

**The Headwaters Fund
Grant Fund Application Coversheet**

Date of application: August 20, 2021

Organization Name: Mattole Restoration Council

Director/CEO: Sarah Vroom, Executive Director

Contact Person Name and Title: Flora Brain, Mattole Field Institute Director

Contact Phone: (707) 629-3514 Contact Email: Flora@mattole.org

Contact Address: Mattole Restoration Council, PO Box 160, Petrolia CA 95558

Total current year organizational budget: \$1,719,170.66 # of FTE employees: 7

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

The MRC's mission is to maintain and restore natural systems in the Mattole River watershed to sustainable levels of health and productivity. We aim to restore healthy, self-sustaining, productive forests, meadows, and streams with abundant native fish and wildlife, and envision a community that draws its sustenance from and lives in harmony with the natural environment.

Project title: Mattole Field Institute Research and Education Center Planning Project

250 word project summary:

The Mattole Field Institute Research and Education Center Planning Project will improve the local economy and increase quality of life by planning a field-based research and education center that spurs job creation. The jobs created will deepen understandings of nature and human communities within the Mattole River watershed and the King Range/Lost Coast, increasing environmental stewardship and community health. We will complete a feasibility study assessing partnerships, funding, and facility sites. We do this for our local communities, businesses, nonprofits, tribal and academic partners, and land management partners, and for our treasured environment. This project is necessary in order to identify all options for locating and funding the creation of our education center, evaluating partner needs, and strategically evaluating options to select the path forward that guarantees success. Our accomplishments will include:

- Outreach and engagement with local businesses, tribal partners, nonprofits, Humboldt State University, King Range National Conservation Area Bureau of Land Management, and local community members
- Funding assessment and acquisition
- Facility sites assessment
- Creation of the Mattole Field Institute Research and Education Center Feasibility Study.

We will accomplish this with collaboration from local businesses and the additional partners and funders listed above. We will do so with the proven dedication and competence of the Mattole Restoration Council, a community-based watershed restoration nonprofit with 40 years' experience in planning and implementation projects that have fueled a restoration economy,

improved quality of life, and protected the natural environment in our remote and rural corner of Humboldt County.

Amount requested: \$30,225 Total project cost: \$ 49,805

Grant timeline: Period covered: Dec. 31, 2021 to Dec. 31, 2022

Total match amount: \$19,580

Match amount as % of total project budget 39 %

(Required 50% total project match for implementation, 25% of total project for planning)

Cash match: \$ 7,500

Cash match as % of total project budget 15 %

(Required: 25% of total project for implementation, 12% of total project for planning)

In-kind match: \$ 12,080

In-kind match as % of total project budget 24 %

Number of new FTE jobs created, if funded: 28.5

Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 23

Number of permanent, long term, private sector jobs to be created: 24.5

Please provide a brief explanation of how job creation/retention numbers were calculated:

Based on feedback received recently from our university partners, local businesses, the Bureau of Land Management, and community members, we wrote up plans for all the educational classes and services in demand. We then used our experience populating field-based courses to realistically plan for how many of each class we can populate and successfully implement per year, assuming we will have a facility to operate out of. We did this conservatively. We then used our experience with paying local experts to teach field-based classes to inform calculations of how much paid time would be required for all of the classes in each subject.

Many of these positions clearly will not be full-time. However, the fact that one local person can fill multiple educator/facilitator roles means that combined, their roles approach a FTE. For example: a Local Forestry and Fire Facilitator can expect a 0.33 FTE position, mainly connecting university groups to forestry and fire topics in the Mattole River watershed. This same person can also serve as a Fire Preparedness Stewardship Educator, teaching fire safety and defensible space techniques to tourists and the general public at a 0.5 FTE. In some cases, they can also serve as a Certificated Instructor that provides training programs for firefighters. This last role is one we see as happening less frequently, so we assigned it only a 0.165 FTE. Combined, these roles total 1 FTE.

We calculated job creation and retention numbers conservatively, but with a realistic sense for what it will take to run our many programs. We calculated private sector job creation and retention numbers with input from local businesses and community members, who told us about their businesses' staffing needs and the staffing needs of the businesses they want to create.

Type of project: Planning Implementation

Geographic focus of project:

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

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

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

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

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

- | | | |
|---|---|--|
| <input type="checkbox"/> Building permits | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Market research | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Legal review | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Regulatory approval | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input checked="" type="checkbox"/> Consultants hired | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| <input checked="" type="checkbox"/> Staff hired | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

Project Narrative

1. Project need

The Mattole Field Institute Research and Education Center Planning Project addresses the need for planning a field-based research and education center that connects local industries and initiatives in the Mattole Valley and Lost Coast/King Range with economic markets mainly in higher education (universities) and tourism. The project will improve the economy by creating sustainable jobs to meet the needs of university groups, tourists, and the local community. The problem we are solving is a lack of connection between local businesses and entrepreneurial community members with growing markets in education and tourism, and the lack of a facility to serve as a home for this economic development.

The current situation is threefold. First, communities in the lower Mattole Valley need increased resources for sustainable business development, fire safety, environmental stewardship, and community health and resilience. At the same time, the lower Mattole, Lost Coast and King Range are experiencing a rapid increase in tourism. The Bureau of Land Management (BLM) King Range office is understaffed and under-resourced to meet the needs of visitors, including the need to educate tourists on fire safety and stewardship. This threatens the health and safety of local communities in the lower Mattole. Simultaneously, Humboldt State University (HSU) is transitioning into a CA Poly institution and seeks to deepen community collaborations in field-based education. One of the goals we share is to create an educational facility that can serve as a fire training center. With our existing expertise and heavy workload in forestry and fuels management, the Mattole Restoration Council is excited to plan programs that will help train residents for jobs as firefighters and sawyers on our fuels reduction crews. These are available jobs we struggle to fill now to protect our forests. **Humboldt State University officials have indicated a strong desire to invest in this project's implementation phase.** Further, we have begun a relationship with College of the Redwoods faculty who also want to create field-based programs with us. We simply need planning support so we can capture this incredible economic opportunity.

Our vision is to deepen field-based study of the unique Mattole watershed and surrounding bioregion's ecosystems and communities, driving increased sustainable economic development to meet the needs of both.

We are working with local businesses in the following industries: cannabis, forest products, building/construction, tourism, specialty foods, arts and culture, niche manufacturing, and diversified health care. During our planning process, we will be reaching out to **all** lower Mattole businesses to seek their input on how our facility can serve their needs. In addition to businesses, we have the support of many local organizations and nonprofits that will be fueled to create new median-income jobs if our project is funded.

The one anticipated risk or challenge for project success is simply the resistance to change among some local residents. We will mitigate this risk through good old-fashioned communication: we will sit down and listen to their ideas, so they are empowered to help shape the local economic development we cultivate. Overall, risks and challenges are minimal due to the conversations we've already begun. As seen in our letters of support, we have a diverse team of educational partners and private sector collaborators who share our vision and enthusiasm.

2. Measurable objectives: Upon implementation, our project will have these outcomes:

- Create 32 week-long Mattole Field Institute courses for 16 students each at a rate of \$750 per student, equating to annual net revenue of \$384,000.
- Create 52 one-day field opportunities available to the public; groups of 10 at an average rate of \$10 each: annual net revenue of \$5,200.
- Facilitate 12 certificated course trainings for groups of 15 at an average rate of \$500: annual net revenue of \$90,000.
- Facilitate 14 school/youth camp groups of 20 participants for 5 days each at a rate of \$1500 per group: annual net revenue of \$21,000.
- Annually engage with at least 50% of the Lost Coast's current 24,000+ annual tourists Drive tourism-driven investment into our local community at an average rate of \$50 per tourist: net annual local revenue of \$600,000+ (tourist numbers rise annually.)
- Double market competitiveness for 4 industry clusters (building and systems construction, specialty foods, niche manufacturing, and diversified health care) and all 4 major industries (cannabis, forest products, tourism, and arts and culture). For all local industries/clusters above, our project will result in net revenue increases of 100%.
- Create and retain jobs: Our project will create 27.5 new FTE direct jobs, and 1 ancillary job (caterer). It will also lead to the retention of 23 existing local jobs.
- Drive capital investment: When implemented, our project will likely drive capital investment in facilities and possibly land in the total amount of \$3 million.
- Create, grow, and retain local businesses: our project will spur the creation of 29 new businesses, and retain 8. For those retained, net profit margins will increase 100%.

3. Actions to achieve objectives and measure progress:

Our main action will be to create a Mattole Field Institute Research and Education Center Feasibility Study. The Feasibility Study will have detailed information and assessments of potential facility sites, collaborative partners, and funding mechanisms. We will work with multiple collaborators (and subcontracted facilitators) to assess all aspects of siting, partnering, and funding. We will then distill our findings into a final assessment presenting the optimal path towards our goal. We will measure progress toward our objectives by timely completion of our project milestones, timely completion of the Feasibility Study, as well as the depth of collaborative engagement that went into it.

4. Prior work to ensure success:

The Mattole Field Institute has, for ten years, built productive relationships with Humboldt State University faculty, local Mattole Valley businesses, and community members. We recently completed a visioning retreat to sharpen our vision and identify how we will accomplish it. We have already discussed this project with partners including HSU, BLM, local businesses, local nonprofit organizations and community groups, and brought it to the attention of residents throughout the Mattole Valley. Last but not least, we have secured partial funding to begin portions of the planning process.

5. Project Narrative Question #5: The Jobs Creation Table below (and continued on the next page) lists the jobs created.

Job Title	Roles/responsibilities	Employer	Wage	FTE
Mattole Field Institute Education Center Director	Ed Center leadership + development	MRC	\$28/hr	1
Mattole Field Institute Indigenous Engagement Director	Manages Indigenous stakeholder input, facilitates Indigenous topics in programming	MRC	\$28/hr	1
Mattole Field Institute Outreach Associate	Programming, partnering, development	MRC	\$22/hr	1
MFI Education Center Facilities Manager	Manages facilities	MRC	\$20/hr	1
Caterer (ancillary)	Caters Education Center groups	Cooks Catering	\$35/hr	1
22 Local Facilitator jobs. Forestry and fire, watershed restoration, native ecosystems, geology, hydrology, river studies, fisheries, biology, marine biology, geospatial analysis, climate studies, rural health care, K-12 rural education, informatics, ecological design, rural development planning, TEK, Indigenous culture, botany, zoology, ornithology, history, rangeland mgmt., recreation mgmt., cannabis studies	Local Facilitators engage Humboldt State, CR, and other higher education students and co-teach field courses with university faculty in their respective areas of expertise.	Native Eco Systems, Inc., PVFD, HVFC, MRC, Summers Tree Service, MSG, MVHC, BRB, ISWC, ISS, MUSD, Uplift, new businesses created with existing talent	\$26/hr (22 jobs)	22x.33 =7.3
2 Youth Education Coordinators	Coordinates local Pre-K and K-12 programs, facilitates visiting schools and camps.	MRC, MUSD, Mattole Valley Sprouts	\$22/hr (2 jobs)	2x.33 =0.66
5 Stewardship Educators: Water systems innovation, Climate adaptation, Sustainable agriculture, Fire preparedness, Eco-tourism business development	Local experts facilitate hands-on education, and skills and business development in topics concerning sustainability and resilience.	PVFD, Happy Hearts Farm, new businesses created with existing talent	\$22/hr (5 jobs)	5x.5= 2.5
3 Certificated Instructor jobs: Firefighter certification, Medical Responder, Scuba dive certificate (high liability, specialized equipment)	Certificated experts provide trainings in certificate-based programs.	PVFD, HVFC, Firestorm Inc., new businesses created with existing talent	\$54/hr (3 jobs)	3x.165 =0.5
5 Forest Products Field Instructors: Timber harvest, Mill operation, Construction, Wood crafts, Forest products marketing	Local experts facilitate classes in forest products, spur business creation	Groeling Yonts and Associates, new businesses created with existing talent	\$54/hr (5 jobs)	5x.33 =1.65

8 Specialty Food, Flowers, and Beverages Instructors: Brewery/distillery/cider production, Value-added Foods, Orchardng, Animal husbandry (Beekeeping, Dairy, and Meat production), Indigenous food cultivation, Flower cultivation/arrangement/marketing	Local experts facilitate classes in the production and marketing of various specialty foods, flowers, and beverages; spur business creation	Angry Chiles, Green Star Farm, new businesses created with existing talent	\$34/hr (8 jobs)	8x.165 =1.3
5 Niche Manufacturing Field Instructors: Fiber arts, Ceramics, Basketry, Jewelry making, Boat building	Local experts facilitate classes, spur development in local natural resource-based niche manufacturing	new businesses created with existing talent	\$34/hr (5 jobs)	5x.165 =0.8
5 Diversified Health Care Instructors: Herbal Medicine, Place-based Yoga, Aikido, Body Care/Alternative Medicine, Holistic Nutrition	Local experts and business owners facilitate diversified health care classes, spur business creation and expansion	Confluence Nutrition, Mattole Valley Naturals, Pali Yoga, Wild and Wise Herbal CSA, ByNieves, new businesses created with existing talent	\$34/hr (5 jobs)	5x.165 =0.8
10 Sustainable Tourism/Recreation Guides: King Range and Lost Coast backpacking guide, Lost Coast boat shuttle services, steelhead fishing guide, river outfitter, ocean fishing guide, bicycle tour guide (road and mountain biking), scuba diving outfitter, hunting guide, horseback tours. (high liability, specialized equipment)	Local guides offer tour services exposing out-of-county tourists and recreationists to opportunities to purchase sustainable, place-based experiences	MVHS, The Lost Inn, multiple local AirBnB owners, new businesses created with existing talent	\$54/hr (10 jobs)	13x.5 =6.5
3 Sustainable Tourism/Recreation Guides: cannabis tours and tasting, birding tours, Mattole history/national historic sites tours (low liability, limited/no specialized equipment)	Local guides offer tour services exposing tourists and recreationists to opportunities to purchase sustainable, place-based experiences	Uplift, New businesses created with existing talent	\$24/hr (3 jobs)	3x.165 =0.5
6 Local Arts and Culture Facilitators: Theatre, Music, Dance, Painting, Sculpture, Quilting.	Local arts and culture facilitators offer services exposing out-of-county visitors to local arts and culture	Human Nature Theatre, new businesses created with existing talent	\$24/hr (6 jobs)	6x.165 =1

Total FTE jobs created through this project = 28.5

Acronyms: MRC: Mattole Restoration Council; BRB: Bear River Band of the Rohnerville Rancheria; ISWC: InterTribal Sinkyone Wilderness Council; ISS: Intertribal Student Services; PVFD: Petrolia Volunteer Fire Department; HVFC: Honeydew Volunteer Fire Company; MSG: Mattole Salmon Group; MVHS: Mattole Valley Historical Society; MUSD: Mattole Unified School District.

6. Project protects and improves the natural environment:

Our project will engage environmental scientists, tribes, academics, businesses, local residents and tourists in collaborative field-based learning to deepen understandings of the natural environment, including many facets of how to protect and steward it. One concrete example is it will increase fire safety and forest health through trainings and certifications.

Our project not only *supports* the sustainable use of environmental resources, it builds skills in doing so. By boosting education-based and land-based economies, we will support the preservation of working landscapes such as Humboldt's ranches, farms, and forests. Beyond simply utilizing existing environmental knowledge in the creation of jobs, we will promote the deepening and sharing of environmental knowledge as the basis for creating new jobs.

7. Improves quality of life for Humboldt County residents:

By providing educational opportunities and better access to resources, our project will directly benefit the underserved populations in our watershed, including Petrolia, Honeydew, Ettersburg, Whitethorn, and Whale Gulch. By creating a space dedicated to learning about and celebrating our local place, it will strengthen our community's identity. By valuing the presence and collaboration of Indigenous tribes, farmers, forest landowners, and ranchers, we will preserve Humboldt's cultural heritage. By building a research and education center, we will improve existing infrastructure. Finally, by creating a space where locals can work as highly valued knowledge holders, we will strengthen community leadership and civic participation.

8. Capacity of organization, staff, and project partners

The Mattole Restoration Council is a 38-year old community-driven organization. We have proven our capacity by implementing ambitious projects including watershed-wide road upgrades, forestry and fire safety programs, ecological education, and habitat restoration. Our staff has completed multiple enormous planning projects including the Mattole Integrated Watershed Management Plan (2009) and the Mattole Program Timberland Environmental Impact Report (2011,) which streamlined approval of Mattole Program Timber Harvest Plans. Our staff is adept at strategic planning. Last, our strong relationships with competent partners in the private sector, federal and state agencies, private foundations, and academia add up to significant capacity.

9. Consultants/firms under consideration

We anticipate hiring a facilitator for expertise engaging Indigenous stakeholders. Based on prior experience and the nature of our needs, we are considering Stepping Stone Diversity Consulting based here on the North Coast.

10. Acknowledging Headwaters Fund in our work

We plan to acknowledge all the supporters of our Mattole Field Institute Research and Education Center Planning Project in the resulting Feasibility Study document itself. When they so desire, we also enjoy acknowledging our supporters in our newsletter, on our website, and on our social media. We would be happy to acknowledge Headwaters Fund in any or all of these ways.

PROJECT BUDGET

Mattole Field Institute Research and Education Center Planning Project

Project Expense Item	Total Cost (\$)	Requested Amount from Headwaters Grant Fund	Amount from Matching Funds	Source of Matching Funds
Direct Salaries & Wages				
Staff 1: MFI Program Manager (210 hours)	\$13,465	\$10,465	\$3,000	Conservation Lands Foundation (Received)
Staff 2: MFI Assistant (210 hours)	\$9,565	\$7,565	\$2,000	Bella Vista Foundation (Received)
Staff 3: Executive Director (45 hours)	\$5,128	\$2,628	\$2,500	Board Restricted Fund (In hand)
Staff 4: Office Assistant (15 hours)	\$533	\$533		
Staff 5: Bookkeeper/ Contract Manager (15 hours)	\$834	\$834		
Sub-total: all Direct Salaries, Wages, Benefits and Payroll Taxes	\$29,525	\$22,025	\$7,500	
Consultant fees for Cultural Tribal Engagement Coordinator	\$3,000	\$3,000		
Consulting fees for Natural Resources and TEK Coordinator	\$3,000	\$3,000		
In kind match: North Fork Café business owner time	\$280		\$280	
In kind match: Native Ecosystems, Inc. owner time	\$320		\$320	
In kind match: Uplift Coop business owners' time	\$280		\$280	
In kind match: HSU, CR staff time	\$5,000		\$5,000	
In kind match: BLM staff time	\$5,000		\$5,000	
Travel- Site Visits & Meeting Mileage	\$2,700	\$1,700	\$1,000	Use of MRC Truck (In Kind)
Food for stakeholder meetings	\$500	\$500		
Overhead- non-staff related	\$200	\$0	\$200	Mattole Watershed Newsletter Outreach (In Kind)
Total Project Cost	\$49,805	\$30,225	\$19,580	

MRC Board of Directors List
Updated March 1, 2021

Thomas Dunklin- Vice Chair

Employment: Self Employed Filmmaker and Photographer
Has served since 2019

Lisa Hintz- Treasurer

Employment: Project Coordinator at the Mattole Restoration Council.
Has served since 2019

Jane Lapiner- Director

Employment: Retired
Newly elected 2021

Rob Roscoe- Director

Employment: Semi-retired hydrologist and engineer
Newly elected 2021

Edwin Smith- Director

Employment: Co-Chair Bear River Band of Rohnerville Rancheria
Newly elected 2021. Served previously

Linda Stansberry- Director

Employment- Writer
Newly elected 2021. Served previously

Maria Vollmar- Secretary

Employment- Nursery Assistant Mattole Restoration Council
Newly elected 2021

Yarrow King- Director

Employment: Self Employed Farm Owner
Served since 2014

Loren Miller- Chair

Retired
Has served since 2009

Gary "Fish" Peterson- Director

Freelance
Has served since 2014

Monica Scholey- Director

Employment- Program Coordinator at the Smith River Alliance
Has served since 2019

August 18, 2021

Dear Headwaters Fund,

I want to express my support for the Mattole Field Institute Research and Education Center Planning Project.

I created and own the North Fork Café, located in downtown Petrolia. Since opening two years ago, my business has quickly become a popular gathering spot. It is the only café presently open in Petrolia and one of only two in the lower Mattole Valley.

One thing that has become clear to me is how having this gathering space at my business can create opportunities to strengthen our rural community. There are not many places where people can gather to talk about everything from their jobs to their homes to their mental health, and simply connect and support one another during these challenging times. Our community has many needs ranging from fire safety to mental health to sustainable job creation to improving educational opportunities and addressing our housing shortage, just to name a few. It is also challenged by the reality that many families with teens move away, partly to seek expanded educational opportunities. This makes it hard to have continuity in our community. We could use more magnets to help families stay.

The proposed Mattole Field Institute Research and Education Center Planning Project would do a feasibility study for the creation of a field-based education center that is rooted in our local community. This education center would work closely with local organizations and individuals to understand and tackle many of the issue challenging us.

As I see it, some of the big challenges facing our community include:

- Fire safety
- Environmental stewardship
- Lack of sustainable good jobs
- Need for social services such as mental health counseling and food assistance
- Out migration of families with teens
- Lack of affordable housing
- Increase in tourism that is disconnected from our communities

Some of the assets our community possesses include:

- Natural environment: our beautiful, remote valley and the Lost Coast, King Range
- Strong history of community organizing and ability to bridge gaps across cultures
- Collection of nonprofit organizations addressing various issues

The Mattole Field Institute already partners with Humboldt State University and King Range National Conservation Area managers to provide outdoor education courses that shed light on these topics. They are well situated to increase the attention to our community's needs. What matters a great deal to me is that the Mattole Field Institute does this with local input. Their proposed planning project would empower local business owners like me to give input that helps shape the creation of their Education Center.

Their eventual education center could serve to educate tourists about fire safety, which as a member of the local volunteer fire department is important to me. Their education center will also slow tourists down and connect them with this place, leading them to invest more in the many unique niche products that our creative residents produce. This will increase sales to people from outside the area, leading to additional local jobs. It would likely bring more business to my café, supporting job growth in the specialty foods industry.

Most importantly, the Mattole Field Institute's eventual education center would highlight the strengths of our community and the uniqueness of our landscape. It would create opportunities for people to learn more about this place, and bring additional resources to our local organizations and individuals seeking to keep it protected as a beautiful place to live and a healthy, resilient community. It would create sustainable jobs for local people serving as experts, locally conscious guides, and connection points for student groups and researchers so their understandings are rooted in our reality. This will drive investment in the industries where we need it most, as determined by us.

It will also provide opportunities for business leaders and other locals to step into more visible leadership roles in our community, setting positive examples for our young adults. (It is my hope that their education center will create leadership opportunities for local teens, and this is one thing I intend to voice during their planning process.)

Aside from increasing public understanding, it would also serve as a vital gathering space for locals to share information, skills, and explore a variety of topics together. This will create occasions for us, as members of different cultural groups, to bridge our gaps and ensure everyone's success. The MRC has done this: for example, they've worked with ranchers to conserve large ranches – a key piece to preserving our natural beauty. Their proposed Mattole Field Institute project would foster working relationships among many different businesses and industries, cultural groups, government agencies (the BLM King Range managers), Humboldt State academics, and local nonprofits.

Right now Humboldt State wants to invest in locally driven, community-based field education. They want ways to better understand natural environments and the people living in them. The Mattole Field Institute is clearly ready to take this on. Their existing partnerships with HSU already result in deeper understandings of our local community's many challenges, and how to meet them. Deeper understanding is the first step to accessing resources to help make our community more sustainable and resilient. The Mattole Field Institute is grounded in this valley and like me, wants to see it continue to be a safe, good place to live, where people have sustainable jobs that build a more healthy community. This will be good for all of us and indeed for all of Humboldt County's rural places. As a local business owner, I, for one, am happy to contribute my in-kind collaboration toward this project. Please support it.

Sincerely,



8/19/2021

Shannon Dupret

HUMBOLDT STATE UNIVERSITY

August 18, 2021

Dear Headwaters Fund,

As faculty at Humboldt State University, we would like to offer strong support for the Mattole Restoration Council's (MRC's) proposed *Mattole Field Institute and HSU Research Station Planning Project*.

Humboldt State University has a ten-year history of collaborating with the MRC's Mattole Field Institute, facilitating field-based courses in the Mattole Valley and King Range National Conservation Area in the early fall and late spring, as weather has permitted.

This project will result in the planning and funding acquisition needed to create a permanent educational center located in the Mattole Valley. We are eager to use this facility to expand the courses the Mattole Field Institute offers in collaboration with our programs and to ensure the prospect of making additional field courses available to our students and faculty year-round.

The program expansion made possible by the building of this education center will create opportunities for our students to deepen the understanding of, and engagement with, the needs of a wide variety of rural Humboldt industries, communities, and geographical spaces. This will create opportunities to better understand and respond to community needs. We are eager to see the opportunity to deepen public and academic understanding of these topics realized through field-based studies. This will prepare the next generation of professionals to engage our rural communities and ecosystems, and build positive economic and social growth within them.

We are excited for the expanded potential to connect our students with the range of local experts, specialists and professionals in the unique Mattole watershed and surrounding bioregion's ecosystems and communities, and engage them as co-educators. Our own educational and research expertise can deepen understanding of applied science, ecological restoration and stewardship to better inform the work of environmental organizations and their community partners. This collaboration brings additional momentum and increases interest among state, federal, and private funders – ultimately spurring sustainable economic growth in field-based education and applied sciences in Humboldt County.

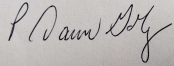
As current and prospective partners of the Mattole Field Institute, we encourage you to fund this project. We are pleased to support the Mattole Field Institute in its application to the Headwaters Fund and its efforts to meet and understand community needs and enhance our understanding and stewardship of the natural environment.

1 Harpst Street, Arcata, California 95521-8299 | humboldt.edu/website

Regards,



Alison O'Dowd, Professor, Environmental Science & Management and HSU River Institute



Dawn Goley, Professor of Zoology, Department of Biological Sciences



Kerry M. Byrne, Assistant Professor of Ecology, Environmental Science & Management



Jeffrey M. Kane, Associate Professor of Fire Ecology and Fuels Management, Forestry and Wildland Resources



Dominic Corva, Co-Director, Humboldt Institute of Interdisciplinary Marijuana Research; and Affiliate Faculty, Department of Sociology



Nievita Bueno Watts, Director, Indian Natural Resources, Science & Engineering Program + Diversity in STEM (INRSEP+)



Erin Kelly, Associate Professor of Forest Policy, Economics, and Administration, Forestry and Wildland Resources



Anthony Silvaggio, Chair and Associate Professor of Sociology



Native Ecosystems, Inc.

Habitat Restoration Specialists

CA Contractors License No. 1038642

PO BOX 114, Petrolia, CA 95558

Office 707.629.3617

Cell 707.599.7814

August 20, 2021

Dear Headwaters Fund Board,

I am the founder and owner of Native Ecosystems, Inc., a full service ecological restoration firm based in Humboldt County. I am writing in support of the Mattole Field Institute Research and Education Center Planning Project.

My firm works on the restoration of altered ecosystems, designing and implementing projects that restore ecosystem function to provide critical habitat for flora, fauna and humans. We provide assistance with all aspects of restoration projects, from the design and planning phase all the way through to construction, maintenance, and monitoring. Our staff has experience designing and implementing habitat restoration projects throughout California and the Pacific Northwest.

I have had the great pleasure of being involved with the ecological restoration field for the past 20 years, with much of that time spent implementing high priority projects in Humboldt County. My business exists partly because of the restoration economy that was built and continues to be driven by the Mattole Restoration Council and its fellow Humboldt County environmental nonprofits. Humboldt has a lot to be proud of, and I hope to see this industry continue to expand because this is the kind of economy that preserves healthy ecosystems and flourishing towns. But it cannot expand without the continued training and education of future restoration practitioners.

The Mattole Field Institute's proposed project will directly support training the next generation of ecological restoration professionals. By working with the Mattole Field Institute's Research and Education Center, I and other restoration practitioners will have opportunities to share our expertise with people who want to learn the important skills of restoring ecosystems. Being able to teach hands-on classes at their education center, a place that attracts students and tourists from all over the state and country, will increase my client base.

The project will bring great economic benefit to local businesses in the environmental field by allowing restoration practitioners to participate in their integrated, collaborative field-based education program that looks holistically at so many social and environmental issues. Being a part of an actual Research and Education Center that physically brings together so many businesses, government agencies, social and environmental ngo's, and local communities to foster better working relationships will greatly benefit Humboldt County's economy and boost our competitive advantage.

The proposed project is the kind of visionary and attainable project that has the potential to drive sustainable economic development in Humboldt County, benefiting my business and others I care about. I'll contribute in-kind match from my business in the form of my time dedicated to making this project a success. Please support it with Headwaters funding, too.

Thank you,

A handwritten signature in black ink that reads "Hugh McGee". The signature is written in a cursive style with a large, sweeping initial "H".

Hugh McGee
Restoration Ecologist/Owner
Native Ecosystems, Inc
Society of Ecological Restoration Certified Restoration Practitioner #0179



P.O. Box 191/167 Sherman St, Petrolia, CA 95558 phone (707) 629-3348 fax (707) 440-8042

August 16th, 2021

Dear Headwaters Fund,

I write on behalf of the Mattole Valley Resource Center this letter of enthusiastic support for the grant application for the *Mattole Field Institute Research and Education Center Planning Project*. I strongly advocate the initiation of this project, which has great potential to stimulate local economic growth, community resilience, and educational engagement.

The Mattole Valley Resource Center is a local organization which provides a wide range of services and programs to promote, support, enrich and sustain resilient individuals, strong families, and a healthy community. This includes connecting community members to resources; providing health, wellness, and educational programs, activities, and support groups; and creating opportunities to enhance and sustain community life.

The first step to assisting a population is to understand it. This is an evolving and ongoing process. The partnerships formed by engaging academic professionals and students with those on the ground in the community can only stand to enrich and deepen our understanding of our populations and their needs, and to strengthen the efficacy of our work.

Supporting field-based studies within communities like ours will elevate the issues faced by rural communities: issues which are in dire need of more visibility. These include rural mental health needs, diversified health care, support for elders and young families, food and nutrition assistance, and many additional needs.

Improving understanding of the needs present in Humboldt's rural communities will help bring more economic resources to address these problems. We are so happy that a local organization with strong roots in the Mattole Valley seeks to assist in this inquiry. Mattole Field Institute's partnership with HSU creates potential for graduate research and internships in our valley, and these will help leverage the need for additional social services funding – likely in all of Humboldt's rural communities. This process clearly has strong potential to lead to the creation of new, sustainable median income jobs in areas such as diversified health care, social work, and other social services.

These are the jobs rural Humboldt needs to see created, for the sake of community health and resilience.

The Mattole Valley Resource Center is eager to partner with the Mattole Field Institute in our shared vision for community resilience. We strongly support and recommend that the Headwaters Fund Grant is awarded to *Mattole Field Institute Research and Education Center Planning Project*.

Sincerely,

Emily Herman
Executive Director
Mattole Valley Resource Center



8/14/21
Uplift Coop

Dear Headwaters Fund,

We urge you to support the Mattole Restoration Council's proposed *Mattole Field Institute and HSU Research Station Planning Project*.

Uplift was founded in 2018 and is the first cannabis agricultural co-op in the California's regulated market. Our member-owner-farmers are not only world-class cannabis farmers, but also long-term community members, and volunteer for our local non-profit organizations, fire departments, and schools, and help keep these institutions strong. We help our neighbors in need and support local causes.

The *Mattole Field Institute and HSU Research Station Planning Project* would pave the path forward for the creation of a community-rooted, field-based educational center in the lower Mattole Valley or northern end of the King Range. This will boost the region's competitive advantage by serving as a gathering space to showcase all that is sustainable and promising in our rural communities, as well as increasing awareness of our unique environment and its stewardship needs.

It will boost the region's competitive advantage by connecting visitors and students to those in our industry (like Uplift) that are shifting the cannabis industry towards increased social and environmental sustainability. There is real potential for the Mattole Field Institute and Research Station to pay sustainable cannabis farmers to share their expertise with student groups. Such payments would diversify income streams to sustainable cannabis farmers, while also boosting their marketing. The eventual Mattole Field Institute and Research Station will also connect sustainable cannabis farmers and business owners to university researchers interested in better understanding the industry, specifically how to meet the needs of socially and environmentally conscious operators like ours.

Further, the Mattole Field Institute and Research Station would meet the needs of increasing numbers of tourists flocking to the Lost Coast and lower Mattole Valley and, importantly, it would connect those tourists to the local communities in ways controlled by those local communities. This will result in more responsible visitation, decreased fire risk, and many other environmental needs that can be met through increased stewardship education. This boost in locally connected tourism would give our member businesses additional exposure, resulting in competitive advantages for sustainably grown Mattole Valley/Humboldt County cannabis.

This locally empowered and community owned type of economic development is very needed in Humboldt County. The proposed planning project will boost sustainable weed, ultimately increasing the number of sustainable jobs in our County while enhancing quality of life in our communities and better protecting the environment.

Uplift's mission is to ensure success and viability of Mattole Valley small cannabis farms through careful, planned, compliant co-operation.

Uplift as a strong player in the local cannabis industry and ensures cannabis farms economically viable and are a positive force for quality cannabis, healthy communities, and the natural environment,

We are excited that the *Mattole Field Institute and HSU Research Station Planning Project* would specifically engage members of the cannabis community who are trying to shift our industry towards increased social and environmental consciousness. This is the segment of the cannabis industry whose growth needs support, so that we can increase the number of sustainable jobs such that Humboldt County cannabis increasingly becomes an industry in which all members of our workforce are compensated near or above the median income. Please support this planning project.

A handwritten signature in black ink, appearing to read "Drew Barber". The signature is fluid and cursive, with the first name "Drew" and last name "Barber" clearly distinguishable.

Drew Barber

Uplift Board Chair

Date: JUN 02 1986

Mattole Restoration Council
3848 Wilder Ridge Road
Garberville, CA 95440

Employer Identification Number:
68-0037149
Accounting Period End:
June 30
Foundation Status Classification:
509(a)(1) & 170(b)(1)(A)(vi)
Advance Ruling Period Ending:
June 30, 1987
Person to Contact: Taxpayer
Service Representative
Contact Telephone Number:
(800) 424-1040

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably be expected to be a publicly supported organization described in section 509(a)(1) & 170(b)(1)(A)(vi).

Accordingly, you will be treated as a publicly supported organization, and not as a private foundation, during an advance ruling period. This advance ruling period begins on the date of your inception and ends on the date shown above.

Within 90 days after the end of your advance ruling period, you must submit to us information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, you will be classified as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, you will be classified as a private foundation for future periods. Also, if you are classified as a private foundation, you will be treated as a private foundation from the date of your inception for purposes of sections 507(d) and 4940.

Grantors and donors may rely on the determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you submit the required information within the 90 days, grantors and donors may continue to rely on the advance determination

Mattole Restoration Council
Annual Budget Fiscal Year 2021

Contributions & Program Support			
Membership Dues			
Membership Dues	<u>8,192.76</u>		
Total Membership Dues	8,192.76		
Gifts & Donations			
Individual & Small Business Contributions	18,466.04		
Corporate Contributions	<u>50.37</u>		
Total Gifts & Donations	18,516.41		
Grants			
Grant Revenue Corporate	70,000.00		
Grant Revenue Foundation	<u>97,492.00</u>		
Total Grants	<u>167,492.00</u>		
Total Contributions & Program Support	<u>194,201.17</u>		
Earned Revenue, Program Services - Gov't Contracts			
	<u>1,340,764.41</u>		
Total Earned Revenue, Program Services - Gov't Contracts	<u>1,340,764.41</u>		
Earned Revenue, Other Program Services			
	<u>22,461.83</u>		
Total Earned Revenue, Other Program Services	<u>22,461.83</u>		
Other Revenue			
PPP COVID 19 Loan Forgiveness	111,521.00		
Other	<u>50,222.25</u>		
Total Other Revenue	<u>161,743.25</u>		
Total Revenue		<u>1,719,170.66</u>	
Expenses - Personnel Related			
Employees and Payroll	1,035,021.38		
Consultants & Professional Services	8,352.88		
Contractors	395,688.00		
Other Services	<u>23,094.93</u>		
Total Expenses - Personnel Related	<u>1,462,157.19</u>		
Expenses - Non-Personnel			
Materials & Supplies	66,072.42		
Facilities	8,926.63		
Travel & Related	43,423.52		
Other Expenses	<u>74,481.63</u>		
Total Expenses - Non-Personnel	<u>192,904.20</u>		
Total Expenses		<u>1,655,061.39</u>	
Net Revenue Over Expenditures		<u>64,109.27</u>	
Previous Year Fund Balance			
Net Assets	<u>129,463.58</u>		
Total Previous Year Fund Balance	129,463.58		
Current Year Change in Fund Balance	64,109.27		
Total Fund Balance	<u>193,572.85</u>		

Project Timeline

Mattole Field Institute Research and Education Center Planning Project

Date	Milestone
Sept. 9, 2021	Meetings with HSU admin: best avenue for pursuit of HSU/Cal Poly implementation funding identified.
Sept. 10, 2021	Contracting of Indigenous engagement specialists completed
Sept. 14, 2021	Meeting with BLM King Range staff: specific federal implementation funding identified.
October 20, 2021	Funding Sources Assessment completed: includes state agency, federal agency, and foundation grants, plus major private donors.
October 30, 2021	Local businesses meetings completed: input received on local private sector facility needs, partnership potentials.
Nov. 15, 2021	Local community stakeholder input meetings completed: assessment of facility needs, partnership potential among local nonprofits, community groups, and individuals.
Nov. 30, 2021	Indigenous stakeholder network built. Initial meetings and assessment of Indigenous partnerships completed (process will be ongoing.)
late Dec., 2021	Anticipated planning grant award announced from Headwaters Fund
Spring 2022	Completion of BLM Assistance Agreement: implementation funding secured. Ongoing work anticipated to secure implementation funding from HSU/Cal Poly and other identified state, federal, private foundation and major donor funders.
Summer 2022	Completion of the Mattole Field Institute Research and Education Center Feasibility Study: includes site selection. Permit process begins.
Fall 2022	Design plans contracted
Fall-Dec. 31, 2022	Application and receipt of final needed implementation funding. End of planning project phase.
Spring-fall 2023	Permits secured. Implementation of the Mattole Field Institute Research and Education Center Project: construction
Fall 2023	Facility completed: ribbon cutting, programs underway at the Education Center. Full array of economic benefits begin to flow.