



AGENDA ITEM NO.

COUNTY OF HUMBOLDT

For the meeting of: February 25, 2014

Date: January 24, 2014
To: Board of Supervisors
From: Phillip Smith-Hanes, County Administrative Officer *PSH*
Subject: Approval of the Headwaters Fund Board's recommended 2013-14 Grant Fund Award

RECOMMENDATION(S):

That the Board of Supervisors:

- 1) Receive report, and review and approve the Grant Fund Competitive Award recommended for approval by the Headwaters Fund Board (HFB) (Attachment 1; Attachment 2; Attachment 3); and,
- 2) Authorize the Chair of the Board to sign the grant contract when completed, after review and approval by County Counsel and Risk Management.

SOURCE OF FUNDING:

Headwaters Grant Fund 3848

Prepared by Dawn Elsbree, Headwaters Fund Coordinator

CAO Approval

REVIEW:

Auditor _____ County Counsel *DS* Personnel *DS* Risk Manager *DS* Other _____

TYPE OF ITEM:

☒ Consent
☐ Departmental
☐ Public Hearing
☐ Other _____

PREVIOUS ACTION/REFERRAL:

Board Order No. _____

Meeting of: _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT
Upon motion of Supervisor _____ Seconded by Supervisor _____

Ayes
Nays
Abstain
Absent

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: _____

By: _____

Kathy Hayes, Clerk of the Board

DISCUSSION:

Background

On July 15, 2003, your Board approved the Headwaters Grant Fund Manual that details the process for awarding Competitive Awards as follows:

- The HFB will recommend a slate of grants to be funded for your Board's approval. The HFB's decisions on grants cannot be appealed by applicants [Grant Fund Manual section 11.b.iii].
- Your Board will use a majority vote to approve the entire slate presented by the HFB. Your Board may not add projects to the slate being approved, but may recommend additional review of individual projects. Upon majority vote, your Board may pull one or more projects from the slate and approve the remaining slate of projects. Your Board would refer pulled projects back to the HFB and staff with questions and comments. Staff and HFB would respond to your Board's comments on any pulled projects. After your Board receives this response, your Board would approve or deny individually pulled projects according to a majority vote. Your Board's decisions on grants cannot be appealed by applicants [Grant Fund Manual section 11.c.i].

Staff and HFB have been conducting a financial analysis of the Headwaters Fund. Initially, an allocation of \$100,000 in grant awards was set for 2013-14. Due to concern over protecting the principal of the fund, the HFB reduced the allocation from the typical \$200,000 to \$300,000 that it has been in past years. The HFB also decided to have only two grant rounds this year and directed staff to let potential applicants know that funds are restricted and projects must be a strong fit for Headwaters Fund's economic development criteria.

The HFB had two deadlines this year: July 1, 2013 and October 1, 2013.

Recommended Slate

There were 4 applications received in these two rounds and staff recommends your Board approve the HFB's recommended slate of one project (Attachment 1). The one recommended project is a total of \$13,551 and is shown on the table below.

Projects Recommended for Funding		
Applicant	Project	Funding
1. Humboldt-Del Norte Film Commission	FAM Tour The Film Commission plans to hold an industry FAM (Familiarization) Tour designed especially for film industry professionals to become familiar with Humboldt and Del Norte for filming. This grant would only compensate for the Humboldt portion of the tour.	Award Amount: \$13,551 Request Amount: \$18,551 Total Project Cost: \$52,130

The "Award Amount" represents the funding level recommended by the HFB. The "Request Amount" represents the amount requested by the applicant, while the "Total Project Cost" represents the cost of the entire project that the Headwaters Fund will partially fund.

There were three other grant applications received in 2013-14 grant round which are not being recommended for funding at this time.

Projects Not Recommended for Funding		
Applicant	Project	Request Amount
1. Community Alliance with Family Farmers	Strengthening the Local Food Systems: Technical Assistance in Marketing, Sales, Food Safety and Distribution	\$38,635
2. St. Joseph Hospital	Radiation Oncology Modernization Project	\$20,000
3. College of the Redwoods	Workforce Readiness Training and Certification	\$25,283

Review Process

The HFB's application review process consisted of individual review and over 8 hours of group deliberation. The minutes from the July, October, and November 2013 HFB meetings are attached (Attachment 2). All applications were reviewed by the HFB.

Applications were reviewed as follows:

- At their July, 2013 meeting, the HFB reviewed one proposal from the July 1 grant round. The HFB decided not to recommend funding for the Community Alliance with Family Farmers grant proposal. The HFB expressed support for the organization and the work, but had concerns over the minimal nature of the stated economic impacts which were projected to occur as a result of the grant. There was also a concern that this organization had already received three Headwaters grants for similar scope of works and the outcomes of those prior grants were unclear to the HFB in terms of job creation and increased economic returns for family farms. The HFB did not take the proposal to the step of filling out rating sheets but decided not to recommend funding based on review of the proposal alone.
- At their October, 2013 meeting the HFB reviewed three proposals from the October 1 grant round. The HFB decided not to recommend funding for the St. Joseph's proposal based on the proposal alone. The board felt that although a worthy project, Headwaters Funds were not critical to its completion. Given the limited amount of funding available to award, the board did not feel that this project was an economic development priority. After discussion, the HFB requested that the Film Commission and College of the Redwoods come to the November, 2013 meeting to discuss their proposals. After presentations and asking questions of the applicants at the November meeting, the HFB voted not to recommend funding for the College of the Redwoods program and to recommend funding for the Film Commission FAM Tour. The HFB was concerned over a lack of private industry support for the College of the Redwoods program. The HFB felt that the Film Commission FAM tour had a high likelihood of bringing significant amounts of outside dollars and recognition to the area. The rating sheets for these two projects are attached (Attachment 3).

Next Steps

If your Board approves the Grant Fund Competitive Awards grant to the Film Commission, staff will prepare a grant contract. County Counsel and Risk Management will review and approve the contract. Grant contract will state, among other things, the scope of the project and applicant responsibilities. The applicant will be required to report on project progress and submit project evaluations. The preferred mechanism for fund disbursement will be periodic expense reimbursement.

FINANCIAL IMPACT:

There are no financial impacts to the County's General Fund. Financial costs are borne by the Headwaters Fund and included in the current budget of the Headwaters Fund. Award of the recommended grant supports the Board of Supervisor's Strategic Framework Core Roles by supporting business and workforce development.

OTHER AGENCY INVOLVEMENT:

None

ALTERNATIVES TO STAFF RECOMMENDATIONS:

Your Board could decide not to approve the recommended award. This alternative is not recommended. The recommended award will support base industries in Humboldt County, providing economic and environmental advantages at no cost to the County. These monies are unavailable for other use and would be otherwise unspent.

ATTACHMENTS:

- Attachment 1:** Grant Fund Applications
- Attachment 2:** Headwaters Fund Board Minutes from July, 2013, October 2013, and November, 2013
- Attachment 3:** Headwaters Grant Fund Project Ranking Criteria Summary and Rating Sheets

ATTACHMENT 1

Grant Fund Applications

The Headwaters Fund Grant Fund Application COVERSHEET

Date of application: 7/1/2013

Organization Name: Community Alliance with Family Farmers

Director/CEO: Diane Del Signore

Organization Type: (Government, Nonprofit c3, c4 etc): 501c3

Total current year organizational budget: \$1,870,957 # of FTE employees: 19.3

Summarize the organization's mission (in the space provided): To advocate for California family farmers and sustainable agriculture.

Project title: Strengthening the Local Food Systems: Technical Assistance in Marketing, Sales, Food Safety, and Distribution

Please provide a less than 250 word summary of your project which answers the following questions: What are you going to do? For whom? How will they benefit? Why is it necessary? What will be accomplished? How will you accomplish this?

In 2012 – 2013, the Community Alliance with Family Farmers (CAFF) was asked to identify opportunities to increase access to fresh, local produce for low-income populations in Humboldt County through analyzing potential models for distribution. The research conducted found that there are existing infrastructure and potential locations for aggregating produce for delivery throughout the county; however, the limitations of low-volume buyers in isolated areas and relatively small supply of fresh produce does not justify the capital needed to support a new business or expansion of business into this arena. Nonetheless, CAFF did find that there were opportunities to develop both short and long-term strategies for improving the existing infrastructure to meet needs of both farmers and consumers. As a result, CAFF proposes a two-tiered strategy to addressing the issues that emerged from the report.

CAFF proposes to strengthen and re-localize the food system through providing technical assistance to food system stakeholders in marketing, sales, food safety, and distribution. The project objectives are to: 1) increase economic viability of the local food system by brokering relationships between buyers and sellers; 2) reduce regulatory barriers for growers by providing technical assistance in developing food safety plans; 3) reduce costs and improve efficiencies in distribution through coordinating a shared farmer delivery program; and 4) build a common vision for the local food system in Humboldt County.

Amount requested: \$38,635 Total project cost: \$77,838

Grant timeline: Period covered: October 1, 2013 to April 30, 2015

Total match amount: \$38,919.25 Match amount as % of project budget 50%

(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: \$38,919.25 In-kind match \$0

Cash match as % of project budget 50%

(Required: 25% for implementation, 12% for planning or technical assistance)

Type of project: ☐ Planning ☒ Implementation ☐ Technical Assistance

Geographic focus of project: Humboldt County

Number of permanent, long term, private sector jobs to be created: Retained: 3-6

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

☐ Forest Products

☐ Tourism

☒ Specialty Agriculture

☐ Niche Manufacturing

☐ Diversified Health Care

☐ Building and Construction

☐ Management Innovation Services

☐ Investment Support Services

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

☐ Supporting development of pre-permitted commercial space

☒ Reducing regulatory bottlenecks for business retention or creation

☒ Supporting economic development infrastructure

☒ Developing new strategies for economic development

☒ Providing access to external markets or plugs the economic leaks

☒ Retaining and growing existing businesses

☐ Providing workforce training

☐ Increasing the number of new businesses through supporting entrepreneurship and innovation

☐ Leveraging future funding or projects

☐ Reducing poverty by helping people accumulate assets

☐ Other (describe): _____

Contact person name and title: Michelle Wyler, Regional Food Systems Manager

Contact phone: 707-826-0233 Contact email: michelle@caff.org

Contact address: 1385 8th Street Suite 102, Arcata, CA 95521

EXPLANATION OF NARRATIVE QUESTIONS

Please answer the questions below. The entire narrative is limited to 10 pages. Answers should be written in 12 point font with 1" margins. Please adhere to the word limits for each question. For further explanation of the questions, please see the Grant Application Instructions.

1) Describe the need for your project. What is the problem you are solving? What is the current situation, alternatives, and future vision? What businesses are you working with which have helped you identify the need? Attach any formal market analysis, needs assessment or research report you have completed to date. (500 word maximum)

CAFF recently completed a study for the California Center for Rural Policy (CCRP) entitled, "Increasing Access to Local Produce for Low-Income Populations in Humboldt County: Supply, Demand, and Potential Models for Distribution" (*See Appendix A*). Through this rigorous data collection we gleaned vital information and have new insight on the capacity, needs and potential of Humboldt County's food system. First and foremost, agriculture is a substantial industry in Humboldt County, with estimated annual gross sales over \$233 million in 2011 (including beef and dairy). Humboldt County has 852 farms, totaling almost 600,000 acres¹ with 60-70 farms growing produce. Our agriculture capacity is significant, however in order to grow the industry there is a need to increase market access for Humboldt's family farmers. The majority of produce consumed in Humboldt is imported by at least six distributors supplying at least \$12.5 million of fresh produce per year, none of which is coming from Humboldt County farmers². Based on CAFF's recent interviews with 7 institutional food service operators and 6 retailers, a review of CAFF's 2012 survey of 13 school districts, and 2009 survey of 28 Arcata area restaurants, a high percentage of the buyers, would like to purchase more local produce thus improving both the health and economic viability of our region. Findings indicated that farmers have the capacity to supply a greater percentage of the produce consumed in the County; similarly, a significant number of buyers including, schools, institutions, grocers, restaurants, and others want to increase their local produce sourcing.

As a result of this study, CAFF has collaboratively identified a number of short and intermediate range goals for sustainably strengthening the local food system. The goal is to plug an economic leak redirecting some of the \$12.5 million spent annually on fresh produce to local food businesses. 8-10 farmers (Organic Matters Ranch, New Moon Organics, Fieldbrook Valley Apple Farm, and Earthly Edibles to name a few) are interested in working with CAFF on short-term strategies to improve distribution, marketing, and food safety. We will continue to engage with those growers in a long-term strategy that includes a broader set of food systems stakeholders to develop a common vision and strategy around localizing the food system. While many stakeholders are interested in developing aggregation hubs to address community needs, CAFF's research and other work statewide has found that:

"Aggregation of local product costs significant dollars, and any operator will take on those costs or pass them on to the consumer or supplier. Aggregation hubs throughout the state and nation continue to proliferate; however, many operate at a deficit and all that remain viable operate with some form of subsidy including grants, donated infrastructure or workforce, or other programming/services that offset the cost of aggregation. If Humboldt County chooses to subsidize the local

food system, stakeholders must decide which model to direct resources to in order to ensure a cohesive system with balanced and coordinated supply and demand. Otherwise, the models recommended do not have the potential to thrive within the current market.”

Stakeholders include: numerous farmers, Food for People, City of Arcata, Food Works, Redwood Acres Fairgrounds, Greenway Partners, and California Center for Rural Policy.

2) What are the measurable objectives of your project? Quantify the expected outcomes in terms of the strategy you are employing as applicable.

The overall project goal is to strengthen and re-localize the food system through providing technical assistance to food system stakeholders in marketing, sales, food safety, and distribution. CAFF plans to work towards this goal through achieving the following objectives:

Objective 1) Increase economic viability of the local food system by brokering relationships between buyers and sellers.

A key strategy for retaining and growing existing farm businesses and plugging leaks is providing technical assistance to farmers, businesses and schools interested in sourcing regional local produce. The creation of (soft) infrastructure assists growers in understanding buyers' needs and helps buyers identify growers that can supply products they need; it is a fundamental act in shifting the food system ensuring the economic viability of Humboldt County's specialty agriculture sector. The need for the relationship brokering is not only evident in our CCRP study but is echoed in our Farm to Institution work and numerous SWOT analyses conducted with farmers. In 2012 CAFF facilitated over \$10,000 of produce sales for area schools. In other CAFF regions they have developed a suite of materials to help broker relationships having significant impact with huge institutional buyers. Humboldt will adapt these materials to address the need recently expressed by numerous buyers.

CAFF will facilitate producer-buyer relationships and sales by developing additional supply and demand compiling contact information, summary of the farm's history/ location availability sheets, purchasing requirements, etc. for those interested in sourcing/supplying local produce. After our recent study, CAFF sees tremendous potential and estimates an increase of facilitated local purchasing.

Objective 2) Reduce regulatory barriers for growers by providing technical assistance in developing food safety plans.

The Food Safety Modernization Act was released at the beginning of the year and is currently in the comment period through September 16, 2013. Produce growers will be required to become food safety certified, and many of the growers in the County will need to develop food safety plans in order to be able to sell to a broad base of customers. At this time, some larger wholesalers and hospitals are requiring farmers to develop food safety plans based on Good Agriculture Practices (GAPs) in order to access larger markets. We expect schools to follow suit and want to prepare our farmers with the aid of a staff-expert.

CAFF's statewide Food Safety Manager (FSM) provides on-farm food safety support, where farmers learn about what food safety is and why its important, what food safety laws may affect their farming operation, how to assess food safety risks on their farm, what steps they need to take to develop a food safety program, and resources that are available to help them get started. CAFF's FSM recently conducted a workshop in Humboldt and follow-up calls revealed that of the 22 farmers who attended, at least four farmers are interested in on-farm support to develop a food safety plan to increase economic opportunities. CAFF's FSM will help 3-5 farmers respond

to a changing regulatory environment by developing written Good Agriculture Practices (GAP) plans. These plans will enable increased access to more substantial wholesale markets locally and externally.

Objective 3) Reduce costs and improve efficiencies in distribution through coordinating a shared farmer delivery program.

CAFF's recent study found that the current delivery by multiple farms to numerous small-volume accounts is inefficient, costly and wasteful of time and resources; as a result, CAFF recommended to develop a farmer shared delivery system. Moving initial conversation around shared delivery forward will create efficiencies, grow businesses, increase access and plug leaks. These systems are soft infrastructure that will aid farmers in the implementation of collaborative distribution system that directly benefits the growers. CAFF will continue discussion with growers to encourage additional participation, assess resources, solidify routes and customers, and coordinate logistics. Three farmers expressed strong interest, others mild interest, to share delivery, especially a northern route to Crescent City, and a southern route to Garberville/Redway or beyond. CAFF will convene 3-5 interested farmers, and encourage additional participation. Once implemented, we expect a minimum of 2 shared routes to be established, creating efficiencies, increasing on-farm time and reduced fuel costs. Please see #3 for Scope of Work details.

Objective 4) Build a common vision for the local food system in Humboldt County.

Although many pieces of infrastructure currently exist in the county, there is a need to coordinate food systems dialogue among stakeholders to reduce competition among infrastructure and service providers. Greenway Partners coordinated recent conversations and research related to area food system stakeholders. Along with the results of CAFF's CCRP study, these explorations evidence a strong need to enhance coordination throughout the value-chain and to reduce competition among infrastructure and service providers. Continuing conversations to inform smart development in the agriculture sector around broader, long-term strategies for growing food-based businesses is a fundamental act that can leverage resources and create a shared vision for Humboldt County's food system. Greenway Partners will facilitate an initiative to bring key food-related stakeholders together to understand prospects for implementing needed infrastructure that supports regional food-related operations and identify the coordination needed to support efficient uses of such infrastructure. These conversations are key in broad strategy development with future multi-sector economic impact.

CAFF is an important stakeholder, representing farmer voices in the conversation. By contributing to the costs of third party facilitation to guide this effort, CAFF can serve its constituency while furthering a broader, long-term food system strategy that supports growing food-based businesses in the region. Other key stakeholders, including FoodWorks, are also potential financial contributors. Greenway will convene 3-5 stakeholder meetings with a range of participants to collectively discuss assets, needs, interests, and next steps around food system infrastructure and food industry services. By engaging key regional food system stakeholders they will identify stakeholders' individual assets, needs and constraints to devise a collective vision for regional food system coordination. The next step of crafting goals and objectives to steer future actions, recommendations, and funding will positively impact the specialty agriculture industry, namely numerous farmers, value added manufacturers, various meat sectors, and the food bank. This proposed facilitated, collective process could also potentially prevent duplication and/or competition while laying the stage for significant economic growth.

3) Describe how you will achieve your objectives and your scope of work. Please fill in the timeline chart provided below. Feel free to add as many lines as needed or to attach your own document if you have a project timeline in a different format. (500 word maximum)

Goal 1: To strengthen and re-localize the food system through providing technical assistance to food system stakeholders in marketing, sales, food safety, and distribution.

Objective 1) By April 2015, increase economic viability of the local food system by brokering relationships between buyers and sellers.

Activities:	<ul style="list-style-type: none"> Facilitate the compilation and exchange of information between 3-6 producers and 3-6 buyers: <ul style="list-style-type: none"> Compile buyers' needs and distribute to interested farmers: contact information, quantities, purchasing and delivery protocol, etc.; distribute needs to producers. Provide farmers information and distribute to buyers expressing desire to buy local: contact information, production and availability information, profile, etc. Host 1-2 face to face meetings with buyer/producers Provide ongoing support to businesses, schools, and farmers to ensure that local sales are occurring; trouble shoot issues when necessary.
Outcomes:	<ul style="list-style-type: none"> Increased sales for a minimum of 3-6 farmers (estimated at \$3000 - 6,000) A minimum of 3-6 buyers support the local farm economy redirecting money and plugging economic leaks

Objective 2) Reduce regulatory barriers for growers by providing technical assistance in developing 3-5 food safety plans by December 2014.

Activities:	<ul style="list-style-type: none"> CAFF's Food Safety Manager conducts 3-5 on farm sites visits with farmers expressing interest in developing GAP plans Provide follow up technical assistance to those interested in passing 3rd party audits
Outcomes:	<ul style="list-style-type: none"> 3-5 farm businesses write and implement food safety plans Increased access to greater local, and especially external, wholesale markets.

Objective 3) Reduce costs and improve efficiencies in distribution through coordinating a shared farmer delivery program by April 2015.

Activities:	<ul style="list-style-type: none"> Convene farmers who expressed interest in shared delivery to identify stakeholders' assets, needs and constraints Identify customers and routes Solidify commitment, assess resources, develop fee structure, solidify routes/customers, and coordinate logistics. Launch pilot.
Outcomes:	<ul style="list-style-type: none"> 3-5 farmers retain businesses and reduce costs \$2,000 additional income generated for farmers (total) in year 1 Enhanced farmer networks and collaborations

Objective 4) Build a common vision for the local food system in Humboldt County by December 2014.

Activities	<ul style="list-style-type: none"> Convene 3-5 stakeholder meetings with a range of participants to
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	collectively discuss assets, needs, interests, and next steps around food system infrastructure and food industry services.
Outcomes	<ul style="list-style-type: none"> • Key stakeholders of regional food system engaged in a common regional food system collaborative • Stakeholders' assets, needs and constraints assessed • A collective vision for regional food system created • Draft goals and objectives of future actions for which to seek additional funding created • Final report of results from meetings and recommended next steps

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). (300 word maximum)

Identified needs

We are poised to retain and grow existing farm businesses and plug leaks through the brokering of relationships between buyers and producers. The need for this approach was not only identified while conducting farmer interviews for our CCRP report: it was echoed in our 2013 Western Region Risk Management project where we conducted SWOTs with farmers to help mitigate risk; in our 2013 True North research where we interviewed farmers to identify and respond to marketing needs; and in our ongoing Farm to School efforts where we work with school food service to increase and promote the amount of local produce served in school cafeterias.

Proven tools

CAFF has successfully developed tools, used throughout the state, to facilitate the exchange of information between producers and buyers enabling them to shift a percent of their produce budgets to retain and grow local farm businesses. In Humboldt, we have facilitated approximately \$10,000 in sales to school districts and need to respond to additional interest expressed from Humboldt State University, the Humboldt Senior Center, Benbow Inn, and additional schools to name a few. In other CAFF regions Buy Fresh Buy Local materials developed for the supply side of the value chain enable farmers to access numerous, profitable accounts.

Experts in the field

While the aforementioned strategies address local market access, we will also increase farmer access to export opportunities. CAFF has a food safety expert on staff that has helped 30 growers develop food safety plans, with another 60 in progress, enabling them to access large wholesale markets. We will utilize her skills in Humboldt to respond to the farmer's interest in navigating federal food safety regulations and in implementing food safety plans setting them up for access to larger markets. In addition, Greenway Partners will use their expertise to increase communication, and reduce competition, among food-based individuals, agencies, and businesses, around the development of broader food systems strategies.

5) Please 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. (300 word maximum)

Job retention: farming is undoubtedly a difficult profession. Farms are lost every year in California; however if new markets are accessible it will create a more secure future for a number of the 60–70 produce farmers in Humboldt County. We expect to work with a minimum

of 8-10 unique farmers during this project.

Indirect jobs: It is unknown, but probable, that job creation would result from the facilitated conversations within the scope of this grant: a number of planning, construction, management, operation, and coordination type jobs would reasonably ensue after some time.

6) If appropriate, explain how the project will provide environmental benefits in one or more of the categories listed below. (300 word maximum)

Protects and or improves the natural environment

CAFF's work builds and supports communities of farmers, agricultural professionals, and public institutions dedicated to the voluntary adoption of a whole systems approach to farm management. This approach maintains long-term profitability, and conserves and enhances water, soil and air resources. Traditionally farmers are good stewards of the land. This is especially the case in Humboldt where the vast amount of farmers are practicing organic growing practices. Helping farmers access new markets enables them to continue to farm and protect our natural resources.

Supports the sustainable use of environmental resources

Being part of the solution to improve the local distribution system supports the sustainable use of environmental resources. Facilitating shared farmer delivery decreases the use of fossil fuel and streamlines a wasteful system. Similarly, when CAFF recently interviewed institutional buyers most said they would like to increase their amount of local produce purchasing. Purchasing closer to home will also reduce food miles and emissions.

Preserves open spaces and working landscapes

By nature, farming preserves open spaces and working landscapes; in the case of most small family farmers in Humboldt County, sustainable farming practices are employed making the farmers good stewards of the local land base. Helping farmers increase their profitability and remain economically viable will undoubtedly preserve open space and working landscapes.

Utilizes environmental knowledge in the creation of jobs

Statewide, CAFF facilitates the exchange of information based on the knowledge and experiences of farmers, pest control advisors, and researchers who have pioneered and continue to develop biological farming systems. We utilize experts in the field to provide hand on assistance to farmers throughout the state and create and coordinate locally based teams that provide leadership, local knowledge, program guidance, and technical assistance for maximum results.

7) Explain how the project contributes to the quality of life for Humboldt County residents in any of the categories listed below. (300 word maximum)

Utilizes existing buildings

There's a strong need to reduce competition among food sector infrastructure and service providers. Conversations need to continue to inform smart development that supports growing food-based businesses in the region so that existing building can be utilized/upgraded in the best way possible.

Fits with the community image and identity/ Contributes to Humboldt County being a desirable place to live

CAFF's support of small farm business enables them to be more accessible to food-based business to supply clean, sustainably raised food to Humboldt County residents. Humboldt

boasts a food culture: people celebrate food weekly at any of the seven weekly farmers markets, with the Saturday Arcata Plaza being a weekend attraction for many. What's more, local agriculture fits soundly within our community identity evidenced beyond farmers' markets by the numerous restaurants showcasing local menus, successful local groceries, regional branding efforts, and institutions sourcing local.

Our project provides support to enable the specialty agriculture sector to improve the efficiency in which they provide for the county's epicurean interests.

Preserves heritage

Agriculture is part of Humboldt County's heritage. Supporting farmers enables them to stay on the land and continue to make a sustainable living off our natural resources. From timber to fishing, to food production- Humboldt's heritage is rooted in the land.

8) Explain the qualifications the organization, staff and project partners bring to the project. Outline key staff and partners including their qualifications. You may attach brief resumes. (300 word maximum)

As a statewide organization, CAFF has over thirty years practical experience linking family farmers and consumers. We carry out our work with a regional approach, building food systems with multiple stakeholders in communities throughout the state. To achieve our goals, regional staff work alongside technical experts on staff: the Farm to Market Director specializes in facilitating the development of food hubs and supporting farmers with sales and marketing; the Food Safety Manager helps farmers meet changing food safety guidelines; and the Regional Food Systems Director leads the California Farm to School Taskforce and represents the state in the National Farm to School Network.

For the past five years CAFF has been an active participant in the discussions and activities involving food hub development at the local, regional, state and national level. The USDA AMS cites CAFF's Growers Collaborative as an innovator in the distribution of locally grown produce. CAFF has received federal and private funds over the last several years to conduct feasibility studies in Sonoma, Sacramento, and San Mateo, in addition to providing technical assistance for processing, marketing and aggregation logistics on projects throughout the state. Our most recent countywide assessment was conducted in Humboldt County on the barriers, challenges and opportunities in marketing, transporting and distributing local produce. Many recommendations were made that CAFF is eager to help the community achieve.

What's more, local staff, Michelle Wyler and Erin Derden-Little, have a clear understanding of challenges that farmers and food service face in working together, have relationships with institutions and farmers poised to source and supply local produce, and have first-hand knowledge of lessons learned from Farm to School programs across the state and nation. Wyler and Derden-Little have worked locally with farmers, food service and a wide variety of organizations for over a decade to identify and implement innovative programs that continue to change the face of Humboldt's food system. Their recent, rigorous study is impressive and is a good framework on which to act.

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. (300 word maximum)

Greenway Partners coordinated recent conversations with food system stakeholders. These explorations, along with the results of CAFF's CCRP study, evidence a strong need to enhance

coordination throughout the value-chain and to reduce competition among infrastructure and service providers. Greenway has a proven track record and established networks in the local food sector. Conversations need to continue to inform smart development and CAFF feels that Greenway a strong candidate to continue their work to date. CAFF is an important stakeholder, representing farmer voices in the conversation. By contributing to the costs of third party facilitation to guide this effort, CAFF can serve its constituency while furthering a broader, long-term food system strategy that supports growing food-based businesses in the region. Other key stakeholders include FoodWorks, Redwood Acres, food manufacturers, meat producers, and the food bank.

10) What are the risks and challenges to successful implementation of the project? What are you doing to mitigate that risk? (500 word maximum)

Essentially, CAFF is organizing others; setting up strategies and systems that others will have to implement. While we can provide technical assistance, guidance, and support, it's ultimately up to others to succeed. To mitigate this risk we're building on a solid foundation supported by field experts and providing follow up assistance to both sides of the equation (buyers and producers). Where we lack expertise, we are bringing in local experts to lead the charge, as is the case with Greenway Partners.

What's more, we have recent data to guide us, and first-hand experience across the state from which we've learned lessons and can share best practices. Similarly, strong local relationships and long-standing networks will enable us to successfully implement the pieces of this proposal.

Most importantly, our project stems from expressed interest: farmers asking for assistance accessing new markets and food service not knowing how to access reliable farmers. Our SWOT analyses with farmers showed that the business side of their farm was the most challenging, sharing that they didn't have time to develop marketing tools like logos, business cards, availability sheets, and profiles and struggled with the time it requires to build new accounts. CAFF has the time and skills to team up with farmers helping them mitigate these necessary obstacles and grow their business. Similarly, CAFF knows many food service operators expressing interest in sourcing local and can facilitate the connections for successful implementation.

11) Describe how you will acknowledge the Headwaters Fund in your work. (200 word maximum)

The Headwaters Fund will be graciously acknowledged in any promotions or documentation of our work related to this project or any that ensues from it. Additionally, we will site the Headwaters Fund in future grant proposals when trying to leverage and/or continue funding for related work. This is a pivotal time for Humboldt's food system, and an infusion of Headwaters funding is timely in making a change.

Headwaters		Match Funding				Headwaters		Total
Staff	Title	CAFF	HW	WRME Received	CDFA Received	SJHS Received	TRUE Received	
Abellera	Director	100%	5.00%	\$ 200	\$ 1,000	\$ -	\$ -	\$ 4,650
Carlson	Manager	100%	8.00%	\$ -	\$ 8,524	\$ -	\$ 12	\$ 12,696
Derden Little	Coordinator	100%	25.00%	\$ -	\$ -	\$ 2,427	\$ -	\$ 13,062
Wylar	Manager	100%	15.00%	\$ 450	\$ -	\$ -	\$ 394	\$ 8,035
Total Staff				\$ 650	\$ 9,524	\$ 2,427	\$ 406	\$ 38,443
Fringe								
25% of Salaries				\$ 782	\$ 2,381	\$ 607	\$ 102	\$ 10,230
Total Fringe				\$ 782	\$ 2,381	\$ 607	\$ 102	\$ 10,230
Program *								
Program Supplies				\$ -	\$ 934	\$ -	\$ 192	\$ 1,226
Staff Travel				\$ 161	\$ 3,148	\$ 152	\$ -	\$ 4,561
Non Staff Travel				\$ 417	\$ -	\$ -	\$ 42	\$ 459
Contract Labor				\$ 1,375	\$ 7,456	\$ -	\$ 188	\$ 10,519
Total Program Costs				\$ 1,953	\$ 11,538	\$ 152	\$ 422	\$ 16,765
Total Direct Costs				\$ 3,384	\$ 23,443	\$ 3,186	\$ 930	\$ 65,438
Overhead								
Office Supplies				\$ -	\$ -	\$ 48	\$ -	\$ 198
Postage & Delivery				\$ 8	\$ -	\$ -	\$ -	\$ 8
Printing				\$ 4	\$ -	\$ 48	\$ -	\$ 302
Rent				\$ 203	\$ 312	\$ 152	\$ 145	\$ 1,960
Telephone				\$ 55	\$ 139	\$ 39	\$ 38	\$ 650
Utilities				\$ 5	\$ 62	\$ -	\$ 7	\$ 74
Janitor				\$ 7	\$ 12	\$ -	\$ -	\$ 19
Total Overhead				\$ 282	\$ 525	\$ 287	\$ 190	\$ 3,210
Indirect								
Sabato		100%	0.9250%	\$ 634	\$ 750	\$ -	\$ 208	\$ 2,055
Macias		100%	1.2500%	\$ 352	\$ 1,042	\$ -	\$ 180	\$ 2,433
Del Signore		100%	0.5000%	\$ 415	\$ 666	\$ -	\$ -	\$ 1,531
Benefits				\$ 257	\$ 328	\$ -	\$ 119	\$ 1,146
Indirect				\$ -	\$ 800	\$ 695	\$ 531	\$ 2,026
Total Indirect				\$ 1,658	\$ 3,586	\$ 695	\$ 1,038	\$ 9,191
Total Indirect/Overhead				\$ 1,939	\$ 4,111	\$ 982	\$ 1,228	\$ 12,401
Total Budget				\$ 5,324	\$ 27,554	\$ 4,168	\$ 2,158	\$ 77,838
Indirect / Overhead %				12.00%				

* Program Cost Descriptions

Printing: printing of materials to facilitate buyer-producer connections including contact sheets, production and availability information, farmer profiles, needs sheets, etc.

Contract labor: contribution towards Greenway Partners to facilitate 3-5 stakeholder meetings to discuss needs, interests, and next steps around food system strategy development.

Program supplies: Food used during farmer-buyer meetings

Travel: one round-trip flight for FSM Cathy Carlson from San Francisco To arcata at \$580 to conduct plus on farm food safety activities plus local mileage for Caff staff at \$65 per mile

Community Alliance with Family Farmers

2013

BOARD OF DIRECTORS

PO Box 363, Davis, CA 95617

Dale Coke, Farmer, Coke Farm
Aromas, CA

Rich Collins, Farmer, California Endive
Rio Vista, CA

Ken Kimes, Farmer, New Natives LLC
Aptos, CA

Cynthia Lashbrook, Farmer, Pest Control Advisor, Riverdance Farms
Livingston, CA

Janus Holt Matthes, Small Farm Advocate, *Chapter Rep*
Sebastopol, CA

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Guinda, CA

Deb Tellier, Attorney, Farella Braun & Martel LLP
Lafayette, CA

Vicki Williams, CPA, Ullrich Delevati Certified Public Accountants, Farmer, *Treasurer*
Woodland, CA

Headwaters Fund
520 E Street
Eureka, CA 95501

June 23, 2013

Dear Selection Committee

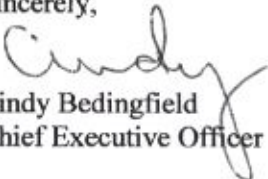
Redwood Acres writes in support of the Community Alliance with Family Farmer's (CAFF) application to the Headwaters Fund.

Redwood Acres has recently contributed information to CAFF's county-wide study that documented the barriers, challenges and opportunities in marketing, transporting, and distributing local produce in Humboldt County. It is our understanding that this important agricultural information will feed into a larger strategic plan being drafted by California Center for Rural Policy around strengthened local food systems.

We appreciate the work that Greenway Partners has recently done on our behalf to inform our growth. We look forward to continued conversations with other key entities to generate ideas and develop strategies to serve the agricultural needs of Humboldt County.

Please consider CAFF's request.

Sincerely,


Cindy Bedingfield
Chief Executive Officer

June 25, 2013

Headwaters Fund
520 E Street
Eureka, CA 95501

Dear Selection Committee,

I am writing in support of the Community Alliance with Family Farmers' (CAFF) proposal to the Headwaters Fund. I grow over 15 crops on 70 acres in Humboldt County. I sell most of my produce through direct and wholesale channels in Humboldt County, but also ship product to the San Francisco area.

I have the capacity to sell more products through both local and export market channels. CAFF's proposed project will help us address some of the challenges of selling to institutional foodservice operations and wholesale distributors such as marketing and food safety requirements. Finally, CAFF's project will help with coordination and communication between farmers interested in working together on a shared delivery system, something we would like to explore in more detail.

Thank you for considering CAFF's request.

Sincerely,

A handwritten signature in black ink, appearing to read "John Gary", written over a horizontal line.

John Gary
Organic Matters Ranch
6743 Myrtle Avenue
Eureka, CA 95503
(707) 407-3276



June 25, 2013

Dear Headwaters Board,

RE: Letter of Support for Community Alliance with Family Farmers (CAFF)

Greenway Partners would like to express its support for CAFF's proposal to improve production and distribution of produce from local farms. The work accomplished by their proposal would address some notable areas of concern in the region: namely, distribution of locally grown food to underserved areas beyond the coastal population centers.

Greenway is currently developing a project to facilitate visioning and planning process in which regional food system stakeholders would be able to better plan for future changes to the infrastructure, service models, and policies that impact local produce and food products. The aim is to increase communication between individuals, agencies, businesses and organizations so that coordination of individual efforts can reduce competition and increase collaboration.

CAFF is a critical stakeholder in such a project. The work done for this proposal would strengthen the larger, whole-system effort.

The project proposed by CAFF makes excellent use of the expertise they have gained from their research, their community engagement and their program operations. It provides a logical next step toward growing the value in our local food economy, as it will help to reduce many barriers currently preventing the area's institutional and organizational consumers from sourcing more produce from local farms.

We hope you will support this proposal as it is important work for our community.

Sincerely,

Thank you,

Kirk Cohune, Principal

Fawn Scheer, Project Manager

June 26, 2013

Headwaters Fund
520 E Street
Eureka, CA 95501

Dear Reviewer,

I am writing this letter in support of the Community Alliance with Family Farmers' (CAFF) application to the Headwaters Fund. My family and I grow over 50 varieties of apples on 5 acres in Humboldt County. We currently market our fruit through direct and wholesale channels in Humboldt and Del Norte Counties, including 11 different school districts. We have the capacity to sell a higher volume to local institutional buyers, but we need help marketing our product to additional food service programs.

CAFF has been a critical partner in connecting us to additional Humboldt and Del Norte County school districts, as well as the Del Norte Unified School District's Harvest of the Month program. This has increased our sales significantly. She has added value to our product by helping us tell our story to the consumers through a farmer profile and Buy Fresh Buy Local marketing materials in school cafeterias. We are already seeing the results and increased revenue from these efforts. We support the proposed project because it will allow us to continue working with CAFF to promote our farm and products, and increase the volume we sell to school districts and other buyers.

We are also interested in discussing the potential to develop a shared delivery system with other local farms to reduce the cost of delivery in serving our customers. CAFF can play an important role in helping to get such a system off the ground.

Thank you for your consideration of CAFF's proposal.

Sincerely,



Betty Lovie
Fieldbrook Valley Apple Farms
336 Rock Pit Road
Fieldbrook, CA 95519
(707) 839-4289



Food for People, Inc.
The Food Bank for Humboldt County
307 W. 14th St.
Eureka, CA 95501
(707)-445-3166
(707)-445-5946 fax
www.foodforpeople.org

June 24, 2013

Headwaters Fund
520 E Street
Eureka, CA 95501

Dear Selection Committee:

It is with great enthusiasm that I write a letter of support for the Community Alliance with Family Farmer's (CAFF) 2013 proposal to the Headwaters Fund.

CAFF has done an excellent job compiling useable data on regional supply, demand, and potential models for the aggregation and distribution of local produce. Food for People has talked at length with CAFF about our extensive services and existing infrastructure, including an underutilized refrigerated truck, which could aid in the distribution of local produce throughout the county. This refrigerated truck is currently being used as a Mobile Produce Pantry that travels to areas of the county that have been identified as "food deserts", which include communities that have little or no access to affordable fresh produce other than direct purchases from local farmers. In many cases we pass right by some of the larger farmers en route to and from the Mobile Produce Pantry sites so it would make sense to be able to incorporate back hauls of fresh produce into the schedule.

We've also been involved in larger food systems discussions with CAFF and Greenway Partners as we begin to address our increased infrastructure needs. As anyone who has visited our warehouse recently can attest, we have outgrown our current facility with no way of expanding program services or staffing at the existing site. This past year we began renting additional off site warehouse space for storage of nonperishable foods and recently rented freezer space at FoodWorks to accommodate the overflow of frozen product.

Given these realities, the discussions that have been taking place regarding shared facilities and transportation infrastructure are of particular interest to us. We already work closely with a significant number of farmers through our Gleaning Program and have partnered with the North Coast Growers' Association for the past three years, and CAFF this year, on development of the Market Match CalFresh incentive program, which provides additional incentive funds for individuals who use their CalFresh benefits at farmers' markets. These successful partnerships have helped us build relationships that would lend themselves well to future projects. That's why

we look forward to continued conversations that bring key players of the food system together to collectively strategize next steps for the economic benefit of the community.

Food for People, the food bank for Humboldt County, has been serving low income households countywide since 1979. Our 14 programs currently reach an average of 12,000 individuals of all ages each month. Last year, our food bank collected and distributed 1.8 million pounds of food countywide. As we look toward the future and the sustainability of our services, it is exciting to think about opportunities to work collaboratively to address our county's economic and food system needs in a manner that reflects the level of creative entrepreneurship Humboldt is becoming known for.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Anne Holcomb".

Anne Holcomb,
Executive Director
707-445-3166 ext. 302
aholcomb@foodforpeople.org

Internal Revenue Service

Department of the Treasury

District
Director

P.O. Box 2350 Los Angeles, Calif. 90053

Person to Contact:

LUCILLE BARRAGAN

Telephone Number:

(213) 894-2336

Refer Reply to:

EO(071493)

Date:

JULY 14, 1993

COMMUNITY ALLIANCE WITH FAMILY
FARMERS FOUNDATION
P.O. BOX 363
DAVIS, CA 95617-0363

RE: COMMUNITY ALLIANCE WITH FAMILY FARMERS FOUNDATION
EIN: 94-2914745

Gentlemen:

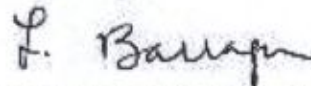
This letter is in response to your request for a copy of the determination letter for the above named organization.

Our records indicate that this organization was recognized to be exempt from Federal income tax in MAY 1983, as described in Internal Revenue Code Section 501(c)(3). It is further classified as an organization that is not a private foundation as defined in Section 509(a) of the code, because it is an organization described in Section 170(b)(1)(A)(vi).

The exempt status for the determination letter issued in MAY 1983, continues to be in effect.

If you need further assistance, please contact our office at the above address or telephone number.

Sincerely,



Disclosure Assistant

COMMUNITY ALLIANCE WITH FAMILY FARMERS
Statement of Financial Position
Period Ending March 31, 2013

CURRENT ASSETS:

Cash and cash equivalents	\$ 63,881
Restricted cash	\$ 9,018
Accounts Receivable	
Reimbursement	\$ 240,781
Grants	\$ 172,867
Other	\$ 5,219
Pledges	\$ 10,000
Prepaid Expenses	\$ 23,412
Total Current Assets	<u>\$ 525,178</u>

DEPOSITS \$ 6,125

FIXED ASSETS, NET \$ 19,067

TOTAL ASSETS \$ 550,371

LIABILITIES & EQUITY

Liabilities

Accounts Payable	\$ 153,699
Accounts Payable - GC	\$ 17,025
Accrued payroll and related	\$ 39,366
Total Current Liabilities	<u>\$ 210,090</u>

LINES OF CREDIT \$ 61,765

TOTAL LIABILITIES \$ 271,855

Equity

Unrestricted Net Assets	\$ (119,948)
Temporarily Restricted Net Assets	\$ 398,464
TOTAL EQUITY	<u>\$ 278,516</u>

TOTAL LIABILITIES & EQUITY \$ 550,371

COMMUNITY ALLIANCE WITH FAMILY FARMERS
Statement of Activities
Period Ending March 31, 2013

	Unrestricted	Temporarily Restricted	Total
SUPPORT AND REVENUES FROM CONTINUING OPERATIONS:			
Private grants and contributions	\$ 80,111	\$ 125,999	\$ 206,110
Government grants and contracts	\$ 151,594	\$ -	\$ 151,594
Fundraising Events	\$ -	\$ -	\$ -
Net assets released from restrictions	\$ 167,647	\$ (167,647)	\$ 0
Other revenues	\$ 8,601	\$ -	\$ 8,601
Total support and revenues from continuing operations	<u>\$ 407,954</u>	<u>\$ (41,648)</u>	<u>\$ 366,306</u>
EXPENSES AND LOSSES FROM CONTINUING OPERATIONS:			
Program Services	\$ 357,538	\$ -	\$ 357,538
Support Services	\$ 30,329	\$ -	\$ 30,329
Total expenses from continuing operations	<u>\$ 387,866</u>	<u>\$ -</u>	<u>\$ 387,866</u>
CHANGE IN NET ASSETS	\$ 20,088	\$ (41,648)	\$ (21,560)
NET ASSETS, BEGINNING OF YEAR	\$ (140,036)	\$ 440,113	\$ 300,077
NET ASSETS, END OF QUARTER	<u>\$ (119,948)</u>	<u>\$ 398,465</u>	<u>\$ 278,516</u>



2013 BUDGET

INCOME

Program Revenue

	TOTAL	BIO AG	RFS	POLICY	ADMIN
Business Partners	\$ 210,899	\$ 41,064	\$ 151,411	\$ 18,424	\$ -
Fee for Service	\$ 201,683	\$ -	\$ 163,016	\$ 38,667	\$ -
Foundations	\$ 465,284	\$ -	\$ 443,784	\$ 21,500	\$ -
Government	\$ 813,453	\$ 188,567	\$ 619,522	\$ 5,365	\$ -
Individuals	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -
Fundraising Events	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Projected)	\$ 77,000	\$ 2,000	\$ 20,000	\$ 55,000	\$ -
Total Program Revenue	\$ 1,778,319	\$ 231,631	\$ 1,397,732	\$ 148,956	\$ -

Unrestricted Revenue

Business Partners	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
Fee for Service	\$ 19,300	\$ -	\$ -	\$ -	\$ 19,300
Fiscal Sponsorship	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
Foundations	\$ 43,282	\$ -	\$ -	\$ 4,782	\$ 38,500
Individuals	\$ 57,351	\$ -	\$ -	\$ 12,351	\$ 45,000
Fundraising Events	\$ 62,000	\$ -	\$ -	\$ -	\$ 62,000
Other	\$ 37,260	\$ -	\$ 13,500	\$ -	\$ 23,760
Total Unrestricted Revenue	\$ 238,193	\$ -	\$ 13,500	\$ 17,133	\$ 207,560

Total Income

\$ 2,016,512	\$ 231,631	\$ 1,411,232	\$ 166,089	\$ 207,560
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EXPENSES

Direct

	TOTAL	BIO AG	RFS	POLICY	ADMIN
Contract Labor	\$ 231,112	\$ 61,898	\$ 127,104	\$ 42,110	\$ -
Dues & Subscriptions	\$ 3,430	\$ -	\$ 1,300	\$ 2,130	\$ -
Equipment Rental & Maintenance	\$ 2,724	\$ -	\$ 2,700	\$ 24	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Janitorial	\$ 881	\$ 216	\$ 188	\$ 476	\$ -
Meetings	\$ 10,334	\$ -	\$ 8,334	\$ 2,000	\$ -
Office Supplies	\$ 6,658	\$ -	\$ 6,387	\$ 271	\$ -
Postage & Delivery	\$ 8,196	\$ -	\$ 7,896	\$ 300	\$ -
Printing & Photocopying	\$ 24,465	\$ 203	\$ 24,098	\$ 165	\$ -
Program Supplies	\$ 77,031	\$ 6,538	\$ 70,493	\$ -	\$ -
Promotion	\$ 29,471	\$ -	\$ 29,471	\$ -	\$ -
Rent	\$ 42,721	\$ 4,404	\$ 33,407	\$ 4,909	\$ -
Rentals	\$ 4,502	\$ 902	\$ 3,600	\$ -	\$ -
Taxes and Licenses	\$ (30)	\$ -	\$ (30)	\$ -	\$ -
Technology	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -
Telephone	\$ 15,337	\$ 3,342	\$ 11,117	\$ 877	\$ -
Travel (Staff)	\$ 80,208	\$ 19,942	\$ 47,689	\$ 12,576	\$ -
Travel / Non-Staff	\$ 9,508	\$ -	\$ 9,508	\$ -	\$ -
Utilities	\$ 3,017	\$ 858	\$ 1,483	\$ 676	\$ -
Wages	\$ 753,217	\$ 86,596	\$ 611,195	\$ 55,426	\$ -
Benefits	\$ 135,012	\$ 10,876	\$ 110,904	\$ 13,232	\$ -
Total Direct	\$ 1,442,793	\$ 195,775	\$ 1,111,846	\$ 135,172	\$ -

Support Services

	TOTAL	BIO AG	RFS	POLICY	ADMIN
Bank and Interest Fees	\$ 2,680	\$ -	\$ -	\$ -	\$ 2,680
Depreciation	\$ 3,500	\$ -	\$ -	\$ -	\$ 3,500
Dues & Subscriptions	\$ 4,826	\$ -	\$ -	\$ -	\$ 4,826
Equipment Rental & Maintenance	\$ 4,232	\$ -	\$ -	\$ -	\$ 4,232
Insurance	\$ 6,500	\$ -	\$ -	\$ -	\$ 6,500
Janitorial	\$ 1,533	\$ -	\$ -	\$ -	\$ 1,533
Meetings	\$ 4,780	\$ -	\$ -	\$ -	\$ 4,780
Office Supplies	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
Postage & Delivery	\$ 6,850	\$ -	\$ -	\$ -	\$ 6,850
Printing & Photocopying	\$ 10,400	\$ -	\$ -	\$ -	\$ 10,400
Professional Fees	\$ 18,500	\$ -	\$ -	\$ -	\$ 18,500
Rent	\$ 48,666	\$ -	\$ -	\$ -	\$ 48,666
Repairs & Maintenance	\$ 10,720	\$ -	\$ -	\$ -	\$ 10,720
Staff Development	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
Technology	\$ 8,450	\$ -	\$ -	\$ -	\$ 8,450
Telephone	\$ 2,754	\$ -	\$ -	\$ -	\$ 2,754
Travel	\$ 15,917	\$ -	\$ -	\$ -	\$ 15,917
Utilities	\$ 2,419	\$ -	\$ -	\$ -	\$ 2,419
Wages	\$ 238,007	\$ -	\$ -	\$ -	\$ 238,007
Benefits	\$ 29,519	\$ -	\$ -	\$ -	\$ 29,519
Service	\$ 2,910	\$ -	\$ -	\$ -	\$ 2,910
Indirect (Funds collected from programs to cover indirect)	\$ -	\$ 27,444	\$ 219,916	\$ 20,212	\$ (267,573)
Total Indirect	\$ 428,163	\$ 27,444	\$ 219,916	\$ 20,212	\$ 160,591

Total Expense

\$ 1,870,957	\$ 223,220	\$ 1,331,762	\$ 155,384	\$ 160,591
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Net Income or Loss

\$ 145,555	\$ 8,411	\$ 79,470	\$ 10,705	\$ 46,969
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Grant Fund Application COVERSHEET

Date of application: September 30, 2013

Organization Name: Humboldt-Del Norte Film Commission

Director/CEO: Cassandra Hesseltine

Organization Type: (Government, Nonprofit c3, c4 etc): Nonprofit c3

Total current year organizational budget: \$137,203 # of FTE employees: 1

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

Please see attachment

Project title: FAM and Media Tour

Please provide a less than 250 word summary of your project which answers the following questions: What are you going to do? For whom? How will they benefit? Why is it necessary? What will be accomplished? How will you accomplish this?

Please see attachment

Amount requested: \$18551.00 Total project cost: \$52,129.60

Grant timeline: Period covered: January 2014 to January 2015

Total match amount: \$33,578.60 Match amount as % of project budget 64%
(Required 50% match for implementation, 25% for planning or technical assistance)

Cash match: \$18,028.60 In-kind match \$15,550

Cash match as % of project budget 34%

(Required: 25% for implementation, 12% for planning or technical assistance)

Type of project: ☐ Planning ☒ Implementation ☐ Technical Assistance

Geographic focus of project: Humboldt County

Number of permanent, long term, private sector jobs to be created: Unfortunately, I cannot quantify at this time the impact on the private sector jobs regarding the increase of filming in our area. I do know that there is a significant economic impact from films when there is filming and by increasing the frequency of filming in our area we will increase the economic impact (including in the form of private sector jobs).

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

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

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

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

Contact person name and title: Cassandra Hesseltine, Film Commisisoner & E.D.
Contact phone: (707) 825-7600 Contact email: commissioner@filmhumboldtelnorte.org
Contact address: 1385 8th Street, Suite 106 Arcata, CA 95521

September 30, 2013

Organization's Mission:

The Humboldt - Del Norte Film Commission is dedicated to promoting the Redwood Coast as a film-friendly region, acting in liaison with the local government, the business community and the media industry. Our mission is to make the Redwood Coast a premiere destination for the film, television and diverse media industry production.

Summary of the Project:

The Humboldt-Del Norte Film Commission plans to hold a FAM Tour designed especially for film industry professionals to become familiar with Humboldt and Del Norte for filming. The grant would only compensate for the Humboldt part of the tour.

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 then 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. tourist type activities on their off time and the circulation of the money in our community=\$2.95), it's roughly a \$15 million boost to our economy.

In addition to the FAM tour, the Film Commission and Humboldt Made would like to collaborate to do a Media Tour for LA, San Francisco, and Sacramento. The private tours would involve bringing up a reporter from each area to write a story on our industry and film driven tourism.

Explanation of Narrative Questions:

1. We need to increase filming to our area so that we may increase the economic impact that filming brings in our region. In order to do this, film industry professionals need be educated on what we have to offer in the way of locations, accommodations, catering, local businesses and local crew. Due to the fact that we are geographically one of the farthest counties in California from Hollywood, makes the trip cost prohibited and the county difficult to reach. By offering a paid tour of Humboldt to industry professionals, we are eliminating the largest hurdle of having them tour our area.

In addition, by contouring 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. If industry professionals were 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.

Currently, we have productions that frequent the area for filming. Predominately car commercials and reality TV shows are the most common type of filming in our region. Periodically, we also have independent feature films and every 5 to 10 years we host a major studio film. All of this is dictated by scripts, concepts and the knowledge of Hollywood about what we have to offer them. By holding a FAM tour, we are taking out the last part of the equation and bringing more awareness to Hollywood. The future vision is that Hollywood would have a better understanding of what it is we offer for productions as to increase the amount of filming which would increase the economic impact filming has on our region.

In addition to the FAM tours, having a media tour with three California papers allows us to expand our education to industry tourists and other film related individuals who are not able to attend the FAM tour but will be able to read about what we have to offer from private tours given to each reporter. By combining the media tour with industry tourism and film, Humboldt Made and the Film Commission believe we have more to offer a California paper as an incentive to take the opportunity of the private tour and write a special feature on the area.

After, the Film Commission received both a LA Times article and a London Location Blog regarding *After Earth* (Sony Studios film starring Will and Jaden Smith) filming in Humboldt County, the Film Commission received several requests by location managers to be on the FAM Tour list if we were

September 30, 2013

to have one. This showed me two things: 1. The impact of media and 2. The need for a FAM Tour.

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 are the hotel industry, caterers and food industry, and local crew. There are many other businesses however that also benefit when a production comes to town. For instance, *After Earth* contracted with the following businesses during filming: 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 to name a few. Red Lion (who employs Humboldt residents) alone benefited by \$140,000 being spent at their establishment. By bringing more shoots and bigger shoots with more needs, we help retain and grow existing businesses in order to keep up with the demand of Hollywood.

It's impossible to quantify the outcome from the FAM and Media Tours due to the fact that we have no way of controlling whether there are current needs for our locations in current productions. However, the tours are a long term investment that will affect the increase of filming in our area over time due to the fact that the industry professionals' knowledge of us will allow them to think of us when the right project does dictate a need for our locations (location needs is what makes a film shoot travel outside of the Hollywood zone). The more we increase the awareness of what we have to offer in many different faucets (tours, articles, attending tradeshow, etc.) the more likely shoots will film here.

A soft indication of success is a temporary increase of shoots leading to temporary work due to increase knowledge and 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 she could also expand her business to offer craft services as part of her catering services (craft services is the snack table that is stocked the whole 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 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

September 30, 2013

consistent amount of filming in Humboldt as mentioned before, then not only would Cassaro's Catering add craft service but a new business would be able to 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 currently have but would make filming here more accessible so that film shoots do not have to rent these types of items out of the area and then haul them up to Humboldt. All three types of houses are common in areas where filming is common (i.e. Sacramento, San Francisco, and LA).

3. The Film Commission would achieve such a tour by tailoring it to include the hotels, food establishments, and crew that exemplify the best of Humboldt; would involve support from the community to help make it a huge success in the eyes of the industry professionals; and would have input by our local location scouts to incorporate the prime filming locations for the tour. The Media Tours would be tailored for newspapers so they may write a feature story on our area and would receive individual attention to meet their special needs of deadlines, content specifics, etc.

Scope of Work:

January 2014	Refine FAM tour with local location professionals; contact California Film Commission (CFC), Location Guild, and Studios for possible candidates to take tour; Contact papers to begin dialogue of possible tour and feature article; narrow date of tour; use the format of the FAM to create a private tour specific for individual media tour
February	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; continue dialogue with papers to meet any needs they have to fulfill the article and schedule private tour; finalize details of individual tours
March	Create thumbdrive 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; have Humboldt Made create welcome baskets with local products for tour participants arrival; contact all participants to confirm tours
April	Finalize all aspects of tour and make final adjustments;

Humboldt-Del Norte Film Commission FAM and Media Tour

September 30, 2013

	create welcome packet to send to participants ahead of tour
May	Depending on actual date of tour, send out welcome packets to participants. Address any last minute issues.
June - September	Execute the FAM Tour
By January 2015	Have complete all three individual tours

FAM TOUR	
Itinerary	
Day 1:	Friday
12pm	Land and load into passenger vans
12:45	Merryman's Beach house for Humboldt Made welcome lunch (Cassaro's Catering)
2:00	Scout Trinidad, Beaches, Arcata, HSU
4:00	Arrive at Red Lion to wine and cheese reception and receive gift baskets from HM in room
5:30	Shuttle to Eureka Old Town & dinner at Carter House's 301 Restaurant in private (Partially sponsored by HSU)
Day 2:	Saturday (Includes Local Location Scout)
8am	Shuttle to Breakfast
8:15am	Breakfast at Black Lightning Motorcycle Café
9:15am	Eureka Inn Tour
10am	Ferndale: Main Street
	Fortuna: Hotels, Riverlodge, Eel River Brewery (Lunch)
	Scotia: Town and Inn
2pm	Humboldt Redwood State Park
4pm	Cocktails and Dinner at Redwood Grove House
8pm	Drive back to Red Lion
Day 3:	Sunday
8am	Breakfast TBD
9:15am	101 North drive to Jedidiah Smith State Park
	Crescent City (Pebble Beach)
	Battery Point Lighthouse
	Trees of Mystery
1pm	Requa Inn Tour and Lunch

September 30, 2013

4pm	Fly home
-----	----------

4. Prior to writing this grant, I inquired with the California Film Commission on how to hold a FAM Tour. I spoke one on one with the Deputy Director (who attended FAM Tours while working for Dreamworks) who informed me on how to give a productive FAM Tour and what the expectations of industry professionals were. I, also, attended a workshop that covered good FAM Tour practices approximately a year ago that was given by a location manager who works on big studio shoots. From these two sources, I created possible tour that would cover a wide variety of locations, hotels, food professionals and highlight certain crew, ultimately showcasing what Humboldt (and Del Norte) has to offer. I have also contacted organizations/private sectors that would be possible partners for the tours.

To date, I have financial sponsorship commitments from HSU, Merryman's Beachhouse, Humboldt Made, Red Lion, Black Lightning Motorcycle Café, and the Redwood Grove House.

5. Obviously, there will be jobs directly created from the project that are short term, temporary project related jobs. More importantly, as filming increases over time from exposing Hollywood to our area from the FAM Tours and any media tours resulting in special features, there will be jobs and sources of revenue in the long term that will be created from this increase of filming. As mentioned earlier, 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 are: local crew (\$100-\$350/day), hotel/catering staff (\$10-\$15/hr), and private locations rented for filming (\$100-\$9000/day). The list is endless depending on the type of production.

Another effect of increase filming in our area due to the FAM Tour is the indirect effect of locals hiring local 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 was also 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.

When discussing industry driven tourism, which would be affected by the special feature articles, each privately owned company would experience its own specific increase based on the uniqueness of its product. It would also affect the hotels, restaurants and other tourist type businesses.

6. Though film productions are not directly a project providing environmental benefits, the Film Commission subscribes to the need for good stewardship of the environment. When we are aware of a film production shooting or

September 30, 2013

wanting to shoot on sensitive resources (i.e. filming in old growth redwood or on the beach), we always make sure to hold the film shoots to the environmental guidelines of the locations 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 jobs. Obviously, this leads to quality of life making Humboldt County a more desirable place to live. An added bonus to receiving a steady paycheck is the fun component of these jobs is 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 was) or Dustin Hoffman's house keeper (like one local resident), it's exciting to have a job that is effected by the entertainment industry.

Second way this project leads to Humboldt County being more desirable is the jobs will increase in specifically the film industry (which is 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 or Del Norte. 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 it is to happen, making Humboldt County a more desirable place to live.

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 only Locations Award Show and the Film Commission Trade Show once a year.
Cassandra Hesseltine: I have been Film Commissioner for three years this month. Prior to being Film Commissioner, I was a TV and film producer for independent projects for 10 years. Currently, I have been asked to be on the FLICS board of directors with the request to become Treasurer for this statewide organization.
Humboldt Made: As an association of businesses, Humboldt Made is working to align Humboldt County's quintessential products with tourism efforts. It is the belief of participating businesses that tour activities will help to build the Humboldt Made brand throughout California as a regional source for good food, artisan products and outdoor experiences. Humboldt Made is currently developing tours with funding from the County of Humboldt. Humboldt Made and the Film Commission will work together to generate media interest for tours of food and beverage, niche manufacturing and farm

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and ranch-based businesses to media from the Bay Area and Sacramento. Humboldt Made believes an "industry-driven" tourism approach will play a vital role in creating an enhanced visitor experience, will increase the length of stay of tourists and will create and sustain local jobs. The Film Commission believes Humboldt Made businesses are an essential element in the pitch for Humboldt County as a film production destination. Humboldt Made has, also, agreed to sponsor Humboldt Made gourmet foods and beverages for the welcome lunch.

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: Lisa Corral, Sales and Marketing, has agreed to discount the rooms for the FAM Tour by 50% and to host a small wine and cheese reception at the hotel upon arrival.

Black Lighting Motorcycle Café: BLMC has agreed to open early and hold a private breakfast to start the Saturday portion of the tour in Eureka.

Rowdy Kelly: Rowdy Kelly has worked *The Majestic* and *After Earth* amongst many other commercial and other shoots in the area as well as out of the area on film productions in the locations department. As a seasoned location scout, he has agreed to contribute ideas to the tour as well as participate on the actual tour. He would make an excellent example of what our local crew has to offer.

Redwood Grove House and Allison Huegen: This late 1920's Julia Morgan designed property (designer of Hearst Castle) is being donated to use for the Saturday night cocktail and dinner location. The Huegen family is sponsoring the dinner with the use of Bevelry Wolfe catering.

9. All funds but those to hire a charter plane would stay local. The charter service that would be contracted specializes in the film industry and has a plane out of Burbank. A charter plane would make the best impression on film individuals and also would guarantee that they would not have delays or issues when traveling to Humboldt causing the tour to be off schedule.
10. The risks and challenges of doing a project like this are the weather and creating an interesting yet organized tour that accomplishes all our goals of highlighting the area. First, we will check weather patterns to set an ideal date for showcasing the area. Second, we vet the best possible tour for our goals by collaborating with Location Specialists. Third, once the tour is set we will break it down to back sure that all aspects of it are accounted for and set into a time line that is communicated to all those involved. Using tools

September 30, 2013

like Google Drive will be necessary to make sure that open communication is addressed.

11. 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.

**FAM & Media Tour
Budget
2014**

Projected Expense Item	Total Cost	Requested Amount from Headwaters Grant Fund	Amount from Matching Funds	Source of Matching Funds
Charter Plane	\$ 9,000.00	\$ 9,000.00	\$ -	
Direct Salary of Film Commissioner(2.2 mths @ \$4733/mth)	\$ 10,412.60		\$10,412.60	Film Commission
Office Supplies	\$ 200.00		in kind	Film Commission
Passenger Van	\$ 501.00	\$ 501.00	\$ -	
Van Driver	\$ 600.00	\$ -	in kind (committed)	Jeff Hesseltine
Gas for Weekend	\$ 750.00	\$ 750.00	\$ -	
Merryman's Beachhouse	\$ 750.00	\$ -	in kind (committed)	Melissa Merryman
Humboldt Made Luncheon	\$ 500.00	\$ -	in kind (committed)	Humboldt Made
Humboldt Made E.D. Salary	\$ 500.00	\$ -	in kind (committed)	Angie Schwab
Caterer for HM luncheon	\$ 500.00	\$ 500.00	\$ -	
Red Lion Accommodations	\$ 2,800.00	\$ 1,400.00	in kind (committed)	Red Lion
Red Lion Reception	\$ 400.00	\$ -	in kind (committed)	Red Lion
				Humboldt State
301 Restaurant (Hotel Carter)	\$ 1,000.00	\$ 500.00	\$ 500.00	University
				Black Lightning
BLMC Breakfast	\$ 200.00	\$ -	in kind (committed)	Motorcycle Café
Eel River Brewery	\$ 350.00	\$ 350.00	\$ -	
Humboldt Redwood State Park	\$ 8.00	\$ -	\$ 8.00	Film Commission
Redwood Grove House	\$ 9,000.00	\$ -	in kind (committed)	Allison Huegel
Dinner at Redwood Grove	\$ 2,000.00	\$ -	\$ 2,000.00	Allison Huegel
Sunday Brunch	\$ 250.00	\$ 250.00	\$ -	
Jedidah Smith State Park	\$ 8.00	\$ -	\$ 8.00	Film Commission
Requa Inn Lunch	\$ 300.00	\$ 300.00	\$ -	
Snacks for card ride	\$ 100.00	\$ -	\$ 100.00	Film Commission
				Humboldt Made
				donating
Media Tours (x3)	\$ 7,000.00	\$5,000	in kind (committed)	food/baskets/etc
Humboldt Made E.D. Salary for Media Tours (Flat rate)	\$ 2,500.00	\$ -	\$ 2,500.00	Humboldt Made
Film Commission E.D. Salary for Media Tours (Flat rate)	\$ 2,500.00	\$ -	\$ 2,500.00	Film Commission
	\$ 52,129.60	\$ 18,551.00	\$ 18,028.60	

Humboldt-Del Norte Film Commission

Board of Directors

Board President	Ann Warner
Vice President	Erik Schjeide
Treasurer	Chris Harris
Secretary	Melody Williams
Board Member	Philip Wright
Board Member	Ed Sukis
Board Member	Lora Canzoneri



September 30, 2013

The Headwaters Fund
520 E Street
Eureka, CA 95501

RE: Support for the Humboldt Film Commission FAM & Media Tour Grant Application

Dear Ms. Dawn Elsbree and The Headwaters Fund Board Members:

Humboldt Made businesses are enthusiastic about working together and with the Humboldt County Film Commission on Familiarity and Media Tours for Humboldt County.

Humboldt Made will assist with tour designs, the welcome dinner for the film industry and media professionals and will provide welcome crates to the guests.

We urge your award of the requested grant for FAM & Media Tours as a timely investment in helping local businesses to work together to build mutual recognition of Humboldt County.

Sincerely,

A handwritten signature in black ink, appearing to read 'Angeline Schwab', is written over a light blue horizontal line.

Angeline Schwab
Executive Director
Humboldt Made
1385 8th Street, Suite 224
Arcata, CA 95521

c. 707-616-6726
o. 707-388-3010
angie@humboldtmade.com



**Redwood Grove
255 Benbow Dam Road
Garberville, CA 95542
415/317-2034 (C)
415/526-3180 (O)
September 30, 2013**

Headwaters Fund
Humboldt, CA

Dear Reader,

Please permit this letter to serve in support of the Film Commission to receive a grant for an upcoming FAM tour for film industry professionals. By having the FAM, we increase our chances of filming productions to bring projects to Humboldt County and boost our economy. The spectrum of businesses that benefit include locations, restaurants, hotels and points of interest. A FAM will share the richness of Humboldt County and its variety of offerings, both rustic and luxurious.

Redwood Grove is a Julia Morgan-designed property built in the late 1920s and totally refurbished. The property boasts both privacy and amazing views of the Eel River. It is reached by a private gated road and is surrounded by state redwood forests. It features approximately 3 acres with working gardens and orchards, a stand of redwoods with camp fire, beautiful landscaping and 3 buildings: Main House, Guest House and Carriage House. It has been featured

in *Traditional Home* magazine and local press. Redwood Grove is being introduced as an event venue in the near term.

We would be delighted to host the FAM group at Redwood Grove on Saturday evening. We would waive the normal rental fee and would be pleased to host cocktails on the grounds and dinner in the Great Room of the Main House. We would work with Beverly Wolfe, noted restaurant operator of Avalon and Springvale Grill, to cater the dinner.

Please feel free to contact me with any questions.

All the best,

Allison Huegel
Redwood Grove

September 30, 2013

The Headwaters Fund
Humboldt County, CA

Dear Sir or Madame,

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 Headwaters Fund Grant in order to hold a FAM Tour in the fall of 2014. I am 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,

A handwritten signature in black ink, appearing to read 'Melissa', followed by a long horizontal line.

Melissa Merryman
Owner of Merryman's Beachhouse



Rowdy Kelley
Location Scout/Manager

Humboldt County, California

PHONE

707-498-9927

FAX

707-725-2010

EMAIL

rowdykelleyhd@gmail.com

September 30, 2013

Headwater Fund committee

Dear committee members,

My name is Rowdy Kelley. I am presenting myself in the interest of supporting the proposed FAM tour grant that is being applied for by Cassandra Hesseltine.

As a part of the Film and Television industry for the the last fifteen years I have the experience to relate how much the Humboldt landscape and cityscapes are being underutilized. In working on the biggest production that have come to this county the past 12 years I have meet many of the industry workers and directors. All have said there is more to this county then just redwoods.

We need to market all of what Humboldt and Del Norte have to offer to the Film and TV production industry and we can do that best by bringing the people that will influence future productions intimately into our area. Here we can show them first hand our beautiful and diverse landscape along with our dedicated service and production community.

Humboldt has the complete package to satisfy productions. An example of this being the recent successful visit by Sony it being the pinnacle of production size and star power. They too saw that they underutilized the possibility of shooting more of their picture here. The few big productions that have been here know our potential but they are not enough to influence the future production decisions that this area can handle.

With a growing production community Humboldt and Del Norte are on the cusp of being a sought after alternative to Canada and Hollywood for productions. With a grant to introduce more key personnel that can bring productions to our area we can utilize our services, crew community and certainly our beautiful landscapes to their fullest.

Sincerely yours,

Rowdy Kelley

October 1st, 2013

Dawn Elsbree
Headwaters Funds
520 E. Street
Eureka, CA 95501

Subject: R.R.E.E.L, Inc / film DELNORTE & filmHUMBOLDT

Dear Dawn,

I am writing to you today in support of the grant application being submitted to you by R.R.E.E.L, Inc / film DELNORTE & filmHUMBOLDT for the Familiarity Tour of Humboldt that is being planned.

I can't express enough the appreciation for the commission and what Cassandra and her team accomplish for the community. We have logged substantial sales from film productions and have been directly affected by those that choose to film in our area.

I can only imagine that the FAM tour will entice the industry professionals to choose our region to film in.

Thank you for your consideration,

Sincerely,

Christine Wright
Cassaro's Catering
707-822-8009
chris@cassaroscatering.com



Department of the Treasury
Internal Revenue Service

P.O. BOX 2508
CINCINNATI OH 45201

In reply refer to: 9999999999
Sep. 04, 2013 LTR 3367C S0
80-0621095 000000 00

00024927

BODC: TE

REDWOOD REGION ENTERTAINMENT AND
EDUCATION LIAISONS INC
1385 8TH STREET SUITE 106
ARCATA CA 95521-5772



031276

Employer Identification Number: 80-0621095
Tax Form: 1023
Document Locator Number: 17053-235-35803-3
For assistance, call: 1-877-829-5500

Dear Applicant,

We received your application for exemption from Federal income tax and your user fee payment.

During the initial review process, applications for exemption are separated into three groups:

1. Those that can be processed immediately based on information submitted,
2. Those that need minor additional information to be resolved, and
3. Those that require additional development.

If your application falls in the first group or second group, you will receive your determination letter stating that you are exempt from Federal income tax or a request for information via phone, fax, or letter. If your application falls within the third group, you will be contacted when your application has been assigned to an Exempt Organizations specialist for technical review. You can expect to be contacted within approximately 90 days from the date of this notice.

IRS does not issue "tax exempt numbers" or "tax exempt certificates" for state or local sales or income taxes. If you need exemption from these taxes, contact your state or local tax offices.

General information about the application process and tax-exemption can be found by visiting our website, www.irs.gov/eo. If you are unable to locate the information needed, you may call our toll free number shown above Monday through Friday. When communicating with us, please refer to the employer identification number and document locator number shown above.

Sign up for Exempt Organizations' EO Update, a regular e-mail newsletter that highlights new information posted on the Charities pages of irs.gov. To subscribe, go to www.irs.gov/eo and click on "EO Newsletter."

Accrual Basis

RREEL, Inc.
Balance Sheet
As of August 31, 2013

	<u>Aug 31, 13</u>
ASSETS	
Current Assets	
Checking/Savings	
Checking-Redwood Capital	38,347.04
Total Checking/Savings	38,347.04
Accounts Receivable	
Accounts Receivable	7,924.90
Total Accounts Receivable	7,924.90
Other Current Assets	
Prepaid Expenses	800.00
Undeposited Funds	1,386.85
Total Other Current Assets	2,186.85
Total Current Assets	48,458.79
TOTAL ASSETS	<u>48,458.79</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	560.84
Total Accounts Payable	560.84
Other Current Liabilities	
Payroll Liabilities	
Federal Withholding Payable	526.00
Medicare Liability	101.77
Social Security Payable	435.13
State Disability Payable	100.56
State Withholding Payable	199.37
Total Payroll Liabilities	1,362.83
Total Other Current Liabilities	1,362.83
Total Current Liabilities	1,923.67
Total Liabilities	1,923.67
Equity	
Unrestricted Net Assets	26,366.42
Net Income	20,168.70
Total Equity	46,535.12
TOTAL LIABILITIES & EQUITY	<u>48,458.79</u>

RREEL Inc.

Profit & Loss

August 2013

Accrual Basis

	Aug 13	Jul - Aug 13
Ordinary Income/Expense		
Income		
Direct Public Support		
Government Grants and Contracts		
City of Arcata	0.00	786.85
City of Fortuna	0.00	5,000.00
County of Humboldt	0.00	29,834.00
Total Government Grants and Contracts	0.00	35,620.85
Individ, Business Contributions		
Fundraisers	989.45	1,989.45
Total Individ, Business Contributions	989.45	1,989.45
Total Direct Public Support	989.45	37,610.30
Total Income	989.45	37,610.30
Expense		
MOVIES IN THE PARK	-218.82	8.49
ADVERTISING	0.00	55.00
FIXED EXPENSES		
GROSS WAGES	2,916.67	12,259.21
PAYROLL TAX EXPENSES	223.12	937.83
OFFICE RENT	200.00	400.00
TELEPHONE	26.83	376.82
Total FIXED EXPENSES	3,366.62	13,973.86
VARIABLE/CONTROLABLE EXPENSES		
MILEAGE	8.00	187.00
DUES & SUBSCRIPTIONS	525.00	1,546.52
FUNDRAISING EXPENSES	0.00	210.00
MARKETING	407.50	666.49
OFFICE SUPPLIES	83.34	627.00
POSTAGE	0.00	59.90
WEB HOSTING/DEVELOPMENT	44.00	107.34
Total VARIABLE/CONTROLABLE EXPENSES	1,067.84	3,404.25
Payroll Expenses	0.00	0.00
Total Expense	4,215.64	17,441.60
Net Ordinary Income	-3,226.19	20,168.70
Net Income	-3,226.19	20,168.70

R.R.E.E.L., INC.

DBA Humboldt-Del Norte Film Commission FY 13-14 BUDGET FINAL

FUNDING

FY14 TOTAL

carry over/held for web update, board development from FY13	16,000.00
HUMBOLDT COUNTY	59,000.00
DEL NORTE COUNTY	13,500.00
FORTUNA CHAMBER OF COMMERCE	5,000.00
CITY OF ARCATA	7,553.00
CITY OF EUREKA	13,750.00
FRIENDRAISING/FUNDRAISING	
MOVIES IN THE PARK	2,400.00
HUMBOLDT LODGING ASSOCIATION	20,000.00
WEBSITE	
TOTAL ESTIMATED FUNDING	137,203.00

FIXED EXPENSES

EXECUTIVE DIRECTOR P/R EXPENSES	
EXECUTIVE DIRECTOR WAGES	55,000.00
PAYROLL TAX EXPENSE	5,500.00
Health Insurance stipend	1,800.00
WORKMAN'S COMP. INSURANCE	377.00
TOTAL E.D. WAGE EXPENSES	62,677.00
RENT	2,400.00
INSURANCE	4,300.00
Directors and Officers Insurance	1,200.00
TELEPHONE	2,100.00
TOTAL WAGES & FIXED EXPENSES	72,677.00

VARIABLE EXPENSES

DUES/SUBSCRIPTIONS	1,600.00
MARKETING	13,400.00
T-shirts, Sweat Shirts	2,500.00
FRIENDRAISING/FUNDRAISING EXPENSES	1,500.00
MOVIES IN THE PARK	2,400.00
MILEAGE	2,500.00
TRAVEL/CONVENTIONS	4,000.00
OFFICE SUPPLIES, POSTAGE, PRINTING	1,800.00
CONTRACT LABOR	6,500.00
STIPENDS/GRANTS	2,000.00
PAYROLL SUBSCRIPTION	350.00
WEB/DOMAIN HOSTING	550.00
WEBPLATFORM UPDATE	6,500.00
TOTAL VARIABLE	45,600.00

OTHER EXPENSES

Executive Director Education	1,000.00
MINOR EQUIPMENT	1,000.00
CONTINGENCY FUNDS (JULY COVERAGE)	5,000.00
MOVIE PROJECT/SIGNAGE	1,000.00
BOARD DEVELOPMENT	2,400.00
RREEL, Inc Recognition and Celebration	2,200.00
CONTINGENCY FUNDS	5,000.00
TOTAL OTHER EXPENSES	17,600.00

PROJECTED INCOME (LOSS) FY13	1,326.00
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Reference # 5730797 01-Oct-2013 10:27AM

Prepared for Film Humboldt
Cassandra *
P: 707-825-7600
commissioner@filmhumboldtelnorte.org

Quote Subtotal \$9,000.00
Total \$9,000.00

Aircraft N471SS (Pilatus PC-12)

Amenities: Pets allowed, Power outlet, Freon air conditioning, Enclosed lavatory, Leather seats, Lavatory, 110V Outlet



Itinerary	Depart/Arrive		Distance	Flight time	Passenger(s)
	BURBANK, California, US (KBUR)	18-Oct-2013 12:00PM PDT	490 nm	02:16	9 pax
	ARCATA (EUREKA), California, US (KACV)	18-Oct-2013 2:16PM PDT			
	ARCATA (EUREKA), California, US (KACV)	20-Oct-2013 12:00PM PDT	490 nm	02:08	9 pax
	BURBANK, California, US (KBUR)	20-Oct-2013 2:08PM PDT			
				980 nm	04:24

Signature

Date

ATTACHMENT 2

Headwaters Fund Board Minutes from
July 2013, October 2013, and November 2013

Headwaters Fund Board Meeting Draft Minutes

July 26, 2013

12:15-2:45PM

Prosperity Center

520 E Street, Eureka

Members Present: Maggie Gainer, Cedar Reuben (Chair), Leigh Pierre-Oetker, Greg Seiler, Ed "Buzz" Webb

Members Absent: Jackie Deuschle-Miller, Zach Zwerdling

Others Attending: Dawn Elsbree, Andrew Whitney, Davina Smith, Don Ehnebuske, Charles Ciancio, Russ Gans

Summary of Action Items:

- Unanimous vote not to recommend funding for the Community Alliance with Family Farmers grant proposal received in the July 1st grant round.
- Unanimous Vote to have Operating Committee discussion as a standing agenda item.
- Unanimous Vote to cancel the February Grant Round.

1. **Opening**– Cedar called the meeting to order at 12:15 p.m. The Board and attendees introduced themselves.

a. Approval of June 25, 2013 Headwaters Fund Board minutes. Board members mentioned minor word changes, spellings, Greg Seiler recalls action that was taken but not written into minutes. Buzz Webb makes a **Motion** to accept the minutes after the changes have been made. Maggie Gainer seconds; motion carries unanimously.

b. Public comment on non-agenda items: No public comments

2. **JR Stephens Loan Discussion with Counsel** - Dawn gives background and introduces Russ Gans attorney for RREDC.

a. Discussion: Russ Gans, attorney for RREDC updated the HWF Board on current litigation. RREDC has filed a lawsuit; Plaintiffs have sought counsel. Coast Central Credit Union has a lien on the properties. A joint litigation agreement is a possibility. There will be a decision point reached and board will vote on a course of action. Davina Smith, County of Humboldt's Counsel was available to answer questions.

b. Board Questions/Comments:

- i. Board Member has heard the price the collateral property is being listed for is too high. Stay of foreclosure is in place that can be pulled if the plaintiff is not making a good faith effort to sell property; sale can be forced.
- ii. Can Davina Smith give the board a description of HWF involvement?
A: RRDEC is on the hook to carry the legal burden. If it comes to it, HWF may part ways with RRDEC at the behest of Humboldt County Board of Supervisors. HWF board will be kept in loop by RREDC.
- iii. Why can't HWF board meet in closed session to discuss legal issue?
Davina Smith, A: Brown Act.

- iv. Coast Central? Russ Gans, A: Made a private loan and we are second. \$1 million debt for CCU on both properties. They are acting separately but are working cooperatively at this point.
- v. Thanks from HWF board.

3. Harbor District Mariculture Grant

- a. Presentation: Adam Wagschal gave a presentation on the Mariculture Expansion Grant. There is currently 300 acres in production on the bay. There used to be more. Regulatory review process is costly and time consuming. The HWF grant allows for consolidation of permits through HBHRCDC. Identify existing leases and possible areas for expansion that are not constrained by environmental concerns. Four intertidal sites are being considered that will approximately double the existing production area. When does aquaculture production have an ecosystem effect? Tricky issue, Adam and his team are taking a science-based approach to answering this question. Science takes time; they are looking at criteria based permitting. They are behind schedule and want an extension. But they are gathering steam with governmental entities and giving due credit to HWF. Bidding process TBD.
- b. Discussion
 - i. About reduction in area under cultivation? A: It was due to regulations that resulted in a physical reduction.
 - ii. HSU study? A: Made an estimate, perhaps over estimated capacity. e.g. included navigation channels.
 - iii. Does project benefit existing lease holders? A: Not really. However they are supportive of the effort to increase production and they may have a chance to bid on new leases.
 - iv. Is there a reason why current lease holders could not benefit from permitting process? There is not. Benefit could be spread to current lease holders. Lease holders want to retain autonomy but they may bid on newly permitted land.
 - v. HWF wants to be involved in determining the bidding process for leases.
 - vi. Kudos from the HWF board, Extension seems to be reasonable.

4. Grant Application from Community Alliance with Family Farmers

- a. Discussion:
 - i. Return On Investment does not make sense.
 - ii. This application is similar to other applications from CAFF.
 - iii. Board wants to see budget for Humboldt County CAFF chapter.
 - iv. Do they still have a local advisory group? A: Not sure.
 - v. Board is from elsewhere in the State.
 - vi. Need more information. Request for additional information indicates interest. Are we interested?
 - vii. Time for a straw vote. Support organization, but concerned about clarity of outcomes. Ambivalent due to mixed prior grant success. Food safety plans are important.

- viii. Not sure they are getting the right industry people in the room. Want to see more participation from farmers. Not excited about this.
- ix. Much of the budget is eaten in salary and travel; not in favor of application as written.
- x. A Food Safety Plan application might be more successful. A better defined project to connect producers and markets might be better received.
- xi. General consensus is that the Board is not interested in the grant.
- b. **Action** Ed "Buzz" Webb moves to not recommend funding for the grant application from the Community Alliance with Family Farmers. Jackie Deuschle-Miller seconds. Motion passes unanimously.

5. Discuss Program Evaluation

- a. Discussion
 - i. There are some mechanisms in place. Updates to board, Dawn's monitoring. If we need more what would that be?
 - ii. Current process is good for smaller grants. Updates help. Initiatives need something else. There might be a Longitudinal trigger, or dollar amount, time trigger (multi-year). Case by case is the way to go.
 - iii. Dawn states that we are going to review outcomes of past projects.
 - iv. We don't want to overburden staff but perhaps we could ask the grantee to pursue evaluation.
 - v. That should be our burden.
 - vi. We need better metrics to evaluate programs. This data would come in handy as we reach out to deeper pockets.
 - vii. Pay specific attention to the larger initiatives; especially education. Decade of Difference- what difference did it make?
 - viii. Ask potential grantees to identify success metrics.
 - ix. Would like to consider action on DOD.
 - x. Next allocation of DOD might be specified for program evaluation.
 - xi. Buzz and Dawn to approach DOD, discuss concerns, and initiate program evaluation. No motion. HWF staff will conduct evaluation on past and current projects

6. Operating Committee Update

- a) Discussion
 - i. Greg Seiler reviewed spreadsheets and summarized the fiscal picture. Under current operating assumptions, within the next two years the fund will be in the red and will not be able to continue granting funds per the terms of the Charter. There are several possible actions.
 - ii. Strict evaluation of all grants, including multi-year initiatives. There are contractual review clauses in both initiatives next year which allow us not to recommend continuing funding.
 - iii. Increases in interest rates alone will not resolve this situation.
 - iv. Revenue and taxation codes limit what the Treasurer can invest in.

- v. Davina Smith, County Counsel is considering the HWF Board's inquiry regarding the possibility of alternative investment instruments that might have different levels of liquidity and yield.
- vi. Wonder if funds can be invested outside of Treasurer's office.
- vii. We need to be exceptionally prudent. The revenue which was originally projected is not there. We have been spending in alignment with the Charter and manuals, but the fund design is not sustainable.
- viii. Reduce the number of grant cycles. The money is not there.
- ix. We could cancel February grant round.
- x. Davina Smith mentions the nuclear option: revise charter by vote of the people.
- xi. Emphasize mini-grants.
- xii. Emphasize loans. The loan committee is looking at different loan programs which could increase the income to the fund. There is also the ability to seek out municipal loans through the Community investment Fund.
- xiii. Look for other funders to collaborate with.

b) Action: Make this a standing agenda item. Maggie Gainer moves to cancel February grant round. Jackie Deuschle-Miller seconds. Motion passes unanimously.

7. Staff and Board Updates

- a. Special Projects – Economic Fuel: there will be a community brainstorming meeting about the future of the program concept. Dawn and Jackie are working on getting jurisdictions together re: development on the bay. Dawn got a part time job at HSU coordinating the internship program, mentoring business students.
- b. Mini-grants – Industry Videos (cancelled), Trailing Spouses (awarded)
- c. Meetings Attended by Board and Staff: Maggie attended a meeting regarding Chinese tourism and expanding Mandarin speakers in Northern California. This could be a resource for cultural exchange and expand tourism in Humboldt County.

8. Confirmation of future meetings:

- a. August 20th and September 17th at 12:15

Headwaters Fund Board Meeting Minutes
October 15, 2013, 12:15-2:45PM
Humboldt Area Foundation, 373 Indianola Road, Bayside

Members Present: Cedar Reuben (Chair), Maggie Gainer, Greg Seiler, Ed "Buzz" Webb, Zach Zwerdling; Jackie Deuschle-Miller; Leigh Pierre-Oetker

Members Absent: None

Others Attending: Dawn Elsbree, Andrew Whitney, Jane Hill, Michael Fields, Dan Bixler, Tara Cooper, Cindy Bedingfield, Rosa Dixon, Millia Lando.

Summary of Action Items:

- Vote to adopt the minutes from the September 17, 2013 meeting after amendments suggested by board members. All in favor.
- Vote to approve a mini-grant request to help fund Redwood Acres Producers participation in the Expo West show. All in favor.

1. Opening: Cedar Reuben, Convened the meeting at 12:20 PM

- a. Approval of September 17th Headwaters Fund Board minutes. Two board members suggest amendments, Buzz Webb moves to approve the minutes as amended, and Zach Zwerdling seconds the motion. Seven votes in favor.
- b. Introductions: Jane Hill and Michael Fields of the Dell'Arte International School of Physical Theatre.
- c. Public comment on non-agenda items: none made.

2. Dell 'Arte ArtPlace Grant

- a. Presentation: Michael Fields gave a Power point presentation on Dell'Arte International School of Physical Theatre and its recently acquired ArtPlace Grant. Dell'Arte wants to implement the grant from a sustainable point of view, hopes the impact of the grant will extend past the grant period. Mini grants are part of the project. Place-making is a trend right now.
- b. Discussion:
 - i. HWF was involved in industrial park, what is the status on the improvements? We are contracting with the city right now. Working with the City to make those parcels ready.
 - ii. Good attendance at the Pumpkin patch. Opportunities to capture business for Blue Lake? Putting up a Blue Lake art place website. Promote what is already there.
 - iii. General outreach about Dell'Arte, letting people know what Dell'Arte does is seen as a plus.
 - iv. In terms of partnership how's it going with the casino? Partnering for upcoming event. Might be a good fit for mini grant project. Time to have bigger and deeper connection with the community
 - v. Idea for an indie music festival. The new tent they purchased is a big asset. It is a community resource. They do lend/rent it out.

- vi. Trending: Creative place making. Nationally this is a trend. Influx of creative types is an economic development driver.
- vii. Business and arts working together.
- c. Public Comment: None made.

3. Trade Show Mini-Grant Request

- a. Presentation: Redwood Acres producers is requesting a \$5,000 mini-grant to send Redwood Acres producers to the Expo West trade show. Introductions Tara with Ohana Organics, makes an organic tattoo cream. Rosa Dixon with Natural Decadence, in 130 stores. Daniel Bixler, Humboldt Hot Sauce and Cindy from redwood acres. The group partnered with Headwaters to build commercial kitchens. Redwood Acres wants to house entrepreneurs, incubate businesses. Fairgrounds should be hub of the community and demonstrate what the community has to offer. Bring in the tourists as well. This trade show effort could be a tipping point for the Redwood Acres producers.
- b. Discussion :
 - i. Is there still room for more producers and businesses? 56 acres total only 27 acres are being used. They have room for more. They have an USDA grant to create an educational garden and cooking training facility. Might be a flash freeze facility in the works. Great potential for Ag products and Ag product marketing.
 - ii. Farmer's Market might be a winner. Have you looked at that idea? They had a discussion with Community Alliance with Family Farmers. They are considering this possibility once they have the cold storage and dry storage.
 - iii. Let's go over the numbers: one \$70k grant. How many people are working? About 10. Most likely more in March. Two part time employees at Ohana Organics. Working on getting better market penetration. Less than a year of operations. Humboldt Hot sauce has two full time workers. About 14 people working out there. What kind of metrics do you expect at Expo West? It is the place to meet the competitors in the natural food market. This show is what we have been building up for.
 - iv. How do you go to the show and hire new employees? The goal is to get picked up by a national distributor. Three employees added is a conservative estimate for Humboldt Hot sauce. It is about 10k to go to the show. It is where you go to get the national contracts.
 - v. The show is when? March.
 - vi. The Food Forager found them last time through Humboldt Bay Coffee Roasters. They are going to be all lined up physically with their booths highlighting the Humboldt products.
 - vii. Tell me a little about your workers? What are they like? Wide range in ages. Culinary background. Gluten free. Self-motivated, independent workers. Looking to hire a baker's assistant, and packager/cleaner. Best applicants have had a job.

- viii. Pay scale? Minimum wage to \$12/hr, contractors are more. The accountant is expensive.
- ix. Mini Grant is the first step up. You should work towards self-financing these trips to Expos.
- x. Really want to thank the board for the grant. Big step up. Beautiful kitchen.
- xi. How much is in the mini grant fund? \$20K total for the year.
- xii. It would be great if you bring information back to the community. Is that possible? They have talked about doing training and education. Redwood Acres wants to be the hub of culinary tourism.
- xiii. Rising Stars is coming to the fair this year.
- xiv. The Budget? About \$10K each to go to the Expo. What is the 5k for? For the booths.
- c. Action: Zach Zwerdling moves to Approve Mini-Grant request for \$5000
Greg Seiler seconds, motion passes, all in favor.
 - i. Are we setting a precedent that we are going to keep doing this for others? Doesn't want to be in the business of sending people to trade shows.
 - ii. Could this be another initiative?
 - iii. Thinks the dollars to results ratio is good. Likes the connection to the schools.
 - iv. It needs to be part of a bigger picture; let's budget for it.
 - v. A more defined process with metrics.
 - vi. Seems a little rushed, we need some time to consider this.
 - vii. What is the leverage? Likes the leverage from the mini grants.
 - viii. Do you do micro lending? We are looking into it

4. Semi-Annual Grant Report

a. Discussion

- i. Concern about the financial condition of the fund
- ii. This is the review of the old grants ; we will talk about that in a bit
- iii. The Wiyot tribe grant has had a great impact. The Smog technician training has not met expectations, they have had trouble filling the class and finding an instructor. Asking for information on numbers in the class.
- iv. Part of the deal is that we don't have to do the smog control stuff up in Humboldt not much demand for smog checks locally yet.
- v. We bought the equipment.
- vi. Concern about the Orick project.
- vii. We could not grant another extension. That would end it.
- viii. There are some bright lights on the horizon for Orick, the Redwood Park association ark is going to lease rooms in the school.
- ix. The Redwood Acres grant does not appear because it is not in this fiscal year? Right.
- x. Can we include some legacy grants? That includes the metrics we use to evaluate the grant performance?
- xi. It has to be something simple.

- xii. Dawn could just leave them on the list.
 - xiii. Perhaps we could get some more Headwaters mention in the Humboldt Made films.
 - xiv. Was excited about the Dairy conservation district. The metrics were a bit fuzzy, what kind of numbers are we talking about here?
 - xv. Curious about percentage of farmers buying in?
 - xvi. Denver Nelson has said this was one of the better projects we have done.
 - xvii. Could we get some letters or testimonials from the people that were helped? Great idea.
 - xviii. As of 12/30/13 there are \$130K of grant funds that time out. What is the policy for extension?
 - xix. Historically it has been 2 years.
 - xx. Worried about people rushing through things.
 - xxi. 2 years is a Long time. Wants to put the money to work today.
 - xxii. In hindsight we would have been a little conservative with the funds.
- b. Public Comment: None made.

Break

5. Discuss Grant Applications in the October 1st Grant Round

a. Discussion

- i. Three grant proposals.
- ii. Thanks Dawn for the staff notes
- iii. St. Joseph's Radiology Equipment proposal was very lengthy
- iv. Seems like there could be other sources for funding.
- v. It did not sell me on doing what we want to do as a board.
- vi. New tower, new jobs? Don't think they need our money
- vii. Not a good fit. Not sure this grant does what it says it does.
- viii. Cancer prevention and care is critical. They have a cancer board. They have some remarkable doctors. The point being made is you need the tools before you get the people to use them.
- ix. It is a valuable and really good thing that they do.
- x. When you go in for radiation there are a lot of people sitting around and waiting. The local treatment was pretty good in 2005-2007. But it is true that if you don't have the equipment you don't get the doctors. Radiation is only part of the picture; there is other equipment needs for state of the art treatment. Surgeons are a key part of treatment.
- xi. This is a token amount.
- xii. Thinks it is going to happen without HWF. The funding is short, don't want to consider the grant because we are in a financial crisis. We need to steward our money for projects that fully align with the mission.

- i. CR Grant proposal, not much understanding of what they are doing.
- ii. What is it? A Certified Training Program.
- iii. No mention of WIB.
- iv. This funding is to get this going sooner?
- v. Why don't they just do it in January?
- vi. Seems like this is online education.
- vii. We need to learn more. It might be pragmatic but it is veiled in jargon.
- viii. Reimbursement based on participants may make sense.
- ix. If they don't make a clear point in the application why do we want more information?
- x. Where is the private sector buy in? What are the employers that are interested in this?
- xi. There is some merit to it. We should give them a chance to talk.
 - i. Last proposal one: Humboldt/Del Norte Film Commission Fam. Tours
 - ii. Humboldt County Visitor and Convention Bureau should be a partner. There may be some historic discord, but they should work it out.
 - iii. Budget for private charter is troubling.
 - iv. Do we want to go further?
 - v. Farmers and ranchers are talking about their farms and ranches as venues for shows. Would they find the area without a tour like this?
 - vi. Redwoods Park Association, producers go there to do the commercials maybe then can be a partner?
 - vii. There is potential for other partners but she may not have had time to pull it together.
 - viii. Apples and Oranges. Humboldt Made tour and this are not compatible.
 - ix. I suggest we have her come and make a presentation.
Let's see a presentation
- b. Action: ?
- c. Public Comment: None

6. Operating and Loan Committees Updates(2:10)

- a. Discussion: Loan committee
 - i. Dawn needs permission from the B.O.S to do an RFP
 - ii. Dawn is going to talk to Garberville Community Credit Union with Estelle.
- b. Operating committee
 - i. John Bartholomew will be at the next meeting.
 - ii. Continuing conversation with the board of supervisors.

7. Staff and Board Updates (2:30)

Meetings attended

- i. The Decade of Difference (DOD) Steering Committee is coming up. Buzz will be in attendance. He will place some emphasis on evaluation of the program. He wants to appropriately express the board's concerns. Brought up the idea of using a portion of the DOD grant allocation to do an evaluation of the program.
- ii. Thought that evaluation was going to cost more to the fund.
- iii. If this were in the initial contract that would make sense. But it is unusual to ask a grantee to evaluate with funding from the grant.
- iv. What are the requirements to get ongoing approval? Are there metrics and evaluation?
- v. They let us know what they are doing and we authorize additional funding.
- vi. I think we need to provide funding separate of the grant to evaluate the results of the program.
- vii. Do we have a sense of the cost of bringing in a third party evaluator?
- viii. My guess is \$30K.
- ix. They can evaluate each high school but each high school has to come up with the costs.
- x. We asked them to come up with a proposal to evaluate the program.
- xi. Just say we are waiting to see some sort of proposal, to evaluate the program.

8. Confirmation of future meetings:

1. The November 19th meeting was changed to Monday the 18th at 12:15. The meeting will be held back at the Prosperity Center
2. The December 17th Meeting will be held as planned.

Headwaters Fund Board Meeting Minutes
Monday, November 18, 2013, 12:15-2:45PM
Prosperity Center, 520 E Street, Eureka

Members Present: Cedar Reuben (Chair), Greg Seiler, Ed "Buzz" Webb, Zach Zwerdling, Leigh Pierre-Oetker, Maggie Gainer

Members Absent: Jackie Deuschle-Miller

Others Attending: Dawn Elsbree, Andrew Whitney, Gary Rynearson, Ruthann Schulte, Carter Welch, Chris Gaines, Lisa Fryrear, Jaqueline Debets, Dean Hart, Cassandra Heseltine, Cheryl Dillingham, Julia Peterson, Chuck Ciano

Summary of Action Items:

- Vote to adopt the minutes from the October 15, 2013 meeting after amendments suggested by board members. All present in favor. Maggie Gainer not present for the vote.
1. Opening: Cedar Reuben, Chair, Convened the meeting at 12:20 PM
 - a. Approval of October 15th Headwaters Fund Board minutes. Two board members suggest amendments, Zach Zwerdling moves to approve the minutes as amended, Buzz Webb seconds, all in favor.
 - b. Introductions: Gary Rynearson Green Diamond/Cal. Redwood, Ruthann Schulte, Green Diamond/Cal. Redwood, Carter Welch, Humboldt Redwood Company, Chris Gaines College of the Redwoods/Capital Gaines, Lisa Fryrear, State Farm, Jaqueline Debets, County of Humboldt, Dean Hart, Coast Central Credit Union, Cassandra Heseltine, HC Film Commission, Cheryl Dillingham, County of Humboldt, Julia Peterson, College of the Redwoods, Chuck Ciano, member of the public.
 - c. Public comment on non-agenda items: none
 2. Forest Products Initiative Report (12:20)
 - a. Carter Welch and Chris Gaines from the Forest Products Initiative (FPI) gave a presentation on the FPI marketing project. The group planned to conduct research the first year and then produce TV ads aimed at changing consumer perceptions of redwood. He explained the reach and frequency of the advertising after the first year of the campaign; 1 in 6 viewers recalled the ads. Measured the change in intent to purchase of consumers who saw the ads. Redwood gained 9.1% plastic lost 8.3%. Durability was the primary driver of decking purchases. Can't dispute sheer strength. Redwood wins on that, also wins on "realness". Humboldt Made and the Sunset Show was a big success. Initiative also purchased a local run of media. "Real Strong Redwood" is the theme at 2014 logging conference. Made it on to the "Ellen" show with a demo deck. New website. 38 million impressions; the story is resonating with media. The 2014 plan is to film 2 more commercials. Budget for that is from other sources. They plan to get the advertising out earlier this year before deck building season begins.

b. Discussion

- i. What is the throughput? Percentage actually purchased? What is the inferred actual market share shift? Redwood buying trends are up for the first time in a while.
- ii. Any counter ads from plastics? There have been dueling ugly decks contests.
- iii. 8-9 months ago there was talk of the mill shutting down, is there a nexus between the initiative's impact and jobs? We had layoffs in 2012, most of those folks are back, sales are up but it is hard to draw a straight line between the initiative and jobs.
- iv. Outside funding sources for the initiative? California Redwood Association (CRA), Big Creek, some are from out of the County, but will serve to increase redwood market share across the state.
- v. What have you heard from the building professionals? Yes, we have heard from contractors that they like redwood, but that consumers have to want it. FSC certification may help with architects. Competitors are aware of the impact of the initiative.
- vi. What is the budgetary situation? We are serious about continuing the campaign after the grant ends.
- vii. We wanted to see three years of media exposure, you have an effective campaign. How are we assured this will continue past the grant period? It is our strong intention that we will continue through 2014-15.
- viii. CRA has doubled their influence, is it true to state that they will take up the slack as the grant winds down? We are working on integrating our efforts with CRA.
- ix. Is there a feedback loop on quality and customer satisfaction? Are you going to be able to enforce the level of quality to keep the reputation of the product intact? Yes.
- x. How old are the trees you cut? 60 years is the average. Heartwood is the key. Bigger trees have more heartwood. Con-Common is suited to the drier Southern California market.
- xi. California Redwood and Mendocino Redwood are competitors beyond this room, but have come together to fight a common enemy.

c. Public Comments:

- i. Chuck Ciancio, I'm all for it, but the downsides are there. Your pictures are red, are you letting the consumer know what they are getting? There is a lot of low grade redwood out there that could damage the reputation of the product. Response: They are showing all the grades, and they are competing on price. If you make a good product it lasts. We are making maintenance videos.
- ii. Chuck Ciancio, The rumor has it that the [forest] certification is being pushed to the landowner, that is a problem. There is confusion among the small land owners regarding certification. A: we are not pushing the certification on the small land owners; they

are taking two certifications, they can mix the certifications. It's more about market access than anything else.

- d. Action: Cedar calls for a vote on third year of funding, Zach Zwerdling moves to approve the third year of funding for the Forest Products Initiative, Buzz Webb seconds the motion. All in favor.

3. Humboldt Del-Norte Film Commission grant application for Familiarization and Media Tour; board had some additional questions on the grant application.

- a. Cassandra Hesseltine was available to answer questions regarding the grant application.

b. Discussion

- i. A big concern was the cost of the private plane travel. Is there any way around that? It was included because there is no straight through flight. Missing a flight does not set the stage for a good production, the purpose is to bring productions to the area not deter them.
- ii. How many people are you bringing up? 9 fit in the plane. Nine would be the goal. Split between studio executives and TV location managers. She is doing the meet and greet with industry folks and the CA film commission. Photos help but do not go all the way. Need to be here, build a relationship. There is a possibility a direct flight might be on the way; that might have the potential to cut the cost of the project.
- iii. Are you partnering with other entities to raise funds for this project? Humboldt Made, Merryman's Beach house, HSU would have a dinner, Red Lion would give a discount, Black Lightening Motorcycle Café, Redwood Grove house are both offering in-kind.
- iv. In terms of total cost, what percentage of local match are you asking? Things have not changed since submitting the application but moving forward will work to increase the business partners involvement
- v. Did you work with the Chamber of Commerce and Humboldt County Convention and Visitor bureau (HCCVB)? Checked in with (Don) and the Chamber they are not ready to fund at this time. Some complicated history with HCCVB and the Film Commission that she is working through.
- vi. Liability issues regarding the flight, how are we (HWF) indemnified? Assuming that would fall to Film commission but needs to do more looking into it.
- vii. Media tour vs. Familiarization tour? It's the same as a Fam. tour but for media.
- viii. Looking at the budget, see the in kind commitment but are concerned about who is not on the list of contributors. Having a tough time with some of the expenditures. Where are the banks, casinos, and people with money? She is not allowed to promote

casinos because the Humboldt Lodging Association can't support casinos.

- ix. If you had to decide between media and Fam tour what is more important? Focus is the Fam tour.

c. Public Comment: None

4. College of the Redwoods Workforce Readiness Training Program grant application.

a. Julia Petersen, College of the Redwood is prepared to answer questions.

b. Discussion

- i. Where is this training going to be held? Here. It is mostly teacher led.
- ii. Have you talked to the 160 local employers mentioned in the grant application? No, that is an estimate of the employers that would benefit from this program.
- iii. You feel like you are filling a gap? I did not go out to businesses because it seems like the research has been done over and over and over. We did a test at the Eureka adult school with parolees and another group of unemployed and the test was successful in identifying skills in participants.
- iv. I read that the program will start with state funding in June. This grant would get the program started 6 months earlier?
- v. I felt that with the HWF add on we could do more marketing and bridge the divide between businesses and education. HWF could get things out there sooner.
- vi. Observation: was involved in a company of ~100 employees. We had our own screening/education process. It worked well because it came from the business. It seems like it could be funded by a few businesses. It could go that way. We are working with an employer to provide lunch time training. Response: CR lost 35 positions last year. This grant will cover the part the state won't cover.
- vii. Are you aiming at the GED folks? It may not be those folks because the GED folks are leading up to college. The job seekers are a different population. The testing on the remediation is pay per participant.
- viii. How many people got the Smog testing training? 23 people got the smog testing training, the Smog instructor left the area. It is a problem for the program. In the final stages of hiring a new instructor.

c. Public Comment: None

Break (2:00)

5. Discuss Grant Applications in the October 1st Grant Round (2:00) Cedar reconvenes. Cassandra had a few more points she wanted to make after her initial presentation. Chair agrees to hear her points.

a. Discussion

- i. Cassandra: We are trying to wine and dine but we are also presenting locations and resources for production. California Film Commission recommends this procedure. Right now we are hot after the After Earth (AE) DVD release. We are hot, now is the time to strike. Location manager for AE remembered this as a place he went camping as a kid. It makes a huge impression to be here. 90% of Californians have not been north of Ukiah
- ii. Dawn Elsbree: sometimes you have to look around and see who is making things happen in the community. Cassandra someone that is making things happen.
- iii. Chair asks: Score and talk or talk and score? Let's score first.
- iv. Board scores the Fam Tour Grant application. Average Score: 53
- v. If this happens we need to make sure to milk it for all it's worth. Hollywood thinks we are bunch of hicks; this can show them that we are not, we have all sorts of expertise and sophistication here. We can add on a little more work.
- vi. We invest and it is risky; personally I would support the Fam tour but not the media tour.
- vii. I would support a scaled down grant.
- viii. It is risky, no guarantee of a return. Would your priority be the airplane? Yes that is the one thing that I have no other resource to cover.
- ix. Is there a way to track success? I track the success of filming in the county.
- x. The businesses that have been involved in the filming have benefited. There is a contribution to businesses. It feels more correct to scale back the proposal.
- xi. Perhaps we make it contingent on local business 50% match.

b. Public Comment: None

- c. Action: 1) Maggie Gainer Moves to amend the grant to include only the Fam Tour and not the media tour and to reduce the funding amount to \$13,000.00. Buzz Webb seconds. Vote, All in favor of the amended grant amount. All in favor of the amended grant. Leigh moves to fund the \$13K grant to the Film Commission for the Familiarization Tour. Zach Zwerdling seconds, Motion passes. All in favor.

a. CR grant Discussion:

- i. Concerned about doing CR's job. There is no public funding for Community Education. Fee for service is the model.
- ii. Agrees with concern but will remind the board that workforce preparation is the number one issue for employers.
- iii. Not sure if this grant meets this need.
- iv. If you had local businesses asking for this that would help.

- v. A group of businesses asking for this and willing to share the risk and participate would be more palatable.
 - vi. Would there be a different way to structure this?
 - vii. The majority of the costs are around certificates and staffing, I would like to see more support from the businesses. There are elements here that are really good but it needs more work.
 - viii. Smog certificate had significant private sector support.
 - ix. No vote to recommend funding this at this time.
 - b. Public Comment: None
6. Operating and Loan Committees Updates.(2:45)
- a. Discussion: We had a meeting with County staff, Supervisor Lovelace, the County Treasurer and Counsel. We have another meeting scheduled next month with Treasurer John Bartholomew to continue the conversation.
 - i. Was the CAO there at that larger meeting? Yes, and two attorneys. Now we hope we can have a constructive conversation on how to resolve the financial situation. There is a strong desire to reach consensus. The committee is getting a better understanding of the statutory requirements that affect the fund's investments. John did a great job of describing those restrictions; that pool is not necessarily consistent with the mission of the fund. There is considerably more flexibility than is vested in the fund.
 - b. RFP for lending services is still under review.
 - c. Public Comment: None
7. Staff and Board updates (2:40)
- a. Bioenergy/Biomass conference presentation: Dawn made a presentation at the conference. It was well attended.
 - b. Airline meetings, we are expecting some positive news. Details are vague but hopeful.
 - c. Mini-grant to Dell'Arte: Mini grant was awarded \$500.
 - d. Pulp mill tour: many challenges, great view, lots of potential. Aquaculture pilot was toured as well.
 - e. Buzz Webb attended Decade of Difference meeting, handed out packets to the board. Good news is that HAF wants to sponsor guaranteed tuition to College of the Redwoods for any local high school graduate.
 - f. Maggie is a new volunteer for the College and Career Center at Arcata High School.
8. Confirmation of future meetings:
December 17th 12:15 confirmed, January 21st

ATTACHMENT 3

Headwaters Grant Fund Project Ranking Criteria Summary and Rating Sheets

Headwaters Fund Grant Rating Summary

1-Oct-13

(Board Member Jackie Deuschle-Miller was absent from this meeting)

Humboldt-Del Norte Film Commission - FAM Tour

Individual Scores:

50

56

35

65

75

35

Average

53

College of the Redwoods - Workforce Readiness

Individual Scores:

60

55

40

50

49

45

Average

50

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM & Media Tour*

Funding Requested: *18,551*

Board Member Name: *Webb*

Date Reviewed: *11/18/2013*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S	M	W	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Retains and grows existing businesses
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
<input checked="" type="checkbox"/>	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Revitalizes communities/infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Fits with community image and identity
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Preserves cultural heritage
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
15	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Measureable objectives are achievable and well thought out
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project scope contains sufficient detail to define success
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
15	Total Points - Design and Readiness and Fiscal		

50

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM & Media Tour*

Funding Requested: *\$18,551*

Board Member Name: *Ayeg*

Date Reviewed: *11/18/2013*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S4 M2 W1

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living

19.5 *RS* *25.8* **Total Points - Economic Impact**

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports sustainable use of environmental resources
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

12 1.5 6 = 19.5

Headwaters Fund List of Criteria and Scoring Worksheet

			X
			X
			X
			X
X			
X			
X			
X			

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

Total Points - Environment and Quality of Life

13

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

1.5 1 .75
S M W

X		
		X
		X
		X
X		
	X	
X		
X		X
X		
	X	
X	X	
X		

- Project fulfills an unmet need.
- Measureable objectives are achievable and well thought out
- Demonstrates cross-sector support (i.e. government/private or cross industry)
- Project scope contains sufficient detail to define success
- Ingredients for project success in place- research, planning, permitting
- Job projections are reasonable and achievable
- Visible private industry sector support (i.e. letter of support)
- Implementation vs preliminary phase (Implementation projects receive higher points than studies)
- Timeliness of project and likelihood it will succeed
- Organizational and staff capacity to carry out the project
- Risks and challenges have a well-thought out mitigation plan
- Diversity of funding partners and firmness of commitments
- Project budget well thought out and reasonable
- Degree of match funding (both committed and not, with higher points for committed)

Total Points - Design and Readiness and Fiscal

19.5
19.5
16.5
55.5

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM + Medical Tour*
 Board Member Name: *LEIGH OETIKER*
 Date Reviewed:

Funding Requested: *\$18,551*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S	M	W	
		✓	Creates sustainable private sector jobs
		✓	Supports the development of pre-permitted commercial space
		✓	Reduces regulatory bottlenecks for business retention or creation
	✓		Supports economic development infrastructure
	✓		Benefits the base or Targets of Opportunity industries
	✓		Project identified as a priority in the Prosperity Action or Industry Cluster plans
	✓		Develops strategies for economic development or supports existing strategies
		✓	Provides access to external markets or plugs the leaks
		✓	Retains and grows existing businesses
		✓	Provides workforce training
		✓	Increases the number of new businesses through supporting entrepreneurship and innovation
	✓		Leverages future funding or projects
		✓	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
<i>20</i>	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
 (check off all boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
		✓	Protects and/or improves the natural environment
	✓		Supports sustainable use of environmental resources
		✓	Preserves open spaces and working landscapes including ranches and other agricultural lands
	✓		Uses environmental knowledge in the creation of jobs
	✓		Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

		<input checked="" type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
		<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
		<input checked="" type="checkbox"/>	Builds public infrastructure
		<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
		<input checked="" type="checkbox"/>	Utilizes existing buildings
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Fits with community image and identity
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves cultural heritage
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
5	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project fulfills an unmet need.
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Measureable objectives are achievable and well thought out
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project scope contains sufficient detail to define success
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
		<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
		<input checked="" type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
		<input checked="" type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
		<input checked="" type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Organizational and staff capacity to carry out the project
		<input checked="" type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Diversity of funding partners and firmness of commitments
		<input checked="" type="checkbox"/>	Project budget well thought out and reasonable
		<input checked="" type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
10	Total Points - Design and Readiness and Fiscal		

0
35

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM & Media Tour*

Funding Requested: *\$18,551*

Board Member Name: *Gaines*

Date Reviewed: *11/18/2013*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Retains and grows existing businesses
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living

35

Total Points - Economic Impact

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Revitalizes communities/infrastructure
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improves public or pedestrian transportation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Utilizes existing buildings
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fits with community image and identity
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Preserves cultural heritage
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
15	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Measureable objectives are achievable and well thought out
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project scope contains sufficient detail to define success
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Job projections are reasonable and achievable
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
15	Total Points - Design and Readiness and Fiscal		

065

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM + Media Tour*

Funding Requested: *\$18,551*

Board Member Name: *Cedar*

Date Reviewed:

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Retains and grows existing businesses
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
40			Total Points - Economic Impact

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Protects and/or improves the natural environment
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>		Project is in a geographically underserved area or serves an underserved population
<input checked="" type="checkbox"/>		Revitalizes communities/infrastructure
	<input checked="" type="checkbox"/>	Builds public infrastructure
	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input checked="" type="checkbox"/>		Fits with community image and identity
<input checked="" type="checkbox"/>		Preserves cultural heritage
<input checked="" type="checkbox"/>		Contributes to Humboldt County being a desirable place to live
20	Total Points - Environment and Quality of Life	

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
		<input checked="" type="checkbox"/>	Project fulfills an unmet need.
	<input checked="" type="checkbox"/>		Measureable objectives are achievable and well thought out
		<input checked="" type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
	<input checked="" type="checkbox"/>		Project scope contains sufficient detail to define success
		<input checked="" type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
		<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
	<input checked="" type="checkbox"/>		Visible private industry sector support (i.e. letter of support)
	<input checked="" type="checkbox"/>		Implementation vs preliminary phase (Implementation projects receive higher points than studies)
	<input checked="" type="checkbox"/>		Timeliness of project and likelihood it will succeed
<input checked="" type="checkbox"/>			Organizational and staff capacity to carry out the project
		<input checked="" type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
	<input checked="" type="checkbox"/>		Diversity of funding partners and firmness of commitments
	<input checked="" type="checkbox"/>		Project budget well thought out and reasonable
		<input checked="" type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
15	Total Points - Design and Readiness and Fiscal		

75

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *FAM & Media Tour*

Funding Requested: *\$ 18,551*

Board Member Name: *Zach*

Date Reviewed:

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Retains and grows existing businesses
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
20	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Utilizes existing buildings
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fits with community image and identity
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Preserves cultural heritage
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
5	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Measureable objectives are achievable and well thought out
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project scope contains sufficient detail to define success
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
10	Total Points - Design and Readiness and Fiscal		

35

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*
 Board Member Name: *webb*
 Date Reviewed: *11/18/2013*

Funding Requested: *425,283*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Creates sustainable private sector jobs
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
30			Total Points - Economic Impact

Impact on Environment and Quality of Life - 30 Points Available
 (check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Fits with community image and identity
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves cultural heritage
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
15	Total Points - Environment and Quality of Life	

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project fulfills an unmet need.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Measureable objectives are achievable and well thought out
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project scope contains sufficient detail to define success
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Organizational and staff capacity to carry out the project
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project budget well thought out and reasonable
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
15	Total Points - Design and Readiness and Fiscal		

60

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*

Funding Requested: *\$25,283*

Board Member Name: *Leigh*

Date Reviewed:

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Supports economic development infrastructure
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Provides access to external markets or plugs the leaks
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Provides workforce training
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
40	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

		✓	Project is in a geographically underserved area or serves an underserved population
		✓	Revitalizes communities/infrastructure
		✓	Builds public infrastructure
		✓	Improves public or pedestrian transportation
		✓	Utilizes existing buildings
		✓	Fits with community image and identity
		✓	Preserves cultural heritage
✓			Contributes to Humboldt County being a desirable place to live
5	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S	M	W	
✓			Project fulfills an unmet need.
		✓	Measureable objectives are achievable and well thought out
		✓	Demonstrates cross-sector support (i.e. government/private or cross industry)
		✓	Project scope contains sufficient detail to define success
		✓	Ingredients for project success in place- research, planning, permitting
		✓	Job projections are reasonable and achievable
		✓	Visible private industry sector support (i.e. letter of support)
	✓	✓	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
	✓		Timeliness of project and likelihood it will succeed
	✓		Organizational and staff capacity to carry out the project
		✓	Risks and challenges have a well-thought out mitigation plan
		✓	Diversity of funding partners and firmness of commitments
	✓		Project budget well thought out and reasonable
		✓	Degree of match funding (both committed and not, with higher points for committed)
10	Total Points - Design and Readiness and Fiscal		

0

55

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*
 Board Member Name: *Zach Zwerdling*
 Date Reviewed: *11/14/2017*

Funding Requested: *\$25,283*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
<i>25</i>	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
 (check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fits with community image and identity
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves cultural heritage
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
5	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Measureable objectives are achievable and well thought out
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project scope contains sufficient detail to define success
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Job projections are reasonable and achievable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
10	Total Points - Design and Readiness and Fiscal		

46

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*

Funding Requested: *\$25,283*

Board Member Name: *Cedar*

Date Reviewed:

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living
30	Total Points - Economic Impact		

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Fits with community image and identity
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves cultural heritage
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
10	Total Points - Environment and Quality of Life		

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Measureable objectives are achievable and well thought out
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Project scope contains sufficient detail to define success
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Job projections are reasonable and achievable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
10	Total Points - Design and Readiness and Fiscal		

50

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*

Funding Requested: *\$25,283*

Board Member Name: *Greg*

Date Reviewed:

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

*S*⁴ *M*^{2.5} *W*¹

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports economic development infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living

Total Points - Economic Impact

(20.5) *47.5* *9* *23*

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

2 *S* *M*^{1.5} *W*¹

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Total Points - Environment and Quality of Life

Project Design and Readiness and Fiscal - 20 Points Available
(check off boxes which apply using the "strong, moderate, weak" scale)

1.5 1 .75
S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

- Project fulfills an unmet need.
- Measureable objectives are achievable and well thought out
- Demonstrates cross-sector support (i.e. government/private or cross industry)
- Project scope contains sufficient detail to define success
- Ingredients for project success in place- research, planning, permitting
- Job projections are reasonable and achievable
- Visible private industry sector support (i.e. letter of support)
- Implementation vs preliminary phase (Implementation projects receive higher points than studies)
- Timeliness of project and likelihood it will succeed
- Organizational and staff capacity to carry out the project
- Risks and challenges have a well-thought out mitigation plan
- Diversity of funding partners and firmness of commitments
- Project budget well thought out and reasonable
- Degree of match funding (both committed and not, with higher points for committed)

Total Points - Design and Readiness and Fiscal

1.5 10 2.25
0 3.75

Grand Total for the Project

Headwaters Fund List of Criteria and Scoring Worksheet

Project Name: *Workforce Readiness*

Funding Requested:

Board Member Name: *Janner*

Date Reviewed: *11/18/2013*

This rating sheet will be used to rate each project individually. After projects are rated individually, they will be given a comparative ranking and the top ranked projects may receive funding.

Economic Impact - 50 Points Available (check off boxes which apply, a project may receive full points in any one outcome, or for providing benefits across several. S = strong, M = moderate and W = weak on any given strategy)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Creates sustainable private sector jobs
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports the development of pre-permitted commercial space
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reduces regulatory bottlenecks for business retention or creation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports economic development infrastructure
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Benefits the base or Targets of Opportunity industries
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project identified as a priority in the Prosperity Action or Industry Cluster plans
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develops strategies for economic development or supports existing strategies
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides access to external markets or plugs the leaks
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Retains and grows existing businesses
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides workforce training
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increases the number of new businesses through supporting entrepreneurship and innovation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Leverages future funding or projects
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increases prosperity by helping low-income individuals accumulate assets needed to earn a living

25

Total Points - Economic Impact

Impact on Environment and Quality of Life - 30 Points Available
(check off all boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Protects and/or improves the natural environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supports sustainable use of environmental resources
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves open spaces and working landscapes including ranches and other agricultural lands
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Uses environmental knowledge in the creation of jobs
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Builds leadership skills

Headwaters Fund List of Criteria and Scoring Worksheet

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project is in a geographically underserved area or serves an underserved population
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Revitalizes communities/infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Builds public infrastructure
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Improves public or pedestrian transportation
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Utilizes existing buildings
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Fits with community image and identity
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Preserves cultural heritage
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Contributes to Humboldt County being a desirable place to live
10			Total Points - Environment and Quality of Life

Project Design and Readiness and Fiscal - 20 Points Available (check off boxes which apply using the "strong, moderate, weak" scale)

S M W

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project fulfills an unmet need.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Measureable objectives are achievable and well thought out
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Demonstrates cross-sector support (i.e. government/private or cross industry)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project scope contains sufficient detail to define success
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ingredients for project success in place- research, planning, permitting
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Job projections are reasonable and achievable
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Visible private industry sector support (i.e. letter of support)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implementation vs preliminary phase (Implementation projects receive higher points than studies)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Timeliness of project and likelihood it will succeed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Organizational and staff capacity to carry out the project
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Risks and challenges have a well-thought out mitigation plan
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Diversity of funding partners and firmness of commitments
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Project budget well thought out and reasonable
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Degree of match funding (both committed and not, with higher points for committed)
10			Total Points - Design and Readiness and Fiscal

0

45

Grand Total for the Project