



COUNTY OF HUMBOLDT

For the meeting of: April 18, 2017

Date: March 29, 2017  
 To: Board of Supervisors  
 From: Amy S. Nilsen, County Administrative Officer *AN*  
 Subject: Appointment to Fill Vacancies on the Headwaters Fund Board (HFB).

RECOMMENDATION(S):

That the Board of Supervisors appoint R. Bruce Rupp and Carl Hansen to fill the vacant seats on the Headwaters Fund Board.

SOURCE OF FUNDING: N/A

DISCUSSION:

The Subcommittee for the Headwaters Fund Board reviewed all applications on file with the Clerk of the Board and interviewed candidates. Based upon this review, the Subcommittee is now recommending the appointment of R. Bruce Rupp and Carl Hansen to fill the two vacant seats on the Headwaters Fund Board.

One vacancy on the HFB is due to the expired term of Zachary Zwerdling in April 2017. The second vacancy is due to the resignation of Jeana McClendon. The subcommittee's recommendation is to fill the vacant two seats on the HFB by appointing both members to an initial two-year term that will expire April 2019. HFB Members serve an initial two-year appointment followed by two possible three-year renewal terms for a total possible service time of eight years. HFB Members serve staggered terms to avoid 100%

Prepared by Karen Meynell, HFB Executive Director CAO Approval *[Signature]*

REVIEW: Auditor \_\_\_\_\_ County Counsel \_\_\_\_\_ Human Resources \_\_\_\_\_ 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 *Sundberg* Seconded by Supervisor *Fennell*  
 Ayes *Sundberg, Fennell, Bass, Bohn*  
 Nays \_\_\_\_\_  
 Abstain \_\_\_\_\_  
 Absent *Wilson*

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

Dated: *Apr. 18, 2017*  
 By: *[Signature]*  
**Kathy Hayes, Clerk of the Board**

turnover at the expiration of the term.

While there were many qualified candidates, the Subcommittee agreed to recommend the appointment of R. Bruce Rupp and Carl Hansen, as both were determined to have the best combination of experience, interest, and personal integrity to best serve the county on the Headwaters Fund Board.

Please note that at the time of this posting, the Clerk of the Board's office had ten Headwaters Fund Board applications on file (see attached).

**FINANCIAL IMPACT:**

Appointing members to the vacant seats on the HFB has no impact on the General Fund.

Ensuring that there is a qualified and participative HFB meets the Board's Strategic Framework by supporting business, workforce development and the creation of private-sector jobs.

**OTHER AGENCY INVOLVEMENT:**

None

**ALTERNATIVES TO STAFF RECOMMENDATIONS:**

Your Board could decide to appoint alternate candidates to the Headwaters Fund Board. This alternative is not recommended because the subcommittee carefully reviewed the applications on file and conducted interviews to arrive at the decision to recommend appointment of R. Bruce Rupp and Carl Hansen.

**ATTACHMENTS:**

Headwaters Fund Board Roster and Headwaters Fund Board Applications.

## Headwaters Roster January 2017

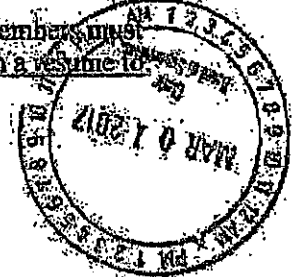
NAME	APPOINTED	REAPPOINTED	EXPIRES
<b>VACANT</b> (McClendon - resigned 2/17/17)			
<b>CHARLES ELLSWORTH</b> 1826 Second Street Eureka, CA 95501 498-7433 orahorace@sbcglobal.net	May 26, 2015	March 2016	May 2019  Term out 2022
<b>DIANNA RIOS – VICE CHAIR</b> 610 Main Street Fortuna, CA 95540 725-9261 w 599-4336 c fbid@fortunabusiness.com	May 26, 2015	March 2017	May 2020  Term out 2023
<b>CEDAR REUBEN</b> Humboldt Investment Capital PO Box 4512 Arcata, CA 95518 845-3516 cedarreuben@gmail.com	March 9, 2010	March 2012 March 2015	March 2018  Term out 2018
<b>GREGORY SEILER</b> Morgan Stanley Smith Barney 2421 Buhne Street Eureka, CA 95501 845-9489 greg@ahnku.com	March 20, 2012	March 2014 March 2017	March 2020  Term out 2020
<b>EDWARD WEBB</b> 5175 Patrick Creek Drive McKinleyville, CA 95519 839-3518 Java2@suddenlink.net	February 1, 2011	March 23, 2013 March 1, 2016	February 2019  Term out 2019
<b>ZACHARY E. ZWERDLING - CHAIR</b> Zwerdling Law Firm 123 F Street, Suite C Eureka, CA 95501 798-6211 zztop@zwerdlinglaw.com	April 21, 2009	February 1, 2011 February 25, 2014	April 2017  Term out 2017

Contact for information:

Karen Meynell  
Director, Headwaters Fund  
520 E Street  
Eureka, CA 95501  
(707) 476-4809  
kmeynell@co.humboldt.ca.us

The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

Instructions: Individuals interested in serving as Headwaters Fund Board Members must complete this application form. Please submit this completed form along with a resume to:



Mail: Clerk of the Board  
County of Humboldt  
Re: Headwaters Fund  
825 5<sup>th</sup> Street  
Eureka, CA 95501

Email: khayes@co.humboldt.ca.us  
Fax: 707-445-7299 (attn: Clerk of the Board, Kathy Hayes)

Attach more pages if necessary, but please be concise.

For details on the Headwaters Fund or to download this application, please refer to [www.humboldt.gov.org/headwaters](http://www.humboldt.gov.org/headwaters). For information about board member service or other questions about the Headwaters Fund, email [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) or call 707-445-7745. Applications are subject to public records acts and disclosure requirements.

Name: L. Bruce Rupp

Address: [REDACTED]

Phone: [REDACTED]

Fax: N/A

Email: [REDACTED]

Employer (if employed): Retired

Position (if employed):

1. What would you like to accomplish on the Headwaters Fund Board?

Working with the other Board members I would like to maintain the financial integrity of the fund while approving loans and some special grants which further the mission of job creation through economic development. In this effort I personally would continue to support the eight industry clusters as a focal point of activity in community investment. This would mean investment in new small business contained in the clusters as well as job creating innovations in the traditional business clusters.

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board:

My most recent experience is in the private sector as a small business owner who had six employees and other realtors in association. This has equipped me to understand some of the challenges facing developing small businesses. I have also served as a city manager for ten years and a county administrator. Business development and economic development were an important part of these jobs. While formal Redevelopment is passé, I did set one up and negotiated the establishment of another as County Administrator. Therefore I understand about public investment. I currently serve on the RREDC Board and Loan Committee. I am now retired but was a member of the Eureka Chamber of Commerce when in business and worked on committees. I was also in leadership with the Humboldt Association of Realtors and understand generally, residential and commercial real estate. I own several commercial buildings located in Eureka and Arcata.

3. Describe any previous Board (or comparable) experience:

As mentioned previously, I have been a member of the Redwood Region Economic Development Corporation for many years serving as a representative of the Humboldt Bay Municipal Water District. I have been on the board of the District for 21 years. During my service on the HBMWD Board I have seen several members come and go. We have also dealt with some major issues including the loss of our major commercial customers and the resulting reductions and shift of costs. I served for two years on LAFCO but was not re-elected and was appointed to the North Coast Regional Water Control Board by the Governor. Throughout my tenure I have worked at developing effective and positive working relations with other board members to achieve organizational goals.

I have also served on the board of Eureka Rotary for several years and served as President for one year. In addition I have served on the board of Big Brothers, Big Sisters and KEET Public Television.

4. What is your vision for the Headwaters Fund?

The Fund should be the underwriter and initiator of job creating activity with a focus on the County Economic Development Strategy as approved by the Board of Supervisors. It should be managed in such a way that the effort can be sustained indefinitely by sound investments.

5. How would you work with other Board members to arrive at decisions?

Working with other Board members requires trust and mutual respect. You should state your opinion clearly and listen carefully to what is said. Synergistic decisions are usually the best and require the participation of all. Ultimately it requires a majority to act and if you are not in the majority you have to be prepared to accept that and move on to continue to be an effective participant in the success of the organization. Governance should be separated from personality as much as possible and center on ideas, sometimes your idea prevails and sometime it doesn't.

6. Describe area(s) of expertise/contribution you feel you can make:

I have been a business owner and managed the finances of a small business doing \$300,000 in gross revenue. I have managed a city budget of \$25,000,000 and a county budget of \$60,000,000. I currently serve on the Association of California Agencies Finance Committee as Vice Chair. I bring a good public and private financial background to the Board. I have been on the Board of the Water District and worked to build a team regardless of circumstances and would be a team member who is goal oriented. I have been active in the Humboldt County Community for over twenty years and am active in several civic organizations which will aid in my contributions to the deliberations of the Board. I have worked personally at developing community and board of directors consensus on challenging issues. I can do so on the Board.

Also, during my time in Rotary I have served on two committees for many years and chaired both, that review and select community grants. I had the opportunity to serve as a judge for the Project Fuel program for two years. Thus, I have had some experience evaluating proposals for grant funds.

I have been on the Loan Committee for REEDC for, I believe, five years and along with several bankers review and recommend approval of business loans. I have served on the Executive Committee that approves the loans.

7. What role would you play on the Board?

I would be an active member who is at the meetings unless I am out of town. I will do my home work so that I am prepared to contribute. I would work with the other Board members to achieve the best majority decision. I would make an effort to be part of the solution and not a problem for problem sake. My years of experience have taught me to speak my opinion but also know that I may not always be in the majority and I can continue to play a constructive role.

8. How much time would you have for HFE service per month?

I will be able to make the meetings and prepare for the meetings. I am retired and can commit the necessary time. I would imagine that it would take 8-10 hours per month regularly and special meetings and economic development activities could expand time to 15 hours. I am

applying because I am prepared to give whatever time is necessary to meet my commitments to the Board.

9. What are your other time commitments?

I currently meet once per month with the Water District on the second Thursday. I have five to six meetings in Sacramento per year for related duties. June and July there are special meetings related to budget and capital expenditures. The fourth Monday I meet in the evening for RRDC.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. Name: Chuck Ellsworth Title & Organization: Alpinist Signs

Relationship to you: Rotary Phone: [REDACTED] email: [REDACTED]

b. Name: Sherric Wao Title & Organization: President-HBMWD

Relationship to you: Fellow Board Member Phone: [REDACTED] email: [REDACTED]

c. Name: Thomas Schaller Title & Organization: Pres. Northern Ca. Blood Bank

Relationship to you: Bus. Acquaintance Phone: [REDACTED] email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature: [Handwritten Signature]

Date: 3/2/17



JOHN BRUCE RUPP (BRUCE)

RETIRED SMALL BUSINESS OWNER  
ELECTED SPECIAL DISTRICT BOARD MEMBER  
EUREKA, CALIFORNIA

- Director Humboldt Bay Municipal Water District for 21 years. Two term President of the Board.
- Past President Humboldt Association of Realtors (2003-4)
- Member, ACWA/IPIA Executive Committee
- Chair, ACWA/IPIA Employee Benefits Committee
- Retired Real Estate Broker and Business Owner
- Married 45 years: Wife Marilyn, former Real Estate Agent and Paralegal
- Family: One son and two daughters-eight grandchildren
- Career History
  - Five years as United States Army officer, combat veteran Vietnam; Bronze Star, Jump Wings, Vietnamese Cross of Gallantry
  - Seven years of progressively more responsible positions in Alameda County Government, San Francisco Bay Area
  - Ten years as City Manager, City of Alameda, CA
  - Four years as County Administrative Officer, Humboldt County, CA
  - Thirteen years as Real Estate Broker and owner of Rupp & Associates Realty
- Education: San Rafael High School, San Rafael, CA  
San Jose State University, BA, Public Administration  
Graduate Officers Candidate School, Defense Language Institute
- Professional and Community Service Involvement:
  - Rotary Member for 32 years; twice Club President; Paul Harris Fellow
  - Member and Past Chair Redwood Region Economic Development Commission
  - Member City of Eureka Finance Advisory Committee
  - Member Eureka Elks Lodge
  - Past President, Humboldt Association of Realtors
  - Past Board Member League of California Cities
  - Former State Governor appointment to North Coast Regional Water Control Board



**The Headwaters Fund**  
**Application to Serve on the Headwaters Fund Board**

**Instructions:** Individuals interested in serving as Headwaters Fund Board Members must complete this application form. Please submit this completed form along with a resume to:

**Mail:** Clerk of the Board  
County of Humboldt  
Re: Headwaters Fund  
825 5<sup>th</sup> Street  
Eureka, CA 95501

RECEIVED  
BOARD OF SUPERVISORS

MAR 09 2017

**Email:** khayes@co.humboldt.ca.us  
**Fax:** 707-445-7299 (attn: Clerk of the Board, Kathy Hayes)

Attach more pages if necessary, but please be concise.

For details on the Headwaters Fund or to download this application, please refer to [www.humboldt.gov/headwaters](http://www.humboldt.gov/headwaters). For information about board member services or other questions about the Headwaters Fund, email [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) or call 707-445-7745. Applications are subject to public records acts and disclosure requirements.

**Name:** Carl Hansen

**Address:** [REDACTED]

**Phone:** [REDACTED]

**Fax:**

**Email:** [REDACTED]

**Employer (if employed):** Humboldt State University

**Position (if employed):** Dean, College of eLearning & Extended Education

1. What would you like to accomplish on the Headwaters Fund Board?

Having been born and raised in Humboldt County, I am passionate about quality of life issues in our region. I want to contribute to economic development efforts to create more living-wage jobs in our community. I want to help insure that people who want to live in this community, including my children and grandchildren can be gainfully employed and raise families here. I believe strongly in the mission of the Headwaters Fund and believe that I can give something back to my community by serving on the Board and contributing expertise toward the identified goals of the Fund. Professionally, I work on workforce and professional development initiatives and lifelong learning. I believe that these are key elements to quality of life factors in our community and I want to participate in the decision making to leverage funds which have high impact in our region.

**2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board:**

I work in the education field and my family members are in the dairy, forestry and healthcare industries, so I have an intimate understanding of the dynamics within some of the industry clusters. I participated in the development of the initial Prosperity plan. As an administrator at Humboldt State University, I have experience with securing funding, managing grants, overseeing grant programs and developing educational experiences for personal and professional development. Humboldt State University plays a critical role in the economic development of our region, and I serve in a role where I connect University resources to community needs. I have a Masters in Business Administration and significant financial management experience. I currently oversee an annual operating budget of over \$5 million. I believe that my background and experience are closely aligned with the functions of the Board.

**3. Describe any previous Board (or comparable) experience:**

I was a founding board member for the Discovery Museum. I have served on the Humboldt State University Foundation Board, including serving as Treasurer and a member of the small grants committees. I currently serve on the Leadership Development Committee of the California State University Office of the Chancellor, where we are developing an Executive Leadership Program. I am a member of a number of decision making bodies at Humboldt State University.

**4. What is your vision for the Headwaters Fund?**

I support everything that the Headwaters Fund is currently doing. There is a lot of economic development activity going on in our community. I think there is potential for synergy if we can link some of those initiatives together, and the Headwaters Fund can play a critical role in launching new enterprises. I think it will be interesting to see how development of the marijuana industry in our region will impact all of us, and I imagine that the Headwaters Fund could play an important role in shaping how this industry affects that quality of life here.

**5. How would you work with other Board members to arrive at decisions?**

I have a lot of experience working in collaborative environments. I serve on a number of committees, so I'm very familiar with group dynamics. I would hope that Board members would commit to a shared vision, rely on each other's expertise, solicit input throughout the community and bring all of that information together in a collaborative process. Often there is a significant amount of work for a committee, and I find that it helps to break down into smaller teams to study topics more carefully and then educate each other. Ultimately it's necessary to prioritize decisions, and I would speak to my beliefs but commit to the outcomes approved by the consensus of the group.

6. Describe area(s) of expertise/contribution you feel you can make:

As I mentioned, I'm very familiar with the foundations of our economy and am engaged with many people and organizations in our communities. I have significant administrative and financial management experience. As a leader of a self-supporting organization, I'm very familiar with the balance between expenditures and investment in initiatives that generate revenue. I have particular expertise in the role of education as it relates to economic development and quality of life and have direct experience with identifying realistic program outcomes and assessing if the objectives have been met.

7. What role would you play on the Board?

Hopefully I will be able to speak to training and education as it relates to workforce development. I am very familiar with unique issues within some of the industry clusters. I will also bring financial management and program assessment expertise to the Board.

8. How much time would you have for HFD service per month?

I can commit up to 10 hours per month for Board service, and would be willing to commit more at certain times for special projects.

9. What are your other time commitments?

I work full-time at Humboldt State University, and my work requires travel at times. I also enjoy spending time with my children and grandchildren and place a priority on my family. I am not currently serving on other community boards.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. Name: Buzz Webb

Title & Organization: retired, HSU

Relationship to you: work colleague

Phone: [REDACTED]

b. Name: Robert Rivette

Title & Organization: Manager, Six Rivers National Forest

Relationship to you: work colleague

Phone: [REDACTED] email: [REDACTED]

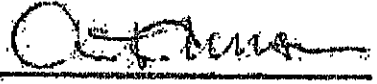
c. Name: Sam Pennisi

Title & Organization: retired; Rotary President

Relationship to you: work colleague

Phone: [REDACTED] email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge:

Signature: 

Date: 3/7/17

# CARL HANSEN

PO Box 1172, Ferndale, CA 95538

Call: (707) 267-5877 / email: hansen@humboldt.edu

## CAREER PROFILE

Over 25 years of administrative leadership experience in higher education, developing and administering self-supporting professional development, certificate, credential and degree programs, along with conferences, workshops and non-credit classes. With community and business partners, created innovative, high quality programs that focus on student success. Program growth has led to revenue generation of over \$5 million annually.

## SELECTED ACCOMPLISHMENTS

- Coordinator, Peace Officer Standards and Training (POST) Management Course: developed curriculum, hired instructors and facilitated classroom experience for this mandated, 164-hour course for law enforcement managers.
- Member, Extended Education Leadership Council, California State University, Office of the Chancellor; participated in discussions and initiatives involving Extended Education programs and services statewide.
- Member, Leadership Development Committee, California State University, Office of the Chancellor; developed curriculum and programs focused on leadership development.
- Past Boardmember and Treasurer, Humboldt State University, Sponsored Programs Foundation.
- Member, Humboldt State University, Integrated Curriculum Committee.
- Member, Humboldt State University, Athletics Advisory Committee.
- Member, Humboldt State University, International Advisory Committee and International Programs Resource Committee.
- Grant writer and grant manager for several successful projects.
- Recipient, \$2 million endowment for Humboldt State University Center for Lifelong Learning Institute (OLLI).
- Former Designated School Official (DSO) and Alternative Responsible Officer (ARO) for international students, familiar with immigration regulations.
- Project member, several campus-wide technology implementation projects.

## PROFESSIONAL EXPERIENCE

Dean, College of eLearning and Extended Education

2009 - Present

HUMBOLDT STATE UNIVERSITY

- Department administrator for self-support activities and online initiatives for Humboldt State University.
- Provide vision and leadership for the college and monitor progress toward unit goals.
- Continually strive to align College goals with the mission and strategic plan of the University.
- Manages operating budget, growing to over \$4 million annually.
- Oversees 12 full time professional staff plus student assistants and hundreds of part time faculty.
- Provide leadership for development of new programs, including a bachelor's degree in Leadership Studies and several certificate programs.
- Develop efficient and compliant policies and procedures that insure data integrity while providing excellent customer service.

Director, Office of Extended Education  
HUMBOLDT STATE UNIVERSITY

1981 - 2009

- Department administrator for self-support unit
- Managed annual budget, growing from \$1 million to \$2.5 million
- Set aside funding for program development and capital improvements
- Provided over \$1 million to support the campus general fund
- Responsible for selection, training and supervision of professional staff
- Provided educational opportunities for over 8,000 students annually, hiring approximately 200 faculty members

Registrar/Budget Analyst, Office of Extended Education  
HUMBOLDT STATE UNIVERSITY

1980 - 1991

- Supervised registrations, class rosters, grades and student records
- Tracked revenue and expenses for individual programs and overall department budget
- Prepared enrollment and financial reports
- Member of implementation team for new student information system

Accountant  
CITY OF EUREKA, CALIFORNIA

1985 - 1990

- Worked on special projects including tracking and reporting investments and fixed assets

Accounting Technician  
CITY OF DAVIS, CALIFORNIA

1986 - 1989

- Managed accounts receivable for city services (water, sewer, garbage) and business licenses
- Developed reports and worked cooperatively with other departments on special projects

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### EDUCATION

Master of Business Administration  
HUMBOLDT STATE UNIVERSITY

1988

Bachelor of Science - Major in Agricultural and Managerial Economics  
UNIVERSITY OF CALIFORNIA, DAVIS

1983

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### REFERENCES

Academic and business references attesting to professional expertise are available for perusing upon request.

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The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

FEB 24 2017

Instructions:  
Individuals interested in serving as Headwaters Fund Board Members must fill out this application form. Please mail this completed form along with a resume to:

Clerk of the Board  
County of Humboldt  
Re: Headwaters Fund  
825 4th Street  
Eureka, CA 95501

Attach more pages if necessary, but please be concise.

Application materials can also be emailed to [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) (applicants may reproduce this form on their computers) or faxed to 415-721-6600 (attn: Nicole Morrow).

For details on the Headwaters Fund, please refer to [www.headwatersfund.org](http://www.headwatersfund.org). This application may be downloaded from our website. For information about upcoming vacancies or other questions, email [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) or call 415-721-6600. Applications are subject to public records acts and disclosure requirements.

Name: David Rosen

Address: [REDACTED]

Phone: [REDACTED]

Email: [REDACTED]

Employer (if employed): United Indian Health Services, Inc.

Position (if employed): Chief Financial Officer

1. What would you like to accomplish on the Headwaters Fund Board?

In 2011, I relocated permanently to Humboldt County for a very interesting position with an international non-governmental organization. After three years I was recruited to serve as the Chief Financial Officer of an Indian tribal health program headquartered in Arcata and serving Humboldt and Del Norte counties. Along with this change, I would like an chance to participate, on some level, with the local community by helping in the area of regional economic development in financially underserved communities, a subject I believe I have some experience. I have participated in the past by serving on the Arcata Economic Development Committee, assisting in the oversight of a regional non-profit.

HEADWATERS FUND BOARD APPLICATION

organization in the area of community development lending, and continue to serve as the Audit Committee Chair of a large non-profit involved in the environmentally responsible re-use of the former EGM properties in northern California. I would welcome an opportunity to be of service to the Headwaters Fund Board and the Humboldt County.

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board:

From 2002 to 2011 I served as the Chief Financial officer of Pacific Community Ventures. That organization was a hybrid non-profit and equity investment fund manager dedicated to the support for small business expansion and job creation in economically underserved California communities. This was done through direct investment, applied socio-economic research and technical advising, leading to the implementation of operating and growth strategies for small to medium sized businesses. I was an active participant in the organization's investment committee with responsibilities for evaluating projected investment returns, business valuations, and social return on investment metrics. I also developed and managed the start-up administrative framework of the California Fisheries Fund, a separate third-party lending vehicle associated with the Environmental Defense Fund. The fund focuses on fisheries finance program that supports sustainable commercial fishing in California, Oregon and Washington through loans for vessels, permits, equipment and working capital. From 2005 to 2013 I served as the Audit Committee chair of the Opportunity Fund - Northern California, a community development lender providing financial products, services & training to economically underserved business communities.

3. Describe any previous Board (or comparable) experience:

Since 2005 I continue to serve as the Audit Committee Chair of the Stewardship Council. Established in 2004, the Stewardship Council is a non-profit foundation led by a Board of directors made up of representatives from state and federal agencies, water districts, tribal and rural interests, forest and farm industry groups, conservation organizations, the California Public Utilities Commission, and Pacific Gas and Electric Company. The Stewardship Council was formed as part of a FERC settlement agreement with the California Public Utilities Commission which is to conserve in perpetuity opportunities for outdoor recreation, sustainable forestry, agriculture and natural resource protection. As noted above I previously served on the Arcata Economic Development Committee, and was the Audit Committee Chair of a regional non-profit community development financial institution lending to economically underserved communities in California. I also currently serve on the Finance Committee of United Indian Health Services and am responsible for financial reporting to the organization's Board of Directors.

4. What is your vision for the Headwaters Fund?



My vision for the Headwaters Fund aligns with my professional and personal interests, which are focused on helping to create and support employment opportunities and associated financial development in areas that could be considered economically underserved by nature of their geography, demography or available capital investment infrastructure. I have witnessed enough attempts at growing or revitalizing small businesses and local economies to know that access to capital is a key indicator of potential future success. Based on my experience, second to capital in importance is availability and willingness of a well-qualified work force. However, providing capital alone without also providing a means of delivering meaningful technical, administrative and managerial support also reduces the chances of successful loan or equity investment.

5. How would you work with other Board members to arrive at decisions?

Decision-making with an organization that is dealing with complicated issues such as economic stimulus should focus on consensus. Consensus is built on questions, facts and respectful discussion. Individual members' interests and beliefs are important to consider, but equally important are the community's needs and expectations regarding the Board and its activities.

6. Describe areas of expertise/contribution you feel you can make:

As noted above my expertise and experience has been developed over several years as a senior financial officer responsible for development of operating strategies and day-to-day management of many types of organizations serving many industries. At the same time I have personally performed assessments from the perspective of maximizing financial and social returns on investment opportunities using both internal and external funding sources. My belief is that I have a well-balanced perspective on the benefits that capital investment can provide and a good understanding of reasonable economic expectations and returns given the complexities of small business management, cost structures, revenue models and government variables.

7. What role would you play on the Board?

I believe my experience of many years as a business manager involved with health care, manufacturing, contracting, private equity investing and professional services & consulting would prove helpful to the Board. This background has provided me a good level of practical business knowledge and company operating experience across the disciplines of revenue generation, market development, investing, expense control & containment, project costing, fund accounting, short and long-term financial planning and budgeting, internal controls and compliance, and auditing.

8. How much time would you have for HFB service per month?

I expect to be able to provide sufficient time for monthly Board meetings, time for ad hoc meetings as necessary, plus additional time for my own orientation and education of Board programs.

9. What are your other time commitments?

Monthly meetings of my employer's governance committees which are typically four per month. Also semi-annual meetings of the Stewardship Council Audit Committee.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. Name: Sherri Stovall  
Title & Organization: Chief Executive Officer, United Indian Health Services  
Relationship to you: Professional. Phone: [REDACTED]  
Email: [REDACTED]

b. Name: Allison Gangan  
Title & Organization: Executive Director, Stewardship Council  
Relationship to you: Professional. Phone: [REDACTED]  
Email: [REDACTED]

c. Name: Bruce May  
Title & Organization: Stuart Kern LLP  
Relationship to you: Personal. Phone: [REDACTED]  
Email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature:  Date: 12/20/15  
David Rosen

HEADWATERS FUND BOARD APPLICATION

# DAVID A. ROSEN

## SUMMARY OF EXPERIENCE

Operations-focused Financial Management, Accounting and Administrative professional with two decades of experience in all technical and executive aspects of not-for-profit organizations in the areas of government accounting, regional economic development, job creation and socially-beneficial environmental land use, and for-profit companies in the areas of hospitality, health care, manufacturing, contracting, private equity investing and professional services & consulting.

Outstanding planning, process building, implementation and communication skills, ranging from personal involvement in detailed grant and fund accounting activities, C-level senior management analysis and supervision, and managing and supporting fundraising and endowment maintenance efforts for private, foundation and government donors. Exhibits a high level of practical business knowledge and company operating experience across the disciplines of revenue generation, grant writing strategies, endowment investing, expense control & containment, project costing, fund accounting, short and long-term financial planning and budgeting, internal controls and compliance, and auditing.

Key areas of expertise include:

- Designing financial controls and systems for efficient management of growing organizations and projects
- Recruiting and staff development & mentoring for budgeting, accounting & financial reporting functions
- Independent auditor management & corporate and partnership tax compliance, including 990, 990-T, A, 133 and other federal tax/accounting requirements
- Professional service, consultant and vendor agreement structuring and negotiations
- Administration of limited partnership, limited liability company, and corporate structures
- Endowment, restricted, and temporarily restricted funds investment and management
- Liaise and oversight of legal, HR, management, tax & investment specialists
- Strategic and functional support for board of directors, finance, investment, audit and governance committees
- GAAP/FASB compliant asset valuations
- Design of complex financial planning, analysis & forecasting models
- Compliance with highly structured grantor reporting requirements

## PROFESSIONAL HISTORY & ACHIEVEMENTS

### **CHIEF FINANCIAL OFFICER (2014 to present) - United Indian Health Services, Inc., Arcata, CA**

A tribally governed Indian Health Care Service facility serving Humboldt and Del Norte counties, operating several facilities across the two county area. Chiefly responsible for the overall financial management of the UHS organization, including the supervision and management of funds provided through the Indian Health Service, third-party insurance reimbursements, and other funding sources, and fulfilling all related cost reporting requirements. Additional responsibilities include internal budget formulation and monitoring of financial operations, payroll, budget endorsements, and fiscal internal controls regarding grants and contracts in support of the organization.

### **VICE PRESIDENT - FINANCE (2011 to 2014) - Internews Network, Inc., a 501(c)(3), Arcata, CA**

An international non-profit organization whose mission is to empower media development worldwide by strengthening the viability of citizen and professional journalism through training, supporting the overall improvement of the quality of news and information, and providing for the coverage of issues vital to local citizens. Responsibilities include:

**Accounting, Financial & Fund Management** - Manage a staff of 15 for all finance, accounting and staff support functions for US (Arcata, CA and Washington, DC) operations and 26 foreign offices. Including complex revenue recognition & expense allocations, internal control systems development and accounting software. Establish and maintain required company financial & accounting controls in order to effectively access major grantor funding.

**External Audit Management, Internal Audit Programs, and Tax Reporting** - Provide support and oversight for all corporate and program financial audits and tax informational returns, and design/manage internal audit functions for corporate and international field offices. Manage government funder and special inspector General auditing for all programs.

**Complex Analysis & Reporting** - Provide all private and government donor reporting, including the development of comprehensive, standardized and ad hoc reporting systems.

**CHIEF FINANCIAL OFFICER (2002 to 2011)** - Pacific Community Ventures, Inc., a 501(c)(3), San Francisco, CA.

Hybrid non-profit and investment fund manager dedicated to the support for small business expansion and job creation in economically underserved California communities through direct investment, applied socio-economic research and technical advising for operating and growth strategies.

**CHIEF FINANCIAL OFFICER (1996 - 1999)** Rutherford & Chekene, Inc. San Francisco, CA - Consulting design engineers.

Multi-office accounting operations, debt financing, accounting, project & HR systems management, ownership, transition planning, preparation of complex bid documents.

**CHIEF FINANCIAL OFFICER (1997 - 1996)** RESNA Industries Inc. San Francisco, CA, Phoenix, AZ, Boston, MA - Environmental services consulting and engineering.

Accounting, audit & HR management, project management, debt financing, investor reporting & relations, business merger, acquisitions & divestments, business systems integration. Directed sale of private environmental remediation company to publicly-traded corporation.

**DIRECTOR OF BRANCH OPERATIONS (1990 - 1992)** Johnson Controls, Inc. Los Angeles, CA - Facility management software systems & manufacturing.

Accounting & financial control systems development & reporting, large-project budgeting, engineering staff scheduling, client relations.

**EXECUTIVE PROJECT DIRECTOR (1988 - 1990)** Cannon Constructors, Inc. Los Angeles, CA - Commercial general contractor.

Very large scale disaster restoration construction project budgeting, financial management, resource scheduling, client relations.

**CHIEF FINANCIAL OFFICER (1981 - 1988)** The Becker Group, Santa Monica, CA - International architectural, engineering and real estate development services.

International project financing, export credits, accounting, collections, IT & HR department management, business merger, acquisitions & divestments. Managed all financial & operational aspects of private sale of national professional services organization.

**INTERIM & CONSULTING FINANCIAL EXECUTIVE (1989 to present)** clients, industries and services include:

Consulting Design & Engineering	Consumer Products	Professional Services
Angel Fund & Private Equity	Hospitality/Restaurants	Construction Contracting
Manufacturing	501(c) Non-Profit	Technology Startups

**Strategic Planning, Forecasting & Budgeting** - Prepared 40+ strategic business plans for concept, seed stage, product development, operating and turnaround companies. Designed detailed action plans for financial capitalization, development of new markets, alternative sales strategies, strategic partnership recommendations, and improvements to organizational productivity. Prepared and administered annual and long-range corporate, divisional and subsidiary business operating plans for organizations to \$125 million and corporate overhead budgets of \$15+ million.

**Accounting & Financial Management** - Actively participated in and managed corporate and partnership general ledger, payroll and cost GAAP accounting and financial reporting for organizations from \$1-\$100 million. Directed, managed and trained corporate and private equity portfolio company accounting staff in order to meet independent external audits standards for privately and publicly funded organizations. Developed labor and subcontractor budget, direct expense and distributed overhead cost accounting systems for 1000 simultaneous projects and clients.

**Investment Fund Management** - Responsible for directly negotiating economic, operational and legal terms and conditions with fund managers for multiple private equity/venture capital funds. Provided expert portfolio company research in the growth, small business, environmental, energy, emerging market, technology, healthcare, manufacturing, hospitality and service sectors. Prepared GAAP-compliant Fair Valuation estimates of portfolio securities held. Prepared fund IRR calculations for exit scenarios, including impacts of alternative waterfall distribution schemes. Provided institutional, private foundation and individual investor fund manager liaison for all accounting, investment and returns reporting.

**Financial Processes Development** - Developed comprehensive standardized and ad hoc reporting systems for specialized needs of grantor foundations, portfolio companies, institutional & individual limited partners, and fund managing member requirements for three venture capital funds. Designed and maintained detailed capital call, investment timeline, and reporting action schedules for multiple and overlapping limited partner arrangements. Provided detailed analysis and reporting for new fundraising development programs, including investment criteria and investor-type filtering and strategic partnership recommendations.

**Mergers, Divestments & Acquisitions** - Provided expert finance and accounting-related planning & orientation to companies in preparation for their strategic sale or merger. Managed complete financial, human resources, legal Initial Public Offering process for successful underwriting of consumer product manufacturer.

#### EDUCATION

MBA, Finance & Accounting Emphasis (Master of Business Administration) Pepperdine University  
 BA, Environmental Sciences, Land Use Economics, University of California, Santa Barbara

#### OTHER EXPERIENCE & ACHIEVEMENTS

- Pacific Forest and Watershed Lands Stewardship Council, a 501(c)(3) (2005 - Present)  
**Chairman - AUDIT COMMITTEE**  
 Non-profit established by Pacific Gas & Electric Co. to ensure over 140,000 acres of watershed land throughout California are conserved for a broad range of beneficial public values.
- Opportunity Fund - Northern California, a 501(c)(3) (2003 - 2015)  
**Chairman - AUDIT COMMITTEE**  
 Northern California-based community development lender providing financial products, services & training to economically underserved business communities.

\* Los Angeles Unified School District (2002 - 2005)

**MEMBER**

Proposition 39 Bond Issue Oversight Committee organized to ensure school district financial compliance during new school construction.

\* Golden Gate University - Graduate School of Business (1998 - 2004)

**ADJUNCT PROFESSOR**, Department of Finance and Economics

Courses taught included capital budgeting & long-term financing; financial management.

\* University of Phoenix - School of Business (2001 - 2004)

**ADJUNCT PROFESSOR**

Courses taught included macroeconomics; corporate accounting & finance; financial analysis; business and project management.

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The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

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**Instructions:** Individuals interested in serving as Headwaters Fund Board Members must complete this application form. Please submit this completed form along with a resume to:

Mail: Clerk of the Board  
County of Humboldt  
Re: Headwaters Fund  
825 5<sup>th</sup> Street  
Eureka, CA 95501

Email: [khayes@co.humboldt.ca.us](mailto:khayes@co.humboldt.ca.us)  
Fax: 707-445-7299 (attn: Clerk of the Board, Kathy Hayes)

Attach more pages if necessary, but please be concise.

For details on the Headwaters Fund or to download this application, please refer to [www.humboldt.gov/headwaters](http://www.humboldt.gov/headwaters). For information about board member service or other questions about the Headwaters Fund, email [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) or call 707-445-7745. Applications are subject to public records acts and disclosure requirements.

Name: Devin T Theobald

Address: [REDACTED]

Phone: [REDACTED]

Fax:

Email: [REDACTED]

Employer (if employed): County of Humboldt

Position (if employed): Senior Environmental Analyst

1. What would you like to accomplish on the Headwaters Fund Board?

As someone who has a comprehensive understanding of how this funding came to be, its purpose, and how well it has been administered to date, I would like to focus my efforts on ensuring the funds continue to foster economic prosperity and improved quality of life for all of the residents of our county. I feel continuing efforts focused on the creation of living wage jobs in our community should be the benchmark for grading our success. This type of funding is unique, as unique as the challenges facing our rural county. Meeting the needs of our community will require continuing to foster inclusionary relationships with all stakeholders throughout the county, something I have a great deal of experience in.

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board:

Since March of 2008 I have served in the administrative office of the North Coast Resource Partnership, formally the North Coast Integrated Regional Water Management Plan. This County of Humboldt office has administered roughly \$64,000,000.00 in regional water quality grant funds, with close to \$100,000,000.00 leveraged as cost share since 2008. I began serving with one other individual, now, the division has three full time employees and I serve as the senior staff person. While our office does not solicit or grade projects, we do administer the day-to-day operations, serving as a liaison between our funding agency, the Department of Water Resources, and 67 local projects throughout our 7 county funding region. Grant administration has been my profession, and I have seen firsthand not only the benefit of our projects on the environment, but also the economic benefit of our projects. My current position, as something of a middleman, has given me a keen insight into not only project implementation, but also recognizing strengths and weaknesses of projects. Previously, I have served as a member of the Westhaven Volunteer Fire Department. In this capacity I was able to bring my grant experience with me, successfully writing and administering a FEMA grant that enabled the Department to obtain ~\$75,000.00 in firefighting personal protective equipment. This was the first grant ever obtained by the Department, and it allowed our firefighters to have new protective equipment for the first time in the Departments 60 year history. While it is small in scale to my professional grant administration experiences, obtaining these funds and putting them to work so well at the local level is something for which I am most proud.

3. Describe any previous Board (or comparable) experience:

In 2004 I served as a citizen at large on the City of Arcata Budget Task Force.

From 2008 to 2011 I served on the Westhaven Volunteer Fire Department as secretary.

From 2009 to 2011 I served as District 5 representative on the County of Humboldt Fish and Game Advisory Committee

4. What is your vision for the Headwaters Fund?

My vision of the Headwaters Fund is very similar to existing members, I am sure. That is to continue to improve the economic prosperity and quality of life in Humboldt County. This fund affords our county the unique opportunity to shape its own economic growth. By honing in our strengths and basing innovations off of our expertise and experiences, we can use these funds most wisely. Also of importance, is the continued solvency and sustainability of the funds well into the future.



5. How would you work with other Board members to arrive at decisions?

A flexible, transparent, and collaborative approach to decision making seems best in my experiences. Fostering a working environment where decisions are reached with input from all members coming to a consensus.

6. Describe area(s) of expertise/contribution you feel you can make:

I feel my unique work experience fits in quite well with the vision and strategy of the Headwaters Fund. 10 years of grant administration working with and collaborating with grantees of diverse cultural and socioeconomic backgrounds in a multitude of northern California settings has given me a unique perspective on not only the problems facing our county and region, but how best to address them in an equitable and just way. The ability to determine which projects best exemplify the goals of the North Coast Resource Partnership and Department of Water Resource bond funds has come from years of experience and exposure. Partnering my experience, with my dedication to public service and my desire to make my community a better place to raise my son, my contribution would bring a perspective and understanding that would be of extreme benefit to the Headwaters Fund.

7. What role would you play on the Board?

I think that keeping the board true to the mission of the fund, while maintaining a focus on strategic priorities is of critical importance. I would like to play a role in ensuring the prudent use of all assets, including staff, and good will. I would also seek an active role in helping to provide oversight for activities that advance the funds effectiveness and sustainability.

8. How much time would you have for HFB service per month?

While I have a strong desire to serve and volunteer in my community, I need to choose my volunteer opportunities wisely. Much like grant funds, I try to get the most 'bang for the buck' in my volunteer contributions. This opportunity would certainly afford me a great opportunity to serve my community in an extremely valuable way, using and enhancing my existing skill set. To that end, I would be able to contribute as much time as needed to serve on the board.

9. What are your other time commitments?

I work 40 hours a week for the County of Humboldt, but have sufficient leave time to attend all business hour meetings and attend all functions or other required commitments. I coach little league baseball in the spring months.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. **Name:** Jennifer Jenkins Kuzsmar **Title & Organization:** Matching Grant Coordinator, Sonoma County Open Space District

**Relationship to you:** Previous Supervisor **Phone:** [REDACTED]  
**email:** [REDACTED]

b. **Name:** Kelsey Vella **Title & Organization:** Environmental Scientist Department of Water Resources

**Relationship to you:** IRWMP Grant Manager **Phone:** [REDACTED] **email:** [REDACTED]

c. **Name:** Cybelle Immitt  
Humboldt

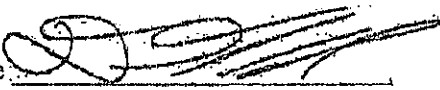
**Title & Organization:** Senior Planner County of

**Relationship to you:** Coworker

**Phone:** [REDACTED]

**email:** [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge:

Signature 

Date 3.21.17

## ► Devin T Theobald

Phone: 707.899.8410  
E-mail: devintheobald@gmail.com

### Objectives

To share my experiences working collaboratively within a diverse group and build upon my strong communication and grant management skills while serving my community in a critically important capacity.

### Education

- Bachelor of Arts, Humboldt State University, (May 2004)
- Bachelor's Degree in Government and Politics with a focus on Public Administration
- Minor in Environmental Ethics

### Experience

Senior Environmental Analyst March 2008 - Currently Employed  
County of Humboldt (1105 2nd Street Eureka, CA 95501)  
Serves as the senior staff person in the regional administration office of the North Coast Resource Partnership (NCRP). Duties include administering bond funds for the Department of Water Resources (DWR) Integrated Regional Water Management Grants Program. This includes advocating the projects on behalf of the region, communicating with State granting and/or regulatory agencies about requests, requirements, and articulating the challenges that NCRP projects face regarding capacity, geography, and financial position. Coordinating and attending site visits to implementation projects and facilitate setting up the visit with project sponsors and DWR. Preparation of Sub-Grantee Agreements and working with County Council on revising/updating template as needed. Direction of staff to prepare Grant Management tools such as invoice and deliverables tracking, reporting and invoicing templates, grants compliance manual, and preparation of Sub-Grantee Agreements. Coordinate orientations for each grant agreement including scheduling orientation dates/times, inviting project proponents, recording RSVP, preparing orientation agenda, and emailing meeting materials. Setting up conference calls or in-person meetings with Sub-Grantees and appropriate state staff when problems arise to find mutually agreeable solutions. Trouble-shooting solutions to overcome obstacles to project completion (i.e. permitting), meeting to discuss the appropriate use of funds, articulating how grant requirements present impediments to project completion (i.e. LCP and tribes). Serve as primary point of contact for projects and state where funds are initially awarded to NCRP. Providing regular updates on status of the grant agreement, next steps etc. Facilitate amendments including soliciting requests from projects, compiling requests to state granting agencies, and facilitating signature of agreement once amended.

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**Name:** Brett Watson

**Address:** [REDACTED]

**Phone:** [REDACTED]

**Email:** [REDACTED]

**Employer (if employed):** Self

**Position (if employed):** President

1. What would you like to accomplish on the Headwaters Fund Board?

I would like to support Humboldt County's vision for sustainable jobs, a diverse economy built on ecologically sustainable methods, and help small businesses get the help they need to create living wage jobs in the county and to generally improve the quality of life for Humboldt County Residents.

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board.

I've owned and operated a small business in Arcata for over 5 years, and have served on numerous economic and community minded boards during my time in Arcata. I am also an alumnus of Humboldt State University, where I earned a Bachelor of Science in Forestry, and a Minor in Environmental Ethics. Environmental sustainability and preservation has been one of the cornerstones of my professional and personal work. I was one of the earliest board members

of Zero Waste Humboldt, and during my time there, managed and supervised waste collection at the North Country Fair for two consecutive years. As a board member for Arcata Main Street, I my goal was to support new businesses in Arcata and the surrounding communities.

3. Describe any previous Board (or comparable) experience:

Board Service:

Economic Development Committee: City of Arcata: August, 2012 - Present

Zero Waste Humboldt: August, 2014 - July, 2016

Arcata Main Street: December, 2014 - December, 2015

Chair:

Economic Development Committee: City of Arcata: January, 2015 - January, 2017

Other Services:

President and National Co-Chair: Student Association for Fire Ecology (Humboldt State University Chapter)

President: Society of American Foresters (Humboldt State University Chapter)

4. What is your vision for the Headwaters Fund?

I want to support local small businesses in order to positively impact job creation and quality of life in Humboldt County. I'm also interested in helping efforts that enhance our natural environment to be successful.

5. How would you work with other Board members to arrive at decisions?

As an active committee member, small business owner, and community service provider, I pride myself on my ability to work with diverse groups of individuals and come to consensus for the good of the community. I listen to my fellow board members' experience and opinions and take them into consideration during meetings, as well as comments from the public and owners/operators of small businesses who come to the board for assistance before forming and communicating with my own opinions and ideas for moving forward on issues.

6. Describe area(s) of expertise/contribution you feel you can make:

I am well versed in small business development, and am familiar with the costs, struggles, and successes of owning and operating a business in Humboldt County. I've always taken pride in creating jobs for members of the community, and in running my company with best ecological practices. I am a graduate of the Forestry program at HSDU, with a Minor in Environmental Ethics, which I believe will be valuable as we work toward a vision for a more prosperous and sustainable community. My past services as a board member for Zero Waste Humboldt, and Arcata Main Street, my ongoing volunteer services as Chair of the Economic Development Committee for the City of Arcata, and as a volunteer for both the Arcata Marsh and the Arcata Community Center have served to give me valuable experience in many areas of community enhancement, with the overarching goal of creating ecologically sound and economically sustainable and prosperity for the citizens of Humboldt County.

7. What role would you play on the Board?

I would bring my experience as a small business owner, a long time Economic Development Chalperson and committee member, and a proponent of Zero Waste and ecological practices to the board. I am adaptable and able to take the lead or let others do so as the situation warrants.

8. How much time would you have for HFB service per month?

I would be able to attend board meetings would generally be able to give 5-20 hours to the board each month. Possibly more if the circumstances called for it.

9. What are your other time commitments?

I currently serve on Arcata's Economic Development Committee and volunteer at the Arcata Community Center weekly, where I provide technology assistance for Arcata's senior citizens. I am also in the running for City Council in Arcata and am self employed.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

- a. Name: Tony John Fruch Title & Organization: President, Earth West Habitat  
 Relationship to you: Old Board Member Phone: [REDACTED] email: [REDACTED]
- b. Name: Shawn Miller Title & Organization: Mechanic, Self Employed  
 Relationship to you: Friend Phone: [REDACTED] email: [REDACTED]
- c. Name: Alex Shilkin Title & Organization: Chair, Goodwill Days  
 Relationship to you: Friend Phone: [REDACTED] email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge:

Signature: [Handwritten Signature]

Date: 3/10/2017

**Brett M. Watson**  
 2910 Highland Ct, #A  
 Arcata, CA 95521  
 bwatson@humboldt.edu  
 (707) 293-3585 (Cell)

## OBJECTIVE

To apply my energy and experience to locally beneficial causes and organizations, while enhancing my self personally and professionally.

## EDUCATION

B.S. degree in Forestry, Wildland Fire Management option, Environmental Ethics Minor,  
 Humboldt State University, Arcata, CA, May 2010.

### \*Accomplishments:

- National Co-Chair, Spring 2008 – Fall 2009  
 SAFE, Student Association for Fire Ecology
- Fundraising Chair, Fall 2008 – Fall 2009  
 SAFE, Student Association for Fire Ecology, Humboldt State University
- Chapter President, Fall 2008 – Spring 2009  
 SAF, Society of American Foresters, Humboldt State University
- Chapter President, Fall 2007 – Spring 2008  
 SAFE, Student Association for Fire Ecology, Humboldt State University

Attended Shasta College, Redding, CA (2004-05) and Mt. San Jacinto College, San Jacinto, CA (2001-03). Completed general education and lower division coursework.

Firefighter I Academy, Graduate, Shasta College, Redding, CA, Dec. 2004

## PERTINENT COMMUNITY SERVICE

- Committee Member:
  - Economic Development Committee, City of Arcata  
 August 2012 – Present
  - Zero Waste Humboldt  
 August 2014 – July 2016
  - Arcata Main Street  
 December 2014 – December 2016
- Chairperson:
  - Economic Development Committee, City of Arcata  
 January 2015 – January 2017



**WORK EXPERIENCE (All supervisors may be contacted)****Founder****Humboldt Traders**

Arcata, CA Phone: (707) 845-2015

Feb 2011 - Present

- Design and manufacture products to be locally made in Humboldt County. Emphasis on community involvement and business ethics while creating jobs locally.

**Biological Technician (Research) GS-05****U.S.F.S. Pacific Southwest Research Station**

Redding, CA Phone: (530) 226-2551

June 2010 - Jan 2011

Supervisor: Martin Ritchie

- Provided technical assistance to professional and technical research personnel. Performed field inventory and biological support work. Maintained accuracy and attention to detail. Performed computations that require judgment and knowledge of the nature of the sources and use of the data. Surveyed for lichens, vascular plants, soils, down woody debris, and forest stands. Used botanical keys to identify plants located within sampling protocols. Assisted in the collection, handling, and preservation of specimens. Operated a variety of scientific instruments, data collection tools, and office machines including microscopes, data recorders, GPS units, measurement instruments, cameras, scanners, and computers. Assisted in locating field sites by using aerial photos, satellite imagery, maps and GPS equipment. Engaged in strenuous physical activity such as walking and climbing over steep, rugged terrain with a 45 pound pack, often covering significant distance and elevation.

**Forestry Technician (Fuels) GS-05****U.S.F.S. Six Rivers National Forest, Orleans Ranger District**

Orleans, CA Phone: (530) 627-3291

May 2009 - Sep 2009

Supervisor: Stan Pfister

- Assisted district contracting officer with conducting inspections of contractor work to determine acceptability, needed adjustments, or other contract action. Collected values for the documentation, analysis, and prediction of fire behavior and effects. Used Trimble GPS units to map and layout the Orleans Community Fuels Reduction project.

**Forestry Technician (Fuels) GS-04****U.S.F.S. Six Rivers National Forest, Orleans Ranger District**

Orleans, CA Phone: (530) 627-3291

May 2008 - Sep 2008

Supervisor: Stan Pfister

- Collected values for the documentation, analysis, and prediction of fire behavior and effects. Initiated ICP Equipment Manager task book. Used Trimble GPS units to map and layout the Orleans Community Fuels Reduction project.

**Research Assistant**

Dept. of Biological Sciences, Eastern Kentucky University  
 Richmond, KY Phone: (859) 893-2123

Summer 2007  
 Supervisor: Katie Tackett

- Disturbance history and climatic response of two hemlock mixed mesophytic forests in the Cumberland Plateau, Laurel County, Kentucky (Master's Thesis). Established permanent plots and sampling methods for collection of tree cores using an increment borer, collected data, and identified species. Katie Tackett, Principal Investigator under the direction of Dr. Ross Clark and Dr. Neil Pederson of Eastern Kentucky University.

**Forestry Technician (Fire Use) GS-04**

U.S.N.F.S. Whiskeytown National Recreation Area  
 Whiskeytown, CA Phone: (530) 242-3402

Feb 2006 - Aug 2008  
 Supervisor: Pat Lookabaugh

- Monitored weather and fire behavior. Endured field assignments with exposure to weather, smoke, and fire conditions for extended periods of time. Completed L-212, L-180, L-280, and low angle rescue course.

**Forestry Technician (Fire) GS-04**

U.S.F.S. Tonto National Forest, Cave Creek Ranger District  
 Scottsdale, AZ Phone: (480) 595-3300

Apr 2005 - Sep 2005  
 Supervisor: Ken Gerald

- Firefighter on a type 3 engine. Job entailed fire prevention, pre-suppression, protection and suppression. Dropping hose lays, line construction, and operation of pumps. Reduced fuel hazards through chipping and burning. Monitored weather. Endured field assignments with exposure to weather, smoke, and fire conditions.

**Corps Member (Fire) GS-01**

California Conservation Corps

Redding, CA Phone: (530) 241-3030 Ext. 29

Feb 2004 - June 2004  
 Supervisor: Shawn Fry

- Job entailed fire prevention, pre-suppression, protection and suppression. Performed fire line activities such as line construction, operation of pumps, tree felling, backfire and burnout. Reduced fuel hazards through chipping and burning. Monitored weather.

**Corps Leader**

Intermountain AmeriCorps

Wenatchee, WA Phone: (800) 662-8166

Sep 2002 - Mar 2003  
 Supervisor: Vicki Malloy

- Provided the primary technical support for office staff. Researched, located and obtained donations of computer hardware resources (responsible for receiving donations of over 200 computers, monitors, parts, licenses, and software). Planned and facilitated team meetings and training sessions.

**Computer Technician**

Northern Arizona University

Flagstaff, AZ Phone: (928) 823-8548

Jan 2000 - Oct 2000  
 Supervisor: Michele Wassell

- Job duties consisted of troubleshooting computer problems of all spectrums. Responsible for the hardware and software maintenance for 125 computers and servers.

**Wilderness Ranger**

San Bernardino National Forest

Lytlewild, CA Phone: (951) 651-6666

Feb 2002 - Jan 2004  
 Supervisor: Bob Romano

- Maintained trails and campsites. Checked hikers for permits and maintained a safe atmosphere in the wilderness. Backcountry experience and independence.

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MAR 01 2017

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RECEIVED  
MAR 1 2017  
ECONOMIC DEVELOPMENT

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questions about the Headwaters Fund, email or call 707-445-  
7145. Applications are subject to public records acts and disclosure requirements.

Name: Rich Hayes  
Address: [REDACTED]  
Phone: [REDACTED] Fax:  
Email: [REDACTED]  
Employer (if employed):  
Position (if employed): Retired

1. What would you like to accomplish on the Headwaters Fund Board?  
1) To help preserve capital - a) To make loans to the correct  
people - companies - that under the by laws of the  
Headwaters fund can help employment and growth in  
Humboldt County -

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters

Fund Board: My experience is that of a stockbroker, retired, for 47 years. During that time I served on two public boards - one is the bank and one gold mine. I've also served on a private company board in the past 30 years. I'm well versed in the duties of a board member - I'm aware of the needs for Humboldt.

3. Describe any previous Board (or comparable) experience:

See #2 - see

4. What is your vision for the Headwaters Fund?

I guess guess that I answer this question - my vision is to help individuals and companies organization in Humboldt. It would be nice to see help them grow - but to help them survive here in Humboldt is a goal.

5. How would you work with other Board members to arrive at decisions?

Discussion! Boards are given and take of ideas -  
Compromise -

6. Describe area(s) of expertise/contribution you feel you can make:

Contribution - People know me - They know I'm very cooperative in my ideas - The community would know they have a person in me who is follow the intent of Headwater Fund - who is trying to do the correct thing for the community! Not to stray away from the intent of the Headwater fund -

7. What role would you play on the Board? - I could be a leader and could be "part of the board" I would for sure be a person who give inputs as to the feelings of the community - I also would be a member hard worker - not just a meetings to doing research - being into the community -

8. How much time would you have for HEB service per month? - As much as is needed. 2 days a week - 3 hours a day in May - in period. I've made a donation the past year to get involved to you - to help wherever I can however I can - I would put in as much time as I could.

9. What are your other time commitments? - Civil Board Staff, Mayor's Committee, Executive Planning Committee, COK - of the park at running on the & launch, I may take insurance

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

- a. Name: Robin Kelley Title & Organization: Family National CEO  
 Relationship to you: friend Phone: [redacted] email: [redacted]
  - b. Name: Laura Lopez Title & Organization: Home First Retail  
 Relationship to you: friend Phone: [redacted] email: [redacted]
  - c. Name: Tom McManis Title & Organization: Coalition member  
 Relationship to you: friend Phone: [redacted] email: [redacted]
- Kenner Cruise - Retired - [redacted]  
Red Emerson - Retired - [redacted]

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature: [Handwritten Signature] Date: 8/20/17

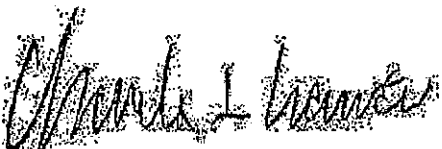
Members Headwaters Fund  
Prosperity Center  
520 E Street  
Eureka, CA 95501

RT  
BOARD OF  
FEB 24 2017  
AM  
2:18:51

Dear Headwaters Fund Members:

Accompanying this letter is an application for a position on the Headwaters Fund Board which follows the application form provide by Morrow at your 520 E Street address. Please let me know if what I have provided is not adequate, and I need to submit a completed handwritten application on the provided form.

Respectfully yours,



Charles L. Ciancio  
California registered Professional Forester #317  
P.O. Box 172  
Cutter, CA 95534  
707-445-2179

Headwaters Fund Board Application

(Page one of two)

Name: Charles L. Ciancio

Mailing Address: [REDACTED]

Home Address: [REDACTED]

Phone: [REDACTED]

Email: None

Fax: None

Employer: Self Employed

Position/Occupation: Forester

1. What I would like to accomplish on Headwaters Fund Board: As a member of your Fund Board, I would like to use my past professional and private experiences in the rural communities of northern California to help worthwhile activities that promote and maintain the rural way of life.

2. My past experience or qualifications for serving on Headwaters Fund Board: I have spent my life working on rural community matters including most of Humboldt County. As California Registered Professional Forester #317 with over forty years field experience and actively following local regulatory and other community matters, I am very familiar with forestry issues, with many sides of the rural community, with research and economic issues associated with rural communities, with the history of the Headwaters area, and with the Headwaters Fund. Please refer to accompanying personal and professional history which outlines some of my past.

3. My previous board or comparable experience: Not sure if comparable, but have participated in various board activities. Was student member on Lumberjack Enterprises Board when in college. Was chairman of Junior Forester Conference in Fort Bragg, California. Was board member on California Licensed Foresters Association Board. Was member of Humboldt State College Malincro Stennis Research Project Committee which oversaw distribution of funds for research projects. I have worked with many regulatory boards and higher supervisory levels in private industry.

4. My vision for Headwaters Fund: Focus on local resource issues, advancement of local rural issues, and maintenance of the rural way of life.

5. How I would work with other Board members: I would attempt to be open to input from everyone with special attention to factual, site specific input from field professionals. I would attempt to provide my thoughts in a clear and direct manner again with special attention to factual site specific input.

**Headwaters Fund Board Application**  
(Page two of two)

6. Describe areas of expertise/contribution you can make:

- I have worked with large and complicated budgetary and accounting processes.
- I have worked with many different people (contractors, landowners, environmental groups, educational and media, and regulatory agencies), and developed many useful contacts.
- I have worked and traveled many corners of Humboldt County and Northern California.
- If relevant, I have given input to many public agencies regarding rural community issues and written a book titled "Rest In Peace Rural America" about rural community problems.

7. What role would I play on the Board? My educational and field experiences would allow me to provide some real world, factual input. Obviously I can not avoid all bias, but by not being dependent on any one entity for a pay check, I have reached a point where I can be open minded, take in and utilize all points of view, and be free of worrying about the consequences of thoughts and information I provide.

8 and 9. How much time do I have for HFB services per month, and what are my other time commitments. I am currently working part-time with no major commitments. I have applied for another committee position and through participation in other group activities I am doing other volunteer work. At this time, family is the main use of my time and commitments are light.

10. References:

1. George Schmidbauer, Owner of Schmidbauer Lumber Company, Eureka, CA, Friend and Past Supervisor. [Redacted] Email unknown.

2. John Gloer, Lead Manager Premier Financial Group, Eureka, CA, Friend and Financial Advisor. [Redacted] Email unknown.

3. Mock Wahlund, Lead Manager Caldwell Banker Realty, Eureka, CA, Friend and Forestry Client. [Redacted] Email unknown.

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature

*Charley J. [Redacted]*

Date

*3/16/15*



## Brief outline of professional and personal background

Charles L. Claude  
P.O. Box 175  
Colusa, CA 95974  
707.453-1179

- Born and raised in Willits, California
- Raised a family of four, have seven grandkids, and coming up on 37 years of marriage.
- Graduated Willits High in 1961
- Graduated with four year Forest Management Degree in 1966 from Humboldt State University.
- Have worked at various private and public service jobs through high school and college.
- Started as forester with Crawford Lumber Company in the middle of 1966. Worked throughout all of northern California coastal and Sacramento Valley areas (Del Norte to Siskiyou to Shasta to Butte to Glenn counties) under Crawford which sold to Georgia Pacific and later became Louisiana Pacific (LP). At one point was lead supervisor over all LP northern California fee lands involving crew of over 100 people, million dollar budgets, and operations involving many contractors on over 200,000 acres and around 200 million board foot annual timber harvest.
- After 29 years, I left LP in 1995. I have rounded out my time to the present as consulting forester mainly with Able Forestry consultants in Eureka, California. Currently I no longer work for Able Forestry.

### Contact:

- I have worked with many professional and landowner groups (Farm Bureau, Grange, Small timber landowners, California Forestry Association, California Licensed Foresters Association, Society of American Foresters, Buckeye, HumCPR, HELP, Association of Consulting Foresters, American tree Farm Association, and forgotten others)
- I have worked with many regulatory agencies involved with timber harvesting activities and other rural community affairs. The following is a partial list of agencies I have worked with: Various County agencies, California Department of Forestry, Water Quality, California Department of Fish and Game, U.S. Fish and Wildlife Service, National Marine Fishery and/or NOAA, Archeological groups, Environmental Protection Agency, Corp of Engineers, California Coastal Commission, Native American groups, Historical preservation groups, State Parks, United States Dept. of Agriculture, Bureau of Land Management, State Lands Commission, State Board of Equalization, cities, and forgotten others)

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MAR 04 2017

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The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

There will be at least one vacancy in 2012. Applications are due December 30, 2011 and the term will begin in March of 2012.

**Instructions:** Individuals interested in serving as Headwaters Fund Board Members must fill out this application form. Please mail this completed form along with a resume to: Dawn Elsbrée, Headwaters Fund, 520 E St., Eureka, CA 95501. Attach more pages if necessary, but please be concise. Application materials can also be emailed to: HYPERLINK "mailto:delsbree@co.humboldt.ca.us" delsbree@co.humboldt.ca.us (applications may reproduce this form on their computers) or faxed to 445-7319 (attn: Dawn Elsbrée).

For details on the Headwaters Fund, please refer to HYPERLINK "http://www.theheadwatersfund.org" www.theheadwatersfund.org. This application may be downloaded from our website. For information about upcoming vacancies or other questions, email HYPERLINK "mailto:delsbree@co.humboldt.ca.us" delsbree@co.humboldt.ca.us or call 476-4805. Applications are subject to public records acts and disclosure requirements.

Name: Nick Frank

Address: [REDACTED]

Phone: [REDACTED]

Fax: 477-3066

Email: [REDACTED]

Employer (if employed):

Position (if employed):

1. What would you like to accomplish on the Headwaters Fund Board?

With the quickly changing economic and social climate, I would like to help direct the few resources available to this county toward preparation of our citizens and infrastructure for the future.

2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board:

I have spent my working life in a variety of business and cultural milieus. I have started companies and involved in start ups in many countries. I have seen globalization close up. I have an understanding what it takes to become self sufficient, to create work and lively society in general.

3. Describe any previous Board (or comparable) experience:

I am on the Advancement Board of St. John's University and have been since its inception. My primary role is as Treasurer and a member of the Finance and Executive committees.

I am also on the NSU Special Programs Foundation working primarily in the finance and incentives committees.

I have been on a few business boards in my distant past and also on the board of the Institute of Transpersonal Psychology in Palo Alto for a number of years.

4. What is your vision for the Headquarters Fund?

Plain and simple as an important vehicle in helping our entrepreneurs and citizens prepare for the 21st century.

5. How would you work with other Board members to arrive at decisions?

As I would in all similar situations: develop a common strategy through discussions and data review with motivated individuals.

6. Describe area(s) of expertise/contribution you feel you can make:

Strategic planning, financial oversight, entrepreneur development, counseling small businesses, working with other agencies for common cause.

7. What role would you play on the Board?

See 6 above.

8. How much time would you have for HFB service per month?

As much as will be needed.

9. What are your other time commitments?

Running my business and maintaining a full, rich, enjoyable life.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. Name: \_\_\_\_\_ Linda Djaire \_\_\_\_\_ Businesswoman  
Title & Organization: \_\_\_\_\_

Relationship to you: Friend & Business associate \_\_\_\_\_ Phone: \_\_\_\_\_

email: \_\_\_\_\_

b. Name: Alex Stillman City Council Arcata  
Title & Organization:

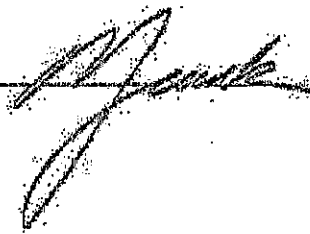
Relationship to you: Friend Phone: [REDACTED] email: [REDACTED]

c. Name: Rollin Richmond President NSO  
Title & Organization:

Relationship to you: Friend Phone: [REDACTED] email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge:

Signature



Date

12/20/16

## NICHOLAS A. FRANK

P.O. Box 1235, Trinidad CA 95570 707-677-3065 707-677-3065 (Fax) naffrank@humboldt1.com

### EXPERIENCE:

#### NORTHERN HUMBOLDT PROPERTIES

Commercial and residential property investment and management.

CHALICE CONSULTING  
CHALICE INVESTMENTS, INC.

Trinidad, California  
San Francisco, California

#### Principal

1. Established investment pools and created new business enterprises in the Republic of Georgia. Worked with senior American and Georgian government officials and agencies. Business activities include two start-up companies:

- \* Chalice Wines- a joint venture with a Georgian partner and an American winner. Is the largest secondary winery in Georgia with over a 10 million liter capacity and 170 employees. Acted in the capacity of CEO and Chairman of the ownership board.

- \* California Express- with a Georgian partner, created a department store in the most prestigious part of the capital, Tbilisi. Specializing in dry goods, it has been profitable from the beginning. The enterprise includes real estate holdings. Later added a western clothes as an active partner.

2. Assisted in the design and management of a graduate business program funded by USAID for the purposes of training graduate Georgians in western business practices. The program was funded for three years.

3. Designed and participated in two business seminars to promote entrepreneurial businesses in an emerging market. The President of Georgia was the keynote speaker.

4. Consulting for efforts in marketing and management activities in overseas assignments in the former Soviet Union, India, China and Japan. Activities include:

- \* assisting in setting up a factory in Bombay to manufacture x-ray tubes

- \* facilitating magnetron manufacturing in Russia

- \* marketing of high tech chemicals in Japan, China and Russia

5. Initially oversaw stockholder buy out of a Silicon Valley firm specializing in the servicing of the semiconductor industry by providing ion implanting technology. Chief Operating Officer of same firm after transfer to help the restructuring of company operations.

6. Created a \$1 Million Department of Energy program in concert with an American firm and three National labs (Argonne, Los Alamos, and Applied Signal) to develop a technical strategic material with the help of funding from a government program for non-proliferation.

NICHOLAS A. FRANK, JR.

**BARE ESSENTIALS, INC.**

104 Cooper Court  
Los Gatos, Ca

**Co-founder and President**

Co-founded and formed a corporation to manufacture and distribute natural cosmetics and body care products. Created a 50 person manufacturing operation. Also opened multiple retail and franchised outlets. Took the company to its second round of investment financing.

**MAGNUM MICROWAVE**

4574 Cushing Parkway  
Fremont, Ca

**Vice President - Operations**

Responsible for all the company operations including manufacturing, process engineering, production control, materials and purchasing. Restructured their production capabilities integrating a large production contract. Magnum manufactures solid state high frequency components used in communications and electronic countermeasures.

**YARIAN ASSOCIATES**

Hansen Way  
Palo Alto, Ca

**Manufacturing Engineering Manager**

Responsible for the manufacturing engineering group supporting a high tech division. The departments included: Process Engineering, Chemistry Laboratory, Manufacturing Technology, and Automation. Activities revolved around production efficiencies, maintenance of quality assurance and analytical support functions.

**TRW MICROWAVE**

825 Stewart Avenue  
Sunnyvale, Ca

**Manufacturing Manager, Satellite Communications**

Responsible for the total manufacturing operation of the Division consisting of MIC and software manufacturing, process engineering, production and material control in the manufacture of high reliability electronics for satellites.

NICHOLAS A. FRANK, Jr.

**ZETA LABORATORIES**  
100 National Ave.  
Mountain View, Ca

Design Engineer

Zeta is a small electronic laboratory set up to design prototype electronics in particular for communications and electronic countermeasures. Responsible for the design of high frequency electronic components and subsystems used in communications and EW.

#### **EDUCATION**

Masters of Business Administration - University of Santa Clara, Santa Clara, California  
BS Electronic Engineering - San Jose State University, San Jose, California



The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

Karen Brooks  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

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Employer: Humboldt County Office of Education  
Position: Program and Events Coordinator

1. What would you like to accomplish on the Headwaters Fund Board?

Continue the strategic focus of HFB, explore opportunities to grow the Fund and leverage additional funds to attract new business, expand existing business and encourage new start-ups. Explore strategic opportunities in a mid-term and long-term horizon that provide for economic development. Propose a community outreach strategy that tells the story of the Fund and the projects that are funded. Basically continue the good work of the Fund but take it to the next level.

2. Describe how your experience qualifies you to serve on the HFB:

- Experience administering the Co-op's Cooperative Community Fund and the Six Rivers Running Club's Shoe Fund. While these are small funds I managed all aspects of the Funds in a strategic capacity including working with the Boards.
- Experience in economic development for over 3 decades. My resume shows a vast and varied background in retail, grocery, restaurant, recreation, consulting and now entrepreneurial education. While the majority of my experience has been with small and medium sized local business I now inspire and mentor micro enterprise for youth.
- Experience in workforce development as a former WIB coordinator and now as career awareness and readiness for middle school students. I am currently working on developing the framework to pilot an internship program for high school and freshman college students.
- Cascadia for Leadership graduate, in 2002, with a collaborative, inclusive win-win philosophy. Working as a team to accomplish pre-determined goals is how I use my personal and professional time.

3. Describe any previous Board (or comparable) experience:

- Board member of Redwood Coast Music Festivals, served for 10 years - in the early years of the Dixieland Jazz and Blues Festival.
- Board member of Redwood Empire Endurance Riders, served for 8 years - a long distance horseback riding club hosting 3-4 regional endurance rides annually.
- Humboldt Bay Harbor Working Group - a citizen-based group of professionals and retired professionals advocating for job creation through a revitalized Port and host a monthly educational luncheon on Harbor-related topics.

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**The Headwaters Fund**  
**Application to Serve on the Headwaters Fund Board**

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- Chair of the Youth Running Shoe Fund with Six Rivers Running Club, serving 7 years - providing 100-180 pairs of free running shoes to low-income youth involved in a club or school running program.

**4. What is your vision for the Headwaters Fund?**

I would like to address the community malaise that I feel could ultimately damage the Fund. There is some mistrust in the community based on some of the past decisions and the perception of lack of transparency. Working with the Board and key stakeholders in the economic development community as well as the private business sector the HFE could lead an envisioning summit to prioritize key elements of Prosperity and map out multi-year strategies including funding needs. It is pivotal that HFE continues to leverage its funds to bring additional monies and look into how new market tax credits might provide the economic asset to develop job creation projects in Humboldt.

**5. How would you work with Board members to arrive at decisions?**

Not sure what the decision making process is and having one is key. My first instinct is to approach funding decisions based on leveraging the fund to the greatest extent possible and the value a project can create on multiple levels.

I would imagine that decisions would be difficult for some projects and the decision making process is stalled. Many organizations that I've worked with use Gradients of Agreement to dialogue the finer points and increase understanding. I have found that having a vision and priorities to rank projects as well as using a decision making matrix assists in objective decisions.

I welcome all points of view and creating an environment for vigorous (non-judging) debate where everyone is heard and allowed to contribute. I do not back away from difficult conversations and my personal goal is to work towards resolution. It's important to me to create a culture of mutual respect.

**6. Describe area (s) of expertise/contribution you feel you can make:**

- Working knowledge of Prosperity 2012 and economic development in Humboldt County. Contributed to both plans and have working knowledge of assisting start-ups and growing local businesses.
- Working knowledge with most of the Industry Clusters as well as many of the leaders in our community.
- Working knowledge of grant and loan processes.
- Working knowledge as a community-minded person to improve the health, vitality, quality of life, economic prosperity of our county and region and its related systems.
- Personal and professional philosophy of continuous improvement, empathy, mentoring and encouragement. "What can we build together?"

**7. What role would you play on the Board?**

Whatever is needed as I can adapt to any situation.

The Headwaters Fund  
Application to Serve on the Headwaters Fund Board

8. How much time would you have for HFB service per month?  
10-20 hours per month, more during the summer months.

9. What are your other time commitments?

Work, 35-45 hours per week. Humboldt Bay Harbor Working Group, 4-10 hours per month. Youth Running Shoe Fund, 20 hours per year.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

Will provide this information personally.

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature  
March 2017

*Karen Brooks*

December 23, 2018

**The Headwaters Fund**  
**Application to Serve on the Headwaters Fund Board**

**Instructions:** Individuals interested in serving as Headwaters Fund Board Members must complete this application form. Please submit this completed form along with a resume to:

**Mail:** Clerk of the Board  
County of Humboldt  
Re: Headwaters Fund  
825 5<sup>th</sup> Street  
Eureka, CA 95501

**Email:** khayes@co.humboldt.ca.us  
**Fax:** 707-445-7299 (attn: Clerk of the Board, Kathy Hayes)

Attach more pages if necessary, but please be concise.

For details on the Headwaters Fund or to download this application, please refer to [www.humboldt.gov/headwaters](http://www.humboldt.gov/headwaters). For information about board member service or other questions about the Headwaters Fund, email [headwaters@co.humboldt.ca.us](mailto:headwaters@co.humboldt.ca.us) or call 707-445-7745. Applications are subject to public records acts and disclosure requirements.

**Name:** Davon Watkins

**Address:** [REDACTED]

**Phone:** [REDACTED]

**Fax:**

**Email:** [REDACTED]

**Employer (if employed):** The Eel River Multigenerational Center/The Diver Bar & Grill

**Position (if employed):** Executive Director/Owner - Executive Chef

**1. What would you like to accomplish on the Headwaters Fund Board?**

*While on the Headwaters Board, I'd like most to learn more about economic development for the region and to provide meaningful insight to funds management from a nonprofit perspective. I'd also like to expand my knowledge and experience on various boards outside the traditional nonprofit sector.*

**2. Describe how your experience and/or employment qualifies you to serve on the Headwaters Fund Board.**

*I have lived in Humboldt County for 13 years and worked for nonprofits for the entire time, from service based to community activities and feel that I have a good understanding of the successes and challenges of this particular business sector. Through the MGC and the Diver, I am an employer and business owner, familiar with overall government processes and funds/grants management. I have also worked for the McLean Foundation and have experience in funds disbursement process and decision-making responsibilities.*

3. Describe any previous Board (or comparable) experience:

*I have been a nonprofit director for three different agencies in Humboldt County, and have experience working with boards from that end, as well as serving on the Humboldt County Domestic Violence Coordinating Council board for 8 years, 2 years as Chair. I have attended numerous trainings through HAF and in my capacity at the McLean Foundation, provided administrative support to all Board Activities.*

4. What is your vision for the Headwaters Fund?

*To honor the history of the fund, taking care to be respectful of the intent of the founders in the management of the funds. This opportunity arose out of conflict and compromise which is still a major force behind the economy, community and culture of Humboldt County.*

5. How would you work with other Board members to arrive at decisions?

*Through consensus and commitment to researching the topic at hand. I'm not a strict follower of majority-based democracy. I like to take the time needed to come to common understanding of both the issue needing to be addressed and the interests and needs of fellow board members. Sometimes, there are just more votes in one direction or another, but in an ongoing relationship, it's important to be clear on how everyone thinks. I also think it's a requirement of the commitment to be somewhat educated in the matter being discussed.*

6. Describe area(s) of expertise/contribution you feel you can make:

*Grants management, nonprofit management, board governance experience, and consensus building.*

7. What role would you play on the Board?

Participating member. Without fully understanding all the roles. It's hard to say where I'd land, but am willing to invest time into learning, leading where needed, and fulfilling all requirements.

8. How much time would you have for HFB service per month?

5-10 hours.

9. What are your other time commitments?

Rotarian - Fortuna Sunrise. Mother. Various community activities.

10. Please provide three references who can speak to your qualifications and ability to serve on the Headwaters Fund Board.

a. Name: Rachael Simon

Title & Organization: Owner, Natures Salon

Relationship to you: Friend/Rotarian

Phone: [REDACTED]

b. Name: Gregg Foster

Title & Organization: Director, REDC

Relationship to you: Friend

Phone: [REDACTED] email: [REDACTED]

c. Name: Michael Kraft

Title & Organization: Sequoia Personnel

Relationship to you: Friend/Consultant

Phone: [REDACTED] email: [REDACTED]

I certify the information on this application to be accurate and complete to the best of my knowledge.

Signature \_\_\_\_\_

Date \_\_\_\_\_