development of the North Coast region of California.

A list of all of the educational programs offered at CR, including University Transfer Programs, Professional and Technical Programs, Non-credit Business and Industry Training, Non-credit Continuing Education Programs, and Distance Education Programs are available at this web site link: <http://www.redwoods.edu/departments/>.

C. HUMBOLDT-DEL NORTE COUNTIES COOPERATIVE EXTENSION OFFICES

Contact Email: cehumboldt@ucdavis.edu

Phone: (707) 445-7351 FAX: (707) 444-9334

Mail Address: Cooperative Extension Humboldt County,
5630 South Broadway,
Agricultural Center Building
Eureka CA 95503-6998
Deborah Giraud is the County Director.

The Coop Extension Office's programs and services for rural communities are described on their website: <http://cehumboldt.ucdavis.edu/>.

APPENDIX F: Idea Bank

- Community Center
- Water and Power Company
- Downtown Landscaping/Beautification Program Slow traffic through town
- Develop New Cottage Industry/Home-based Businesses
- Organize a volunteer group with expertise in business finance and grant writing skills
- "Gateway to Humboldt/Trinity County" signs
- Develop Special seasonal events and promotions
- Develop a Satellite Office Complex for regional companies
- Small business incubator space
- Local Internet Access Utilizing a Local Number
- Cooperative retail space for locally produced products
- Create and effective local Merchants' Association
- Improve Library facilities
- Improve community communication regarding local events
- Increase the hardwood marketing effort
- Develop a Big Foot Theme Park
- Increase sources of financing for local businesses
- Develop a Community Shuttle to and from Eureka
- Open a Business Resource Center
- Increased agricultural opportunities
- Start an adopt a Grandparent program
- Focus on Furniture manufacturing
- Youth Recycling Center
- Community Coordinator/Welcome Wagon
- "Trinity River" promotion
- Facelift for downtown
- Invite theater companies to perform in Willow Creek Downtown Park
- Develop winter sports facilities
- Increase residential development
- More river access
- More local forest access
- Involve new members of the community in the planning process
- Improve the health of community in general e.g. identify what it is that people need to lead healthier, happy lives
- Make all local schools a high priority