

**Wednesday June, 8th 1-2:30pm**

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Desired Outcome	Time	Agenda Item
Understand where we've been, and get connected	1-1:12 (12m)	Quick tour guiding of what's happened over the last two months, why Heather is here today. (5m)  Quick connecting in small breakout groups: Name, org, highest hope and deepest fear related to our work (7m)
Determine if there is consensus on choosing a fiscal sponsor and a convener	1:12-1:47 (35m)	Presentation on how potential organizations meet at least 80% of the RFP qualifications and an outline of how they'd approach the planning process (AEDC; CCRP, North Coast Opps); Q&A from the group
Build a shared understanding of what's required from a "Sprint Team" from now until July	1:47-1:55 (8m)	Review the Job description for high road training collaboration "Sprint Team"
Add to our list of nominees for the "Sprint Team"	1:55-2:15 (20m)	Use our <a href="#">GOOGLE FORM</a> to add to our list
Determine if we are in agreement on the next steps to seat the Sprint Team	2:15-2:30 (15m)	Share proposed next steps, see if there is agreement: <ul style="list-style-type: none"><li>• Ad hoc nominating team will review the list</li><li>• If we agree on a convener today, they will reach out to the nominees to determine if they can be on the Sprint Team</li><li>• If we agree on a convener today, they will assume the facilitation role</li></ul>

# ARCATA ECONOMIC DEVELOPMENT CORPORATION

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**Resourcing the Redwood  
Coast High Road Training  
Collaborative as CERF  
Fiscal Agent**

June 8, 2022

# Agenda

- Who is Arcata Economic Development Corporation
- Alignment with Role of CERF Fiscal Agent
- Approach to Planning

# Our mission *is* economic development.

## **AEDC carries several federal designations:**

- **501 (c)(3)** non-profit tax-exempt charitable organization.
- **EDC** - Economic Development Corporation: promotes economic development within a specific geographical area.
  - AEDC area includes: Humboldt \* Del Norte \* Lake \* Mendocino \* Siskiyou \* Trinity
- **CDC** – Certified Development Company: non profit, small business lender regulated by the SBA and partners with other lenders to finance small businesses.
- **CDFI** - Community Development Financial Institution:
  - Specializes in lending in under-resourced communities, including rural, urban, Native, and other communities mainstream finance doesn't traditionally reach.
  - Offers financial education, business coaching, and low-interest rate loans that increase economic potential and help build wealth.

# We finance opportunity.

- Provide loans and support to entrepreneurial, innovative business and community endeavors that promote the economic prosperity of the region.
- Spur economic development through **job creation, creation of new businesses, retention or expansion of existing businesses** by providing commercial loans to businesses who might not be eligible to get funding through traditional sources. **Examples:**
  - Business Start Ups \* Business Expansions \* SBA Micro-loans as small as \$5,000 \* Commercial loans up to \$250,000 \* Commercial Property loans up to \$5 million through the SBA 504 Program \* Community projects that have an impact on the local economy.

# We serve the North Coast region.

- During COVID, AEDC already had established relationships in the region to support businesses – especially those in “banking deserts” lacking local branches to support them with things like PPP loans.
  - Provided underwriting and servicing for local COVID relief funds in Arcata and Crescent City.
  - During COVID, we made 26 PPP loans in Del Norte and 1 in Mendocino.
- 7 of 15 loans in the last year were made outside of the Humboldt Bay Area.
  - Two business loans in Del Norte; two in Lake County; two to tribal community members in Hoopa; one in Southern Humboldt.

# We run community programs.

- From 2008 – 2012, hosted Individual Development Account programs in Humboldt, Del Norte, Mendocino and Siskiyou Counties.
  - Financial literacy classes, group workshops, one-on-one advising.
  - Participants saved up to \$100/month, at the end of the year, the funds were matched either \$2 or \$3 for each dollar saved.
- Leadership Redwood Coast (LRC): nine-month regional leadership program for diverse individuals throughout Del Norte, Humboldt, Lake, and Mendocino Counties.
  - Empower participants with tools, connections, and insights they need to effect equitable and innovative change in their work and across their communities.

# We build capacity.

- In 2021, AEDC expanded our annual [Humboldt Economic Development Conference](#) to a regional event that included Humboldt, Del Norte and Mendocino. In 2022, it has expanded to include Lake County.
- Partner on the Covid-19 Economic Resiliency Consortium to share information, develop bridge loans, grants.
- Humboldt County Prosperity Network committee member – assist in collecting public input on County's Comprehensive Economic Development Strategy.

# Role of CERF Fiscal Agent.

- ✓ Control fund account
- ✓ Provide financial administration and oversight
- ✓ Disburse funds
- ✓ Establish, maintain, manage internal controls, accounting, documentation for receipt, disbursement of funds
- ✓ Prepare financial reports pursuant to state requirements
- ✓ Have federal SAMS account and ID number, follow all OMB requirements (administration, cost, audit)
- ✓ Manage reporting, subcontracting processes
- ✓ Manage audits
- ✓ Maintain public records
- ✓ Ensure funds are encumbered and expended
- ✓ Manage sub-award contracts and closeout
- ✓ Employ skilled, experienced and knowledgeable personnel

# AEDC has capacity and experience.

- Receive and manage funds from several federal agencies including SBA, USDA and CDFI.
- Report regularly to government agencies. We have annual single audits.
- Manage an in-house portfolio of about \$5M and manage about \$25M in additional loans.
- In the last 10 years, grown our net assets from \$653,041 in FY 2011 to \$2.9M in 2021.
- New PIII position brings in-house capacity to identify how outcomes from planning create opportunities for phase 2 CERF funding, additional public and private resources.

# We connect and collaborate.

- AEDC **listens** to people, organizations and businesses to **learn** how we can **support** wealth creation and innovation.
- We **offer knowledge and resources** to explore creative ways to **partner** on regional economic development.
- AEDC **collaborates** with dozens of organizations across the region. **Examples:**
  - North Coast SBDC – Humboldt, Del Norte
  - JEDI/Women's Business Center - Siskyou
  - West Business Development Center - Mendocino
  - RREDC - Humboldt
  - EDFC - Mendocino
  - CDS – Lake
  - RCAC
  - Humboldt Area Foundation

# AEDC PRESENTATION-Ursula Bischoff & Susan Seaman (10min)

Questions:

What is your biggest challenge or concern and how you plan on mitigating it?

- We want clear direction, and right now, we don't know who we're reporting to. Working with the convener, we believe we can work that out. The more connected the High Road Collaborative team and the convener is, the better.

Will you also be developing the financial templates so as we go back to the state, it's more simplified to help

- Yes! This will make our job easier too. Will collect information in ways that makes it easy to report to the state

Ideas for developing a collaborative process?

You know the challenges dealing with the state, pulling together counties that don't always work well together. Do you have a concise reason you want to do this?

- It felt like this is what we are made for. It's our mission to do this kind of work. FA is a role of support. It's something we do very well. Growing our regional connection is important to us. We just brought in the new position to provide additional financial support to strategies.



**CAL POLY HUMBOLDT**



CCRP is dedicated to improving the lives of rural people in California through community-based, innovative research.

# OUR ORIGINS



- CCRP was established in 2005 by a diverse group of community members from Northern California counties
- CCRP aims to conduct research and evaluation that can be easily understood and inform policy change
- CCRP has managed a portfolio of over 150 projects in the last 15 years



## OUR MISSION

- Support data-driven decision making, and strategic planning to improve community health and well-being
- Provide evaluation and research to support continuous quality improvement in projects and systems
- Highlight innovative programs and collaborative efforts in rural communities
- Deepen efforts that promote system and policy change.



## WHERE WE'VE WORKED IN CALIFORNIA:

- Humboldt
- Del Norte
- Trinity
- Modoc
- Mendocino
- Lake
- Santa Cruz
- Sonoma
- Nevada



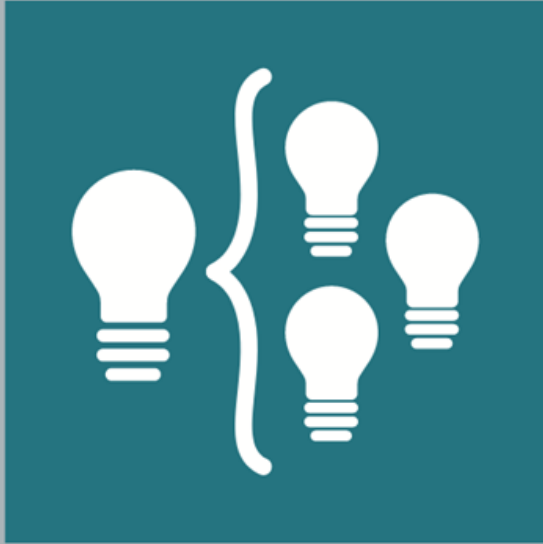
## **FACILITATION AND PROGRAM SUPPORT**

- Facilitate meeting and collaborative efforts that are inclusive and help to break down silos
- Coordinate transformative community projects
- Facilitate strategic planning processes and develop strategic plans



## **CCRP'S QUALIFICATIONS**

- We are a research center with the ability to identify resources and connect with partners
- Experience convening a variety of collaborators and interested parties, and developing plans based on the convenings
- Centering equity is a focus in all of our ongoing work and projects



## **FACILITATING THE PLANNING PROCESS**

We will work across sectors to create inclusive economic plans that are centered around equity

- Plans will include balanced representation from labor, business, community, government, economic development, philanthropy, nonprofit organizations, and education
- Plans will be based on actionable research and in consultation with expert institutions, with a focus on sustainability, job quality, economic competitiveness, and resilience

# Questions for CCRP

Ideas for developing a collaborative process?

- Developing the process will be a collaborative effort
- ID all the partners are participating in the process so far
- Start with orgs/networks that **already exist**
- Take the time to ID **who are we missing** and not already engaged, that is underrepresented or underinvested in

Could you site any work that you've done that was broad stakeholder engagement that ended up having a good outcome?

- Assessments that looked at existing data re: Econ Develop strategy, and what pops were disproportionately impacted by the criminalization of cannabis, led to Cannabis Equity grants. Results from those assessments were \$10m additional coming in to each of the counties. Planning Phase to jurisdictions drawing down additional funds.
- Redwood Coast Connect- regional broadband supply/demand study, opportunity identification and and funding opportunity through CA Emerging Technology Foundation

You know the challenges dealing with the state, pulling together counties that don't always work well together. Do you have a concise reason you want to do this?

- This is an incredible opportunity to leverage the power of the region. It is going to be hard. That's the work that we need to do to leverage our collective power. We have an obligation to create a plan that reflects the diverse need of all people in the region.

# NORTH COAST OPPORTUNITIES

## OUR MISSION

NCO strengthens our communities through responsive advocacy, engagement and services.





## ABOUT US

North Coast Opportunities, Inc. (NCO) is a Community Action Agency serving Lake and Mendocino Counties as well as parts of Humboldt, Napa, Sonoma, Del Norte, and Solano Counties that was established as part of President Johnson's War on Poverty. NCO employs nearly 225 people, has an annual budget of \$33.5 million, and manages major grants from federal, state, and foundation funders. NCO is a proud member of the National Community Action Partnership, a network of community action agencies working to connect families and children with greater opportunity

## Our Vision

At NCO, we envision  
healthy, vibrant,  
compassionate, and  
strong communities.



**Children and Families**



**Leadership and Workforce Development**



**COVID-19 Response**



**Food Security**



**Fire Response and Recovery**



**Fiscal Sponsorships**



**Adults and Seniors**





## AS THE REGION'S COMMUNITY ACTION AGENCY, WE RESOLVE TO:

- Advocate on behalf of low-income and disadvantaged people.
- Encourage people to increase their participation in the community and in the activities of NCO.
- Engage in the development of training and educational opportunities that increase the available resources to assist people in becoming more self-sufficient.
- Facilitate cooperation among organizations, agencies, and groups who share a common goal with NCO



# THE REGION'S COMMUNITY ACTION AGENCY



# Questions for NCO

Do you work with Redwood Community Action Agency (RCAA) and the work they do in Humboldt and Del Norte?

- They are the direct service providers. Each CAA is a little bit different. There are partnership across the counties, and we haven't yet spoke with them about this project specifically. Would want to work with them specifically, e.g. the Great Redwood Trail. RCAA is getting grassroots input on the trail in Humboldt/DN while NCO takes the lead in Mendo/Lake. Could do something similar on this.

The planning process and convener is going to take lots of outreach, inclusion, that we haven't always done great. Would this dovetail into the work you're already doing—in connection with communities you're connected to that have been disoriented in/excluded?

- Yes, and our weakness is we don't have all the traditional aspect of economic development. It's where we have an opportunity to bring these things together.

You know the challenges dealing with the state, pulling together counties that don't always work well together. Do you have a concise reason you want to do this?

- We feel strongly that we ensure stakeholders are at the table and we want to provide a leadership role. Authentic community voice and economic development plan that creates change for families that are low-income so they can have self-sufficiency and economic freedom.

What's our level of enthusiasm for working with these groups?

# High Road Collaborative “Sprint” Team Member (Sub-set of High road collaborative)

- ☐ An individual who represents a particular sector, network, system, government, affinity group etc. who is organized and active as a leader in that community/network. Does not have to be a formal organization, but needs to bring lived and/or technical experience that would help in the design of an equitable and robust planning and engagement process for the CERF.
- ☐ Ideally 12-15 with equal representation across counties and diverse racial/ethnic backgrounds
- ☐ Commit to 60-90 minute weekly meetings until submission of grant via online-with Fiscal and/or convener
- ☐ Commit to up to 5 hours per week until Grant Submission for review of documents, research and feedback to the convener and fiscal sponsor - move this to an application!
- ☐ Commit to be ambassador of the CERF team, helping their respective community, region, or networks understand the importance, role and process ahead to enroll and engage others in the planning process—could include helping generate contact lists, having 1:1’s, and/or presenting to groups
- ☐ Award notification by \_\_\_\_date
- ☐ Option to step off of the “sprint” team once submission is complete
- ☐ Option to join the “marathon” team once submission is complete and to help expand the High Road Collaborative table
- ☐ Maintains a governance role with fiscal agent per the RFP terms and conditions

[GOOGLE NOMINATION FORM LINK](#)

And if the google form isn't working for you....

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# Some working hypotheses about the data collected

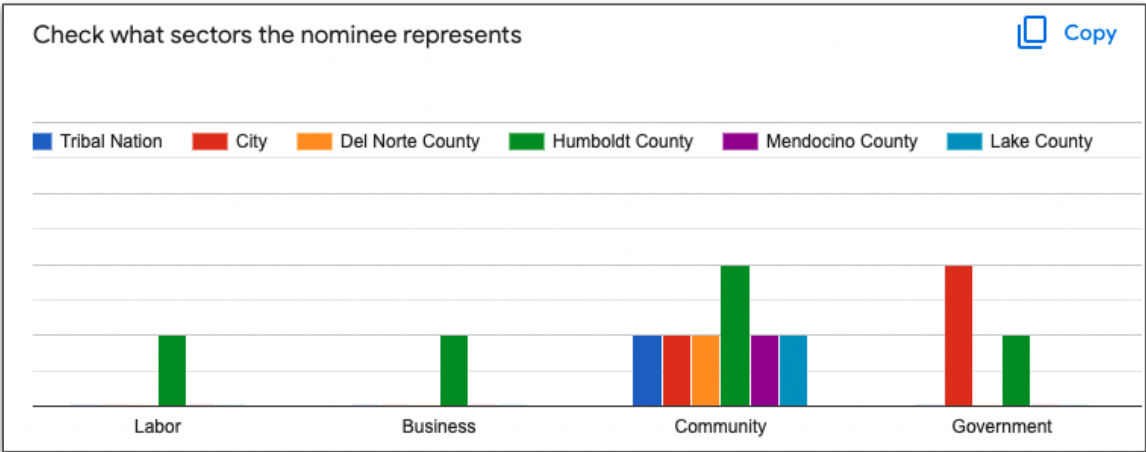
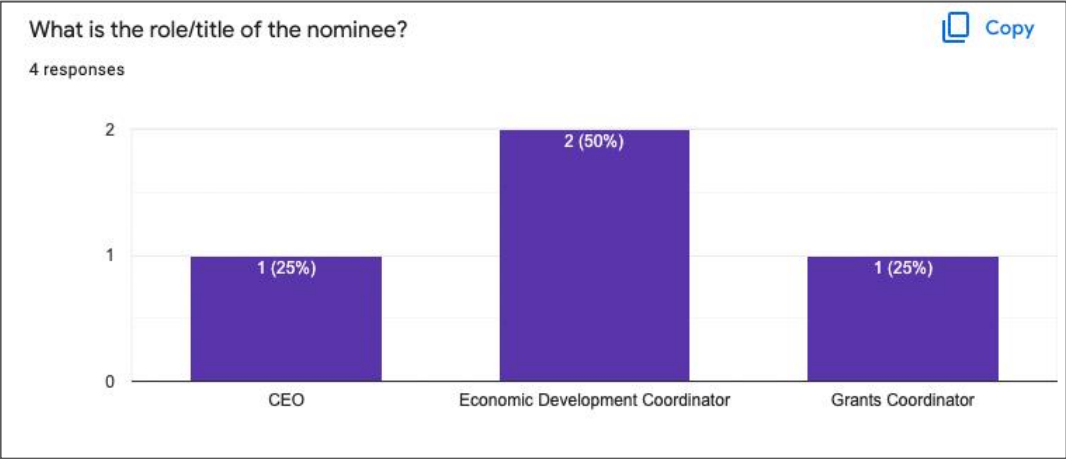
- ❑ All of this data will be shared with the organizations taking the lead for convening and for fiscal.
- ❑ The data collected through the survey will also be helpful grant proposal and planning process
- ❑ The majority of the questions are optional to respond to and the survey is editable, so as nominees are selected we could go back and request that they confirm the responses and information provided.

# What the ad hoc nominating committee will review

## Individual Level Information

- ☐ Name of the person being nominated
- ☐ Narrative responses to “why is this person a good fit for collaborative leadership role?”
- ☐ Sector Representation
- ☐ Geographic Representation
- ☐ Org/Title
- ☐ Experience with Economic Development and with Racial Equity

## Aggregate Level Information (Examples)



# Proposed Next Steps

What	By When	Who
Complete the nomination form, or ask the person you are nominating, to complete the google form (or use slide 51 to do so)	Friday, June 10	All people in this group
Review the list of “Sprint team” candidates. ID if we’re missing any key constituencies, if we have enough people, too few, etc.	Early next week	Ad hoc nominating team
<del>If we agree on a convener today, they will reach out to the nominees to determine if they can be on the Sprint Team</del>		
<del>If we agree on a convener today, they will assume the facilitation role in all of the meetings of the Sprint team, and the wider group going forward.</del>		
AEDC, CCRP, and NCO will meet this week to determine the optimal roles for each/or any of them: proposal for how they could work together.	Tomorrow, June 9	AEDC, CCRP, and NCO
HAF+WRCF will schedule our next meeting, after AEDC, CCRP, and NCO meet on Thursday, 12:30pm.	Friday, June 10	HAF+WRCF