



NORTH COAST RESOURCE PARTNERSHIP (NCRP) LEADERSHIP COUNCIL (LC) & TECHNICAL PEER REVIEW COMMITTEE (TPRC) MEETING MEETING MATERIALS

Date/Time: Friday, October 17, 2025: 9 am – 3:00 pm

Location: Karuk Tribe Rain Rock Casino Resort & Hotel
777 Casino Way, Yreka, CA

BACKGROUND INFORMATION AND RECOMMENDATIONS

The following items correspond to the NCRP Quarterly Meeting agenda for October 17, 2025 per agenda order and item number. The items below include background information for agenda items that require additional explanation and, in some cases, include recommendations for action. The meeting agenda and other meeting materials can be found on the NCRP website at <https://northcoastresourcepartnership.org/north-coast-resource-partnership-quarterly-meetings/>

VIII. NCRP CAPACITY ASSESSMENTS, STRATEGY, PARTNERSHIPS & INVESTMENTS (DECISION)

NCRP History of Capacity Investments

The NCRP has a long history of providing capacity investments and technical assistance throughout the North Coast region, ensuring that regional partners have the resources to develop and implement locally led projects and initiatives that are aligned with NCRP's mission, goals and objectives. These capacity investments are made possible through the support and collaboration of state, local and philanthropic partners, including the CA Department of Conservation, California Department of Water Resources, California State Coastal Conservancy, the State Water Board, CAL FIRE, the Governor's Office of Landscape and Climate Innovation, and the Humboldt Area Foundation/Wild Rivers Community Foundation. A summary of recent NCRP capacity and technical assistance investments to date is included in Appendix A.

NCRP Regional Capacity Assessment – Wildfire & Climate Resilience

The NCRP is conducting a quantitative capacity assessment using ArcGIS Survey 123, through interviews and online surveys. The assessment is designed to evaluate the current state of partner organizations in the region, needs and barriers to success in leading local wildfire and climate resilience projects and initiatives, and to

identify the ideal level of long-term capacity for each entity. The regional capacity assessment will inform capacity investments, as well as the development of a North Coast Regional Capacity Enhancement Strategy that will be brought to the NCRP Leadership Council for consideration at a future meeting. Targets for the assessment include interviews and/or surveys of 35 North Coast Tribes, as well as 120 other entities in the region that are leading wildfire and climate resilience projects. Information about the assessment, including the results to date, is included in Appendix B.

NCRP Capacity Enhancement Grants for Regional Partners

A substantial element of the Department of Conservation (DOC) Regional Forest and Fire Capacity (RFFC) grant to NCRP is the award of sub-grants to North Coast entities to enhance their capacity to develop and implement projects, as well as other activities that result in enhanced wildfire, community, and climate resilience. Capacity limitations are often a barrier to planning and implementing priority projects, with economically challenged and historically underrepresented entities experiencing more significant barriers than well-funded organizations. This NCRP Capacity Enhancement Grant Program (CEGP) seeks to expand and sustain the capacity of regional partners to implement clearly identified on-the-ground landscape scale projects (LSPs). LSPs developed through capacity support from this NCRP CEGP must be at a scale that can result in measurable enhancements to landscape and community wildfire resilience. Example focus areas for LSPs may include wildfire prevention, wildfire response, forest health and fuel management, cultural or prescribed fire, community preparedness, and community health and safety.

Eligible project activities for this NCRP CEGP must directly support the capacity to plan, fund, and implement landscape scale projects that enhance forest health, as well as watershed and community resilience to wildfires. Project sponsors will need to articulate how funding from this grant program will support project development, grant development, and implementation, as well as how this funding will allow for expanding and sustaining the project sponsor's capacity for project implementation over time. Project sponsors will be expected to work closely with the NCRP staff team on performance reporting and work products. General administrative support and general capacity building are not eligible activities.

The NCRP staff team and the NCRP Resilience Ad Hoc have discussed these proposed capacity investments and are recommending the following approach and process for allocating these sub-grants.

NCRP Staff & Resilience Ad Hoc Recommendation:

a) Leadership Council to consider and approve the following roles for developing the sub-grant guidelines and application packet, reviewing grant proposals, and recommending a slate of awards for approval:

- Staff team develop draft guidelines and application package
- TPRC to review and provide suggested revisions to draft guidelines and application package
- Resilience Ad Hoc and TPRC Co-Chairs to review and provide suggested revisions to draft guidelines and application package
- NCRP staff team and TPRC Co-Chairs to provide preliminary review of proposals and make preliminary recommendations for Resilience Ad Hoc review and consideration

- Resilience Ad Hoc and TPRC Co-Chairs to review proposals and staff team recommendations, and provide a recommended slate of sub-grant awards to Leadership Council
- Leadership Council to consider and approve sub-grant awards

b) Leadership Council to consider and approve the following high-level criteria for prioritizing and selecting RFFC capacity sub-grants

- Criteria must align with relevant sections of [NCRP's Vision for North Coast Resilience](#), as well as NCRP goals, objectives, principles, and past Leadership Council direction
- Capacity sub-grant awards must have a clear description of how the capacity grant will result in on-the-ground outcomes and benefits that are relevant to RFFC program goals – including landscape scale resilience projects being developed, funded, and implemented
- Capacity investments will support entities that have financial and/or capacity limitations that are barriers to their ability to implement landscape scale projects
- Grant applicant must demonstrate that their proposal includes partnerships and community support for their intended project outcomes
- The grant submittal must be of a high quality – including documentation of appropriate budget, capacity need, clear connection between the capacity investment and project outcomes, demonstrated ability of project sponsor to carry out the scope of work in the timeframe allocated.
- Allocation of funding will strive for equity and balance of funding awards – both geographically and by entity type
- These criteria may be refined by NCRP staff, TPRC, and the Resilience Ad Hoc, and the NCRP Executive Committee if needed

c) Leadership Council to consider and approve an initial funding amount of \$2 million, to be allocated via individual sub-grants ranging from \$35,000-\$200,000 award amounts. After proposals are submitted, the staff team, NCRP Resilience Ad Hoc, and Executive Committee may determine that the total funding award should be expanded beyond \$2 million, or determine whether a second solicitation is necessary.

d) Leadership Council to consider and approve a process and schedule for RFFC capacity sub-grant solicitation and award generally similar to the following:

- **November 2025:**
 - NCRP staff team share draft capacity sub-grant guidelines and application packet with the NCRP Technical Peer Review Committee (TPRC) and request review and suggested refinements
 - After review by TPRC, NCRP staff team to update draft guidelines and share with NCRP Resilience Ad Hoc, and update per their recommendations
- **December 2025:**
 - Prior to December 10: NCRP Staff Team to issue a solicitation for capacity grants, including guidelines and application packet
- **January-February 2026**
 - Office Hours, Workshops, Support for Capacity Grant Applicants
 - Proposals Due (February 27)

- **March-April 2026**
 - Proposal review by NCRP staff team and Resilience Ad Hoc
 - Resilience Ad Hoc Committee meeting with NCRP staff to discuss recommended slate
 - Recommended slate for NCRP Leadership Council review and approval for April 17, 2026 meeting
 - Grant agreements initiated by Humboldt County
- **May 2026-December 2027**
 - Grant agreements executed by Humboldt County
 - Grantees implement capacity enhancements
 - NCRP staff team work closely with grantees to ensure NCRP receives quantitative information and reporting

XI. NCRP ILLEGAL CANNABIS STRATEGY (DECISION)

The NCRP Cannabis Ad Hoc Committee was formed by the NCRP Leadership Council in July 2023, and augmented with additional members in October 2024 (see below).

NCRP Cannabis Ad Hoc Members:

- Executive Committee: Councilmember Michelle Downey, Round Valley Indian Tribes, Central District
- Executive Committee: Supervisor Nancy Ogren, Siskiyou County
- Supervisor Heidi Carpenter-Harris, Trinity County
- Supervisor Liam Gogan, Trinity County
- Tribal Council Secretary Cyndie Childress, Nor Rel Muk Wintu Nation
- Supervisor Madeline Cline, Mendocino County
- Supervisor John Haschak, Mendocino County
- NCRP TPRC Jonathan Olson, Del Norte County

The NCRP Ad Hoc committee and NCRP staff have held twelve meetings, with a focus on the development of a draft NCRP Regional Cannabis Strategy that will outline issues, opportunities, strategies, policy and funding recommendations to address the environmental and community impacts of cannabis, education and outreach activities, as well as capacity enhancements for Tribes and counties to address these impacts. The NCRP Leadership Council has reviewed and approved previous versions of the draft NCRP Regional Cannabis Strategy outline. Next steps include further development of this draft document, hiring of consultants to support the development of the draft strategy, funding applications to support strategy development and implementation, as well as partner workshops and meetings to gather input and recommendations.

The NCRP Executive Committee requested that the NCRP Illegal Cannabis Ad Hoc Committee and staff evaluate a North Coast emergency declaration regarding illegal cannabis, to be endorsed by the full Leadership Council. The NCRP Illegal Cannabis Ad Hoc recommended that NCRP not request an emergency declaration at this time, and recommended instead that NCRP should develop a short strategy document for consideration by the full NCRP Leadership Council that outlines NCRP objectives related to illegal cannabis and can be shared with funders, legislators, and partners. The NCRP Executive Committee concurred with this recommendation by the

NCRP Illegal Cannabis Ad Hoc Committee. The *Draft NCRP Illegal Cannabis Action Strategy* for Leadership Council consideration is included as Appendix C.

Staff Recommendation:

- A) Approve the *Draft NCRP Illegal Cannabis Action Strategy*
- B) Approve NCRP staff team to submit grant applications to support the implementation of the *Draft NCRP Illegal Cannabis Action Strategy*

XII. NOMINATIONS & ELECTIONS

Executive Committee

Per the NCRP Handbook, the NCRP Executive Committee is a standing committee comprised of the LC Co-Chairs (one Tribal & one county), Co-Vice-Chairs (one Tribal & one county), and two additional members (one Tribal & one county). The LC reconsiders the members' appointment every two years or on an as-needed basis. The Executive Committee provides day-to-day leadership for the NCRP, providing guidance to the NCRP staff team, reviewing and signing letters of support, representing the NCRP with legislators and key agency partners and making time-sensitive decisions on behalf of the NCRP. Any time sensitive decisions made by the Executive Committee reflect previous LC direction and are consistent with LC approved goals and objectives. Decisions are made by unanimous or majority vote. When a majority decision cannot be reached, the decision is brought before the full Leadership Council for consideration. Executive Committee decisions are reported via email and provided as an update to the full LC at their next quarterly NCRP meeting.

The current NCRP Executive Committee includes the following Leadership Council members:

- Co-Chair: Leaf Hillman, Karuk Tribe, Northern Region
- Co-Chair: Supervisor James Gore, Sonoma County
- Co-Vice-Chair: Councilmember Michelle Downey, Tribal Council, Round Valley Indian Tribes
- Co-Vice-Chair: Supervisor Steve Madrone, Humboldt County
- Supervisor Nancy Ogren, Siskiyou County
- Vacancy, Tribal Representative

Tribal Nominations

Tribes in the North Coast determine their own representation and approval of the NCRP Tribal Representation Process. Together there are twelve (12) Tribal seats available in the North Coast. Of these, three (3) are Leadership Council, three (3) are Technical Peer Review Committee (TPRC) and six (6) are Alternates. Federal recognition is not a criterion to participate in the representation process. Regional Tribes recognize the Tribes in their own region for selection of NCRP representative purposes. Tribes in each Voting District (North, Central and South) are given the opportunity to nominate a person that they feel is qualified for each vacant seat in their District, and to select from those nominated to fill those positions through selection by their self-appointed Voting Delegate. Tribal representatives meet on a regular basis to receive updates from the NCRP Tribal Engagement Director, provide direction to Tribal staff, and provide recommendations to the Tribal Leadership Council members to carry forward in Executive Committee and NCRP Quarterly Meetings.

The nomination of Tribal Leadership Council and Technical Peer Review Committee members is outlined in the *NCRP Tribal Nomination and Voting Process*, documented on the NCRP website:

<https://northcoastresourcepartnership.org/2022-ncrp-tribal-nomination-voting/>

Ad Hoc Committees

The NCRP Leadership Council forms Ad Hoc Committees on an as-needed basis to address specific issues or topics. These committees are not subject to the Brown Act and are disbanded once the topic has been addressed and outcomes have been reported to the Leadership Council. NCRP Ad Hoc Committees must comprise less than a quorum of the LC and may include members of the LC and TPRC, as well as the NCRP core staff team. Ad Hoc Committees work closely with the NCRP staff team to advise and guide plans, priorities, and criteria that will be considered by the LC.

Resilience Ad Hoc Committee (6 current Leadership Council members/8 maximum)

- Co-Chair: Leaf Hillman, Karuk Tribe, Northern Region
- Co-Vice-Chair: Supervisor Steve Madrone, Humboldt County
- Executive Committee: Councilmember Michelle Downey, Tribal Council, Round Valley Indian Tribes
- Executive Committee: Supervisor Nancy Ogren, Siskiyou County
- Supervisor Rex Bohn, Humboldt County
- Supervisor Liam Gogan, Trinity County
- TPRC Co-Chair: Dale Roberts, Engineer, Sonoma County Water Agency, Sonoma County
- Toz Soto, Senior Fisheries Biologist, Karuk Tribe, Northern Region
- Wayne Haydon, Certified Engineering Geologist, Sonoma County
- Mark Lancaster, Director, Five Counties Salmonid Conservation Program, Trinity County
- Che Casul, Sonoma County Director of Community Initiatives

Illegal Cannabis Ad Hoc Committee (7 current Leadership Council members/8 maximum)

- Executive Committee: Councilmember Michelle Downey, Round Valley Indian Tribes, Central District
- Supervisor Heidi Carpenter-Harris, Trinity County
- Supervisor Liam Gogan, Trinity County
- Supervisor Nancy Ogren, Siskiyou County
- Tribal Council Secretary Cyndie Childress, Nor Rel Muk Wintu Nation
- Supervisor Madeline Cline, Mendocino County
- Supervisor John Haschak, Mendocino County
- TPRC Jonathan Olson, Del Norte County

Tribal Disadvantaged Community and Tribal Involvement Ad Hoc Committee (3 Leadership Council members)

- NCRP Tribal Leadership Council and Tribal TPRC representatives

XIII. FREQUENCY & FORMAT OF NCRP MEETINGS

Background:

- Expensive - staff and money; impacting other staff and committee work
- Challenging for LC & TPRC members to travel/allocate time
- Very important to have in-person time for connection and trust
- Importance of in-person meetings for major decisions (financial awards and organizational direction)
- Other in-person and remote convenings: climate meeting, wildfire listening sessions, webinars, workshops

Meeting Types

- Full Leadership Council
- Tribal Leadership Council & Tribal Meetings
- Technical Peer Review Committee Meetings
- Ad Hoc Committee Meetings
- Workshops and Thematic Meetings

Staff & Executive Committee Recommendation

- Retain quarterly meeting frequency and dates
- Schedule in person and zoom meetings for a full year in January; retain the option to modify by NCRP Executive Committee or by polling the Leadership Council
- Where possible, financial investment decisions will be made during in person meetings
- Staff and Executive Committee will establish strategic criteria regarding what is covered in person vs zoom, and share with the Leadership Council at a future meeting
- In Person Meetings:
 - Leadership Council (Spring and Fall)
 - TPRC as needed
 - Tribal Specific meetings as needed
 - Conferences
 - Workshops as needed
- Zoom or Teams Meetings:
 - Leadership Council (Summer & Winter)
 - Executive Committee meetings
 - Tribal Specific meetings
 - Ad Hoc meetings
 - TPRC as needed
 - Workshops as needed

XIV UPDATES

REGIONAL ADMINISTRATOR & PROJECT IMPLEMENTATION UPDATE

Overview: The County of Humboldt acts as the Regional Applicant and Regional Manager of grant funds on behalf of the NCRP. The Humboldt Regional Administrator Team (Admin Team) continues to collaborate with funders, NCRP consultants, and local project sponsors (LPS) to ensure quality grant deliverables and timely reimbursement payments. Members of the Admin Team are available to discuss suggestions or concerns regarding their work on behalf of the NCRP; see contact list below.

ACTIVE IMPLEMENTATION GRANTS

Grant Name	Award Amount	Grant Award Spent/Invoiced	Funding Agency	Timeline	
				Grant Agreement	Completion
Prop 1 Round 1	\$14,084,537	\$13,034,123	DWR	April 2020	June 2026
Urban/Multi-benefit Drought Relief: “Planning” Emphasis	\$685,485	\$612,493	DWR	June 2022	CLOSED Sept 2025
Urban/Multi-benefit Drought Relief: Implementation	\$7,907,271	\$5,620,897	DWR	March 2022	April 2026
Prop 1 Round 2	\$7,115,463	\$3,791,883	DWR	Nov 2023	March 2028
Regional Forest Health Pilot	\$10,000,000	\$39,201	CAL FIRE	Dec 2023	March 2029

Proposition 1 Round 1: The LPS are working to complete their projects and close out their grants by March 31, 2026. Fourteen of the twenty projects have completed their scope of work. Ten LPS have closed out their grants, and one LPS is working on the Project Completion Report to close out their grant. All construction for this grant will be completed by December 31, 2025, and all the LPS grants will be closed out by March 31, 2026. The Admin Team continues to provide grant agreement administration support and coordinate with the LPS and the Department of Water Resources (DWR) to secure approval for construction activities, invoice payments and assist with grant closeout activities.

Proposition 1 Round 2: Three out of the eleven LPS have completed the construction implementation and two have closed out their grants. Nine LPS have submitted the materials required to secure approval for construction. Out of the six grantees that requested and received an advance payment for 50% of their grant funds, two LPS have spent all the advanced payment funds. The Admin Team continues to provide grant agreement administration support and coordinate with all LPS and DWR to secure approval for construction activities, invoice payments, and advance payment accountability reporting.

Urban & Multi-benefit Drought Relief “Planning” Grant: The NCRP ran two solicitations to identify high priority local projects to include in two regional proposals to DWR’s Urban and Multibenefit Drought Relief (UMDR) Grant Program. DWR combined the implementation projects from both solicitations into one agreement, and DWR deemed that two projects - the Scott River Tailings Restoration, Long Pond Implementation, Phase 1 and the Round Valley County Water District Groundwater Vulnerability Monitoring and Assessment Project - were more appropriate for a “Rebate and Planning” grant agreement. Consequently, the two projects were included in a separate grant agreement. These two LPS successfully completed their planning projects in August 2025. The Admin Team provided administrative support and coordinated with the LPS and DWR to close out both sub-grant agreements and submit a master grant completion report.

Urban & Multi-benefit Drought Relief Implementation Grant: The LPS made progress on the implementation projects included in the grant agreement. Eight out of the fourteen LPS have completed the construction implementation, four have closed out their grants, and three are working on their Project Completion Report to close out. All projects will complete construction activities and close out by December 31, 2025. The Admin Team continues to provide grant agreement administration support and coordinate with all LPS and DWR to secure approval for construction activities, process invoice payments, and assist with grant closeout activities.

Regional Forest Health Pilot: CAL FIRE awarded the NCRP a \$10 million grant to implement the Regional Forest Health Pilot and a grant agreement was executed in December of 2023. The Pilot is demonstrating an experimental approach intended to result in a regional, landscape scale portfolio of projects that implement the goals of the CAL FIRE Forest Health Program. The Pilot project is being used to evaluate opportunities to connect CAL FIRE’s Forest Health program with the priorities outlined in the NCRP’s [Regional Priority Plan](#) funded by the RFFC Program.

Due to the pilot nature of the program, several new processes needed to be developed and complex questions addressed. In close collaboration with CAL FIRE, the Admin Team amended the master grant agreement to include eight subprojects, enabling execution of the sub-grant agreements. The Team has worked extensively with CAL FIRE, Humboldt County Risk Management, and County Counsel to establish workable solutions that ensure clarity, compliance, and protection for all parties. While these efforts extended the overall timeline, they have laid essential groundwork for the success of this Pilot and future NCRP initiatives. As of early October, four of the eight subgrant agreements have been executed, with the remaining agreements expected to follow shortly.

Environmental compliance must be completed within one year of project commencement. The Admin Team is working closely with other members of the NCRP staff team and consultants (selected through an RFP process) to shepherd project proponents through this stage. Several subgrantees have already completed environmental compliance or are relying on preexisting compliance documents, streamlining the path to implementation. The Team continues to meet regularly with CAL FIRE staff to

ensure the pilot is progressing as expected and that valuable lessons are being captured for future program development.

ACTIVE PLANNING GRANTS

Grant Name	Grant Award Amount	Funding Agency	Timeline	
			Grant Agreement	Completion
Regional Forest and Fire Capacity - Round 1	\$4,037,500	Natural Resources Agency/Department of Conservation	May 2019	CLOSED March 2025
Regional Forest and Fire Capacity - Round 2	\$13,560,000	Department of Conservation	November 2021	December 2027
Fire Response Capacity Project	\$400,000	Humboldt Area Foundation & Wild Rivers Community Foundation	November 2021	Ongoing as funding allocations are overseen and evaluated
Woody Feedstock Aggregation Pilot Project	\$700,000	Governor's Office of Land Use and Climate Innovation	February 2022	CLOSED March 2025
Actionable Lidar-Based Data for Wildfire Prevention Planning, Response, and Rehabilitation on California's North Coast	\$123,656	National Aeronautics and Space Administration	Oct 2022	CLOSED Feb 2025
Riparian Corridor Regional Work Plan	\$45,000	Resources Legacy Fund	August 2022	CLOSED June 2025
Supporting Rural Wildfire Resiliency with Lidar Derivatives Project	\$1,057,049	State Coastal Conservancy	May 2024	March 2027
Collaborative Planning & Capacity Building for Climate Resilience in the North Coast Region of California	\$650,000	Governor's Office of Land Use and Climate Innovation	July 2024	Jan 2027

Regional Forest and Fire Capacity (RFFC) Program Block Grants: The Admin Team continues to work toward the goals of the RFFC Program in close coordination with WCW and CIEA, with County staff providing grant agreement administration and project management support. The California

Department of Conservation (DOC) and the Natural Resources Agency (NRA) continue to provide program guidance as the RFFC Program unfolds.

The Admin Team successfully closed out the Round 1 agreement in March, working closely with other members of the NCRP staff team to develop a final report and present all final deliverables. The Admin Team continues to administer the Round 2 grant agreement, manage consultant professional services agreements, and complete tasks related to other funds leveraged through the RFFC program. The Round 2 agreement continues to support the rapid increase of wildfire, forest, and community resiliency projects through refining and implementing NCRP's [Regional Priority Plan](#), supporting the enhanced capacity of regional partners, and developing a substantial suite of priority projects ready for implementation.

Fire Response Capacity Project: This grant was awarded by the Humboldt Area Foundation and Wild Rivers Community Foundation to support a pilot project intended to strengthen the long-term sustainability of Tribal and very rural fire response programs, through capacity building. The first phase of the program concluded with a report titled – “A Strategy for Enhancing Long Term Capacity in Tribal and Rural fire Agencies in the North Coast Region”. The second phase of the project included direct capacity assistance, in the form of direct grants for equipment and training and technical assistance for the development of detailed Capacity Enhancement Plans and some grant writing support. Subgrantees included the Hoopa Valley Tribe for the Hoopa Fire Department and Hoopa Fire and Rescue; the Yurok Tribe for the Yurok Fire Department; and the Tolowa Dee-ni’ Nation. All subgrantees expended their funding on training and small equipment purchases by September 2025 and a final report, including the accomplishments of the second phase, is under development.

Woody Feedstock Aggregation Pilot Project: The Admin Team successfully closed out this project in March of 2025. The grant was used to fund network development, a baseline feedstock assessment, analysis of built infrastructure and social infrastructure, and site-specific strategy development for three sub-regional pilots, with guidance from an array of technical experts in partner agencies, Tribes, academia, NGOs, and private companies and consultants. The Core NCRP staff Team developed a comprehensive report, posted to the NCRP's [North Coast Forest Biomass Strategy webpage](#).

Riparian Corridor Regional Work Plan: This project was successfully closed out in June of 2025. The funds supported the development of foundational data and resources to support the development of the Riparian Corridor Regional Work Plan, including Regional Plan for Landscape and Community resilience, regional assessments, and the acquisition of regional lidar. The NCRP is currently seeking funds to implement recommendations from the Work Plan.

Actionable Lidar-Based Data for Wildfire Prevention Planning, Response, and Rehabilitation on California's North Coast: This project was successfully closed out in February of 2025. The National Aeronautics and Space Administration (NASA) provided this funding to leverage previously collected

north coast U.S. Geological Survey (USGS) lidar data to create a unified point cloud and consistent datasets of slope, aspect, canopy height, canopy density, ladder fuels, and canopy volume for the 12 million acres of NCRP lands. The majority of the derivatives funded by this grant have been made publicly available on ArcGIS Online, in [Pacific Veg Map](#) and are linked to from the North Coast Resource Partnership's web site ([Data page](#)), and [via a story map](#).

Supporting Rural Wildfire Resiliency with Lidar Derivatives Project: Funded by the State Coastal Conservancy, this project is building off the project described above by creating additional derivative layers usable by and freely available to scientists, planners, local jurisdictions, tribes, resource conservation districts, and nonprofits. During this reporting period, the Admin Team executed professional services agreement with the implementing consultant team and managed quarterly reporting and invoicing. In addition, a grant agreement amendment was completed which increased the budget from \$362,049 to \$1,057,049, extended the term from October 2025 to March 2027, and expanded the scope of the work program.

Collaborative Planning & Capacity Building for Climate Resilience in the North Coast Region of California: Funded by the Governor's Office of Land Use and Climate Innovation, this project will result in a North Coast Regional Climate Resilience Plan. During this reporting period, the Admin Team executed professional services agreements with the implementing consultant team, participated in a site visit with state staff in Humboldt County, and managed quarterly reporting and invoicing.

ADMIN TEAM CONTACTS		
Name	Contact Information	NCRP Admin Role
Hank Seemann, Deputy Director	hseemann@co.humboldt.ca.us	Program Oversight
Cybelle Immitt, Natural Resources Planning Manager	cimmitt@co.humboldt.ca.us	Regional Administration Team Management and Program Oversight
Denise Monday, Senior Environmental Analyst	dmonday@co.humboldt.ca.us	Lead Admin for IRWM Prop. 1 and Urban & Multi-benefit Drought Relief
Senior Environmental Analyst	Vacant, Recruitment in Progress ^[1]	Lead Admin for CAL FIRE Pilot, RFFC planning grants and leveraged multi- benefit grant agreements
Lauren Rowan, Environmental Analyst	lrowan@co.humboldt.ca.us	Admin support for the full portfolio of NCRP grants and contracts

^[1] Julia Cavalli, a valuable member of the Admin Team, moved on to a new job as a Wildfire Planner with Dudek in early October 2025. We have Julia to thank for many of our successes and for fostering a culture of excellence and continual improvement and we wish her the very best in her new position.

LEGISLATIVE UPDATE OCTOBER 2025

The Legislature concluded its 2025 regular session on September 13, 2025, a day later than previously planned. Governor Newsom, Senate Pro Tem McGuire, Assembly Speaker Rivas, and their respective staffs negotiated a package of climate and energy bills through the night of September 9 and into the morning of September 10 that required the Legislature to extend its session by an extra day. The six-bill package included AB 1207 (Irwin), which extends until 2045 the state's cap and trade program; currently, \$200 million in forest health and wildfire defense funding is annually appropriated from the cap and trade program's auction revenues.

In addition to the climate and energy bill package, the final week of the session produced SB 105 (Wiener), a budget bill that appropriates \$3.3 billion of Proposition 4 funds. Several appropriations may benefit for the North Coast, including:

- \$200 million to CALFIRE for various forest health and wildfire prevention activities
- \$16 million to the Department of Conservation's Regional Forest and Fire Capacity Program
- \$36 million CDFA for the Healthy Soils Program

It is worth noting that no appropriation was made from the \$100 million for integrated regional water management projects included in Proposition 4.

On the legislation side of things, the 2025 session water and wildfire policy were a bit subdued with so much focus on the climate and energy package. The following are bills that have been signed into law and are relevant to NCRP:

AB 1 (Connolly D) Residential property insurance: wildfire risk.

Summary:

Existing law generally regulates classes of insurance, including property and fire insurance. Existing law creates the Department of Insurance, headed by the Insurance Commissioner, and prescribes the department's powers and duties. Existing department regulations prohibit an insurer from using a rating plan that does not take into account and reflect specified wildfire risk mitigation, including property-level building hardening measures. This bill would require the department, on or before January 1, 2030, and every 5 years thereafter, to consider whether or not to update its regulations to include additional building hardening measures for property-level mitigation efforts and communitywide wildfire mitigation programs. As part of this consideration, the bill would require the department to consult with specified agencies to identify additional building hardening measures to consider, as well as to develop and implement a public participation process during the evaluation.

AB 531 (Rogers D) Geothermal powerplants and projects: certification and environmental review.

Summary:

Existing law establishes and vests in the State Energy Resources Conservation and Development Commission (Energy Commission) various responsibilities with respect to developing and implementing the state's energy policies. Existing law authorizes persons proposing specified electrical generation, electrical transmission, hydrogen production, and energy storage projects to apply, on or before June 30, 2029, to the Energy Commission to certify sites and related facilities as environmental leadership development projects, as specified. Existing law makes a site and related facility certified by the Energy Commission subject to streamlining benefits related to CEQA with no further action by the applicant or the Governor. Under existing law, the Energy Commission's certification is in lieu of any permit, certificate, or similar document required by any governmental agency and supersedes any applicable statute, ordinance, or regulation, except as specified. This bill would expand the types of facilities eligible to be certified as environmental leadership development projects by the Energy Commission to include geothermal powerplants and projects that comprise multiple geothermal powerplants on a single site. This bill would incorporate additional changes to Section 25545 of the Public Resources Code proposed by SB 254 to be operative only if this bill and SB 254 are enacted and this bill is enacted last.

AB 947 (Connolly D) Agriculture: Cannella Environmental Farming Act of 1995.**Summary:**

Existing law, the Cannella Environmental Farming Act of 1995, requires the Department of Food and Agriculture to establish and oversee an environmental farming program to provide incentives to farmers whose practices promote the well-being of ecosystems, air quality, and wildlife and their habitat. Existing law establishes the Climate Smart Agriculture Account, the moneys in which are continuously appropriated for purposes of the act. This bill would instead require the department to establish and oversee a sustainable agriculture program to provide research, technical assistance, and incentive grants to promote agricultural practices that support climate resilience for farms and ranches and the well-being of ecosystems, air quality, and biodiversity. By expanding the purposes for which moneys in a continuously appropriated fund may be used, the bill would make an appropriation. This bill contains other related provisions and other existing laws.

AB 1139 (Rogers D) California Environmental Quality Act: exemption: public access: nonmotorized recreation.**Summary:**

The California Environmental Quality Act (CEQA) requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA exempts from its requirements a change in use approved by a lead agency that is a park district or the Great Redwood Trail Agency to allow public access to preexisting paved and natural surface roads, preexisting trails, preexisting pathways, preexisting disturbed areas for vehicle parking, as specified, and rail lines converted by the Great Redwood Trail Agency into trails known as the Great Redwood Trail, in areas used exclusively for nonmotorized recreation, if certain

conditions are met, including that the change in use is consistent with a plan adopted by the park district or the Great Redwood Trail Agency, as applicable, and does not involve a physical alteration of the affected area. Existing law requires, before making a determination to approve or carry out a change in use that is determined to be exempt from CEQA, the lead agency to, among other things, make a finding that the above-described criteria are met. Existing law requires the lead agency, if the lead agency determines that a change in use is not subject to CEQA pursuant to this exemption and determines to approve or carry out the activity, to file a notice with the State Clearinghouse in the Office of Land Use and Climate Innovation and with the county clerk of the county in which the land is located, as provided. This bill would extend the above exemption to a lead agency that is a county park agency. The bill would remove the condition that the change in use is consistent with a plan adopted by the park district or the Great Redwood Trail Agency, as applicable, and would instead require the lead agency, before making the exemption determination, to adopt a natural resource management plan, or equivalent document, that includes appropriate identification of resources and management strategies for the affected area, as specified. The bill would instead require, as a condition of this exemption, that the change in use only involves minimal physical alterations and minimal improvements to the affected area, as specified. The bill would require the lead agency to make an additional finding that there is sufficient funding to implement the natural resource management plan, or equivalent document, and would require the finding, as well as the finding that the above-described criteria are met, to be based on substantial evidence. The bill would provide that its provisions do not apply where it is reasonably foreseeable that the provision of public access within a park or open space area will have a significant or cumulatively considerable effect on the environment. By imposing duties on public agencies related to the exemption, this bill would create a state-mandated local program. This bill contains other related provisions and other existing laws.

SB 72 (Caballero D) The California Water Plan: long-term supply targets.

Summary:

Existing law requires the Department of Water Resources to update every 5 years the plan for the orderly and coordinated control, protection, conservation, development, and use of the water resources of the state, which is known as “The California Water Plan.” Existing law requires the department to include a discussion of various strategies in the plan update, including, but not limited to, strategies relating to the development of new water storage facilities, water conservation, water recycling, desalination, conjunctive use, and water transfers, that may be pursued in order to meet the future needs of the state. Existing law requires the department to establish an advisory committee to assist the department in updating the plan. This bill would revise and recast certain provisions regarding The California Water Plan to, among other things, require the department to expand the membership of the advisory committee to include, among others, tribes, labor, and environmental justice interests. The bill would require the department, as part of the 2033 update to the plan, to update the interim planning target for 2050, as provided. The bill would require the target to consider the identified and future water needs for all beneficial uses, including, but not limited to, urban uses, agricultural uses, tribal uses, and the environment, and ensure safe drinking water for all Californians, among other things. The bill would require the plan to include specified

components, including a discussion of the estimated costs, benefits, and impacts of any project type or action that is recommended by the department within the plan that could help achieve the water supply targets. The bill would require the department to report to the Legislature the amendments, supplements, and additions included in the updates of the plan, together with a summary of the department's conclusions and recommendations, in the session in which the updated plan is issued. The bill would also require the department to conduct public workshops to give interested parties an opportunity to comment on the plan.

SB 707 (Durazo D) Open meetings: meeting and teleconference requirements.

Summary:

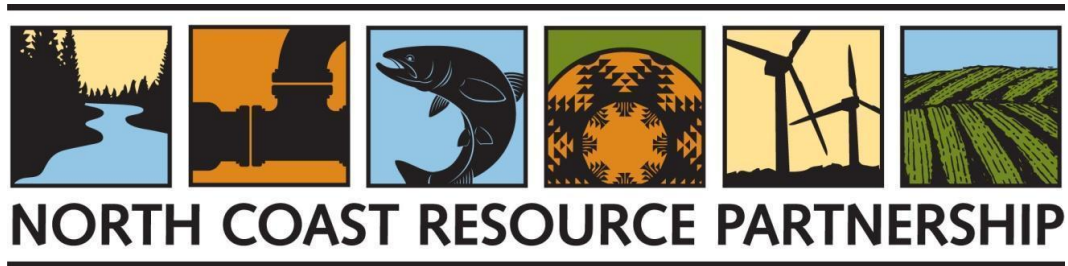
Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate. This bill would, beginning July 1, 2026, and until January 1, 2030, require an eligible legislative body, as defined, to comply with additional meeting requirements, including that, except as specified, all open and public meetings include an opportunity for members of the public to attend via a 2-way telephonic service or a 2-way audiovisual platform, as defined, and that the eligible legislative body take specified actions to encourage residents to participate in public meetings, as specified. The bill would require an eligible legislative body, on or before July 1, 2026, to approve at a noticed public meeting in open session a policy regarding disruption of telephonic or internet services occurring during meetings subject to these provisions, as specified, and would require the eligible legislative body to comply with certain requirements relating to disruption, including for certain disruptions, recessing the open session for at least one hour and making a good faith attempt to restore the service, as specified. This bill contains other related provisions and other existing laws.

SB 727 (McGuire D) The Great Redwood Trail Agency.

Summary:

(1) Existing law creates the Great Redwood Trail Agency with various powers and duties relating to rail service in the north coast area of the state, including the authority to acquire, own, lease, and operate railroad lines and equipment, and requires the agency, to the extent funding is available, to initiate or complete a railbanking process on its rail rights-of-way and to plan, design, construct, operate, and maintain a trail in, or parallel to, its rail rights-of-way. For purposes of these provisions, existing law grants the agency specified powers including, among others, the power to enter into and perform all necessary contracts in accordance with certain requirements. Under existing law, the authority is governed by a board of directors composed of nonvoting members appointed by the Governor and 9 voting members appointed by various local governments in the north coast area including a city representative selected by the cities served by the authority's rail line. This bill would expressly state that the agency is a subdivision of the state and would require the city representative to be selected by the cities through a process adopted by the board. The bill would require the board to adopt an annual budget and to provide for regular audits of the agency's accounts and records and to maintain accounting records and report accounting transactions in accordance with generally accepted accounting

principles, as specified. The bill would require a contract and prescribe competitive bidding procedures for any work, as defined, not performed by the personnel of the agency if the agency estimates the work to cost over a specified threshold, as prescribed.



APPENDIX A

NCRP Capacity & Technical Assistance Summary (2024-25)

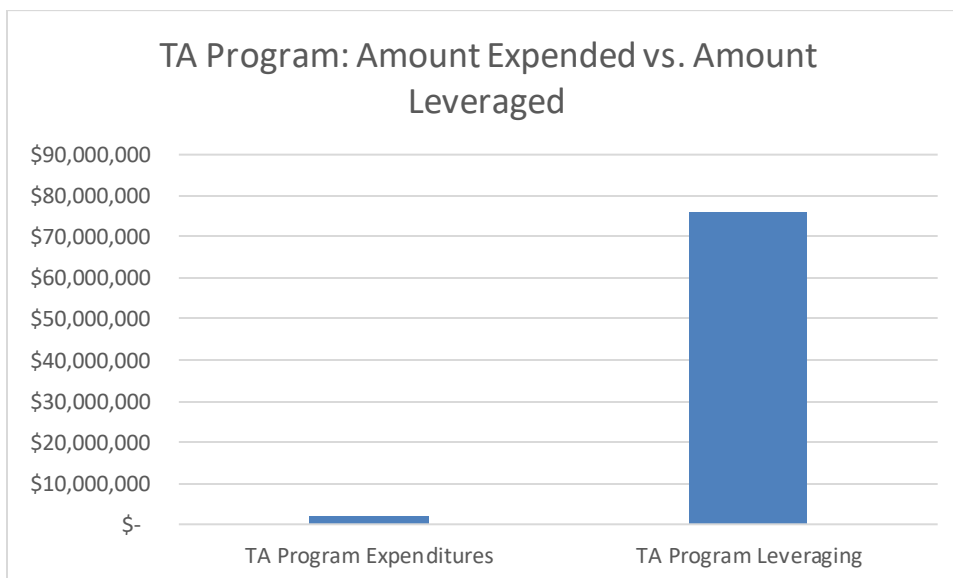


NCRP Technical Assistance Program Summary & Accomplishments

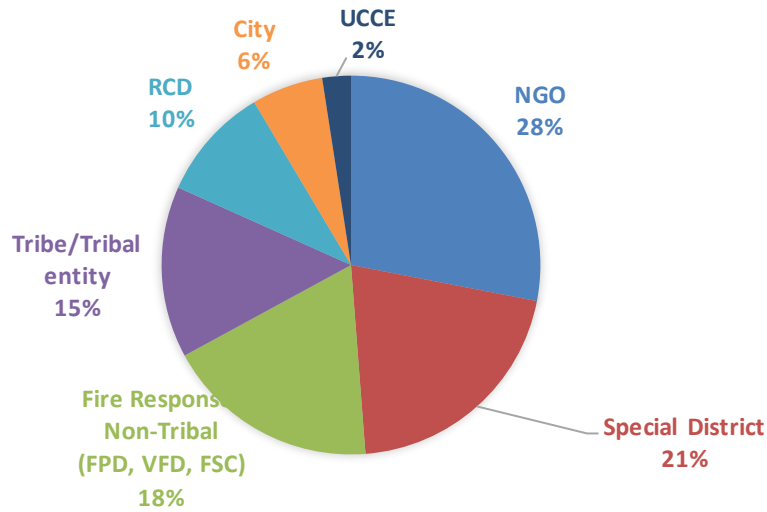
NCRP maintains an ongoing solicitation for proposals from eligible entities throughout the North Coast region that align with the [NCRP Vision for North Coast Resilience](#) and funder priorities. NCRP contracts with a technical regional expert to provide one-on-one technical assistance and capacity building for the selected technical assistance projects. The typical value of technical assistance provided is in the range of \$5,000 to \$15,000 per entity.

Following is a summary of the impacts and accomplishments of the NCRP TA Program's capacity investments to date, supported by funding from the DOC RFFC and the DWR DACTI programs.

- TA projects funded: 135 (111 RFFC, 24 DACTI)
- TA Program expenditures: \$1,980,408 in TA funding has been awarded
- **TA Program leveraging: \$76,262,476 in grant funding for implementation projects has been received as a result of TA awards**



PROJECT SPONSOR CHARACTERISTICS

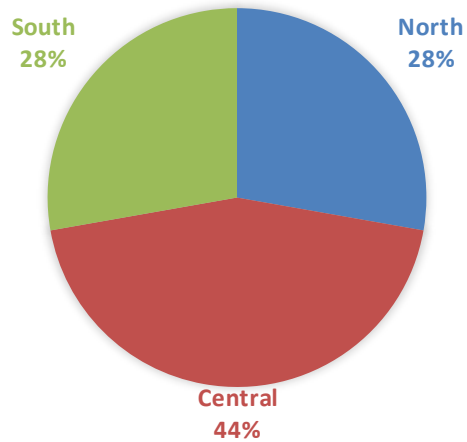


Project Sponsor Characteristics

82 entities served:

- 23 NGOs
- 17 Special Districts
- 15 Fire response entities (FSCs, FPDs, VFDs, etc.)
- 12 Tribes or Tribal entities
- 8 RCDs
- 5 Cities
- 2 UCCE

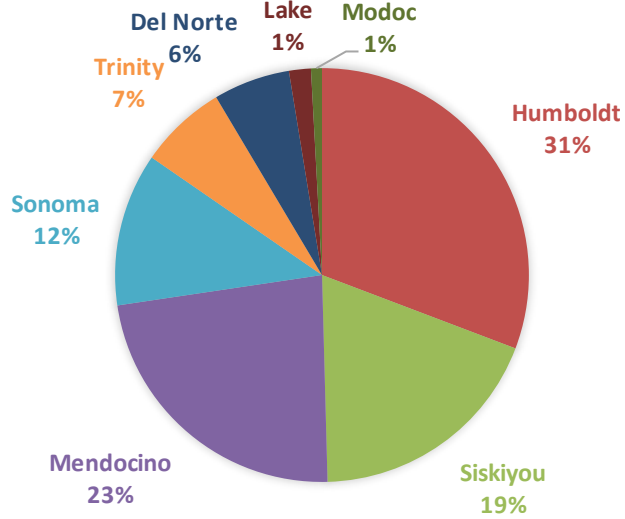
PROJECTS BY TRIBAL DISTRICT



18 Tribe/Tribal Entity Projects

- 5 Tribal North District
- 8 Tribal Central District
- 5 Tribal South District

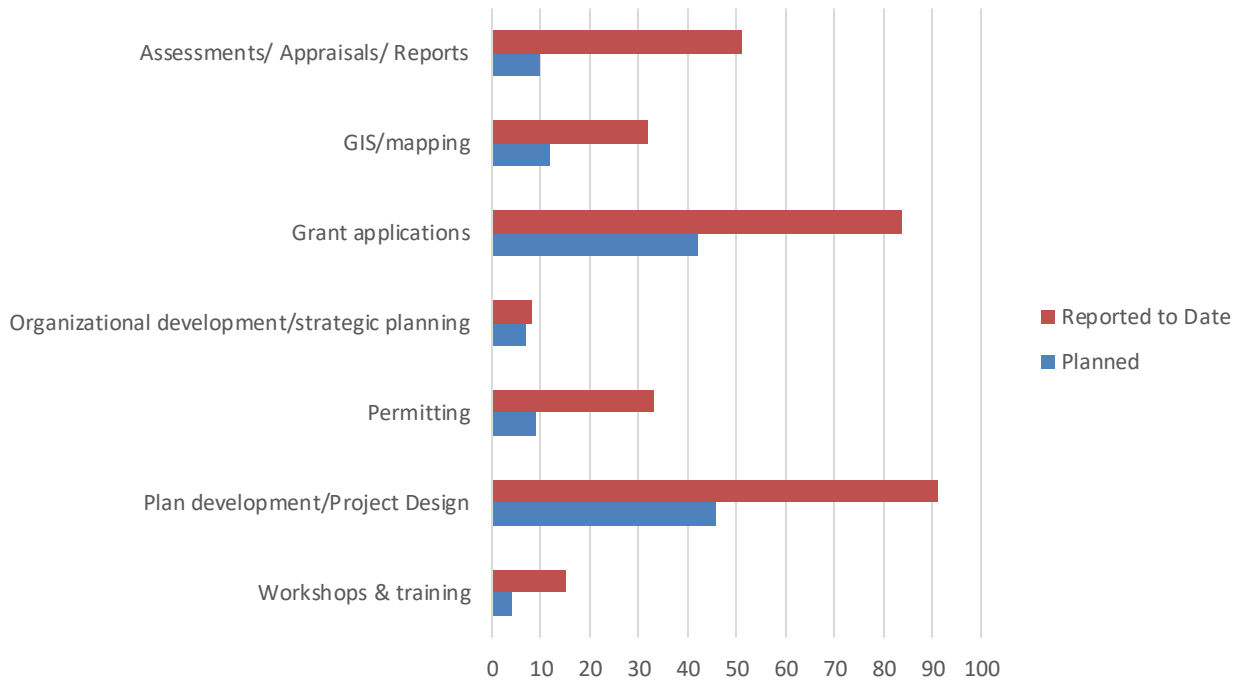
NON-TRIBAL PROJECTS BY COUNTY



117 Non-Tribal Projects

- 36 Humboldt County
- 22 Siskiyou County
- 27 Mendocino County
- 14 Sonoma County
- 8 Trinity County
- 7 Del Norte County
- 2 Lake County
- 1 Modoc County

Types of Technical Assistance



Humboldt Area Foundation/Wild Rivers Community Foundation (HAF/WRCF) Needs Assessment and Capacity Enhancement

In November 2021, The Humboldt Area Foundation/Wild Rivers Community Foundation (HAF/WRCF) awarded a \$400,000 grant to NCRP for the Fire Response Capacity Project. The objectives of this grant were to strengthen the long-term sustainability of fire response programs operated by area Tribes and very rural fire departments and protection districts within the HAF/WRCF region (Humboldt, Trinity, and Del Norte counties—a subset of the seven-county NCRP region).

Project outcomes include both a clearer understanding of regional capacity needs and increased capacity for a subset of community fire protection entities. This report describes the process used to assess local capacity needs, key assessment outcomes, and a summary of the support provided to five Tribes and Tribal emergency response entities.

This project also served as a pilot for NCRP's larger Regional Capacity Enhancement Strategy, allowing NCRP to test and evaluate proposed tools and strategies in a smaller group of Tribal areas and counties. Lessons learned will be critical for refining the regional strategy to better meet identified needs.

Key Findings

- **High demand for planning support:** Entities need structured planning assistance to prioritize and guide capacity-building activities.
- **Technical consulting needs:** Many organizations require ongoing, flexible access to technical experts tailored to their specific goals and objectives.
- **Support for partner engagement:** Stipends or other forms of compensation are essential to enable staff, especially volunteers, to dedicate time to planning and capacity-building work with consultants.
- **Programmatic opportunities:** Some forms of support could be provided more efficiently through a programmatic, circuit-rider model where expert consultants assist multiple organizations with similar needs, including:
 - Permitting
 - Strategic planning, facilitation, board development, and succession planning
 - Grant development and management
- **Regional/sub-regional support needs:** Broader challenges—such as access to spatial and mapping tools and outputs, workforce development and training, and funding for equipment and capital improvements—may be most effectively addressed at a regional or sub-regional level.

In addition to \$100,000 to conduct the needs assessment, HAF/WRCF provided NCRP with \$300,000 to implement capacity support for a subset of the interviewees. This funding was designed to test an approach for providing enhanced capacity support throughout the region. With RFFC funding to administer the program, NCRP devoted 100% of this funding to the recipients. The NCRP staff team – with guidance from HAF and the RFFC Ad Hoc - allocated 100% of this funding to the eligible (i.e., in the HAF/WRCF region) Tribal entities that had participated in the interviews. For the five pilot projects, recipients were invited to choose how they would prefer to receive the \$60,000 of support allocated to them, with equipment support capped at \$15,000 and training support capped at \$20,000. All recipients chose to receive planning support, in different amounts, as shown below. The recipients selected a consultant that provided extensive Technical Assistance to each

recipient over an 18-month period and assisted them with the development of a Capacity Enhancement Plan (CEP). CEPs were completed in June 2025 and have been provided to the recipients.

HAF/WRCF Sub-grantee Allocations - Direct Support & Planning Support

Sub-grantee	Direct Support via contract with Humboldt County	Planning Support via NCRP Technical Consultants	Total Support
Tolowa De-ni' Nation	\$15,000 equipment \$10,000 training	\$35,000	\$60,000
Yurok Fire Department	\$15,000 equipment \$20,000 training	\$25,000	\$60,000
Tsnungwe Tribe	n/a	\$60,000	\$60,000
Hoopa Fire Department	\$15,000 equipment \$20,000 training	\$25,000	\$60,000
Hoopa Fire & Rescue	\$15,000 equipment \$20,000 training	\$25,000	\$60,000
Totals	\$130,000	\$170,000	\$300,000



APPENDIX B

NCRP Regional Capacity Assessment (October 2025)

NCRP Regional Capacity Assessment

In-Person Interviews + Survey Results & Discussion - October 2025

Background: NCRP Capacity Assessment

Capacity needs assessment and investments are foundational strategies for addressing key NCRP principles of equity and fairness, as well as increasing investments and quality of life in historically underrepresented and under-resourced communities. The [Vision for North Coast Resilience](#) includes multiple strategies related to enhancing the capacity of partners in the North Coast region to carry out important work that benefits the region's communities and ecosystems. The [NCRP Adaptive Planning & Prioritization Framework](#), which guides how NCRP works across all program areas, begins with conducting regional assessments and gathering local expertise in order to identify strategic actions and priorities, ensuring that all NCRP programs address locally-identified and prioritized needs.

To guide the implementation of the capacity strategies outlined in the Vision Plan, NCRP is developing a North Coast Regional Capacity Enhancement Strategy. The strategy's first step is to conduct a Regional Capacity Assessment to identify and quantify individual entity and regional capacity needs, guide capacity investments in a fair and equitable manner, and allow NCRP to leverage additional funding to fill these needs. The Regional Capacity Assessment consists of a detailed survey of the capacity assets and needs of North Coast Tribes and a variety of organizations serving economically disadvantaged communities. The survey consists of approximately 50 questions, with responses collected via the ArcGIS Survey123 app. The first phase of data collection included interviews via Zoom. Each interview was in-depth and took 60-90 minutes to conduct. The second phase of data collection invited participants to answer the questions on their own directly on the Survey123 form and submit the responses online (link to [pdf version of Regional Capacity Assessment here](#)).

The Interview phase of the Regional Capacity Assessment focused on Tribes, Resource Conservation Districts, nonprofit organizations focused on forest health and wildfire resilience (including Fire Safe Councils and Prescribed Burn Associations), and volunteer fire departments and fire districts. The first priority was to conduct in-person interviews with respondents in Severely Economically Disadvantaged Communities. Sixty-seven interviews were completed between November 2024 and September 2025.

The Survey phase was opened to all interested participants and shared via the NCRP email list in August 2025. As of August 31, 18 additional surveys were collected.¹ Data reported below includes responses from the 85 Interviews + Surveys collected to date.

Interview/Survey Results & Discussion

Respondent Demographics

The demographics section asked the following questions:

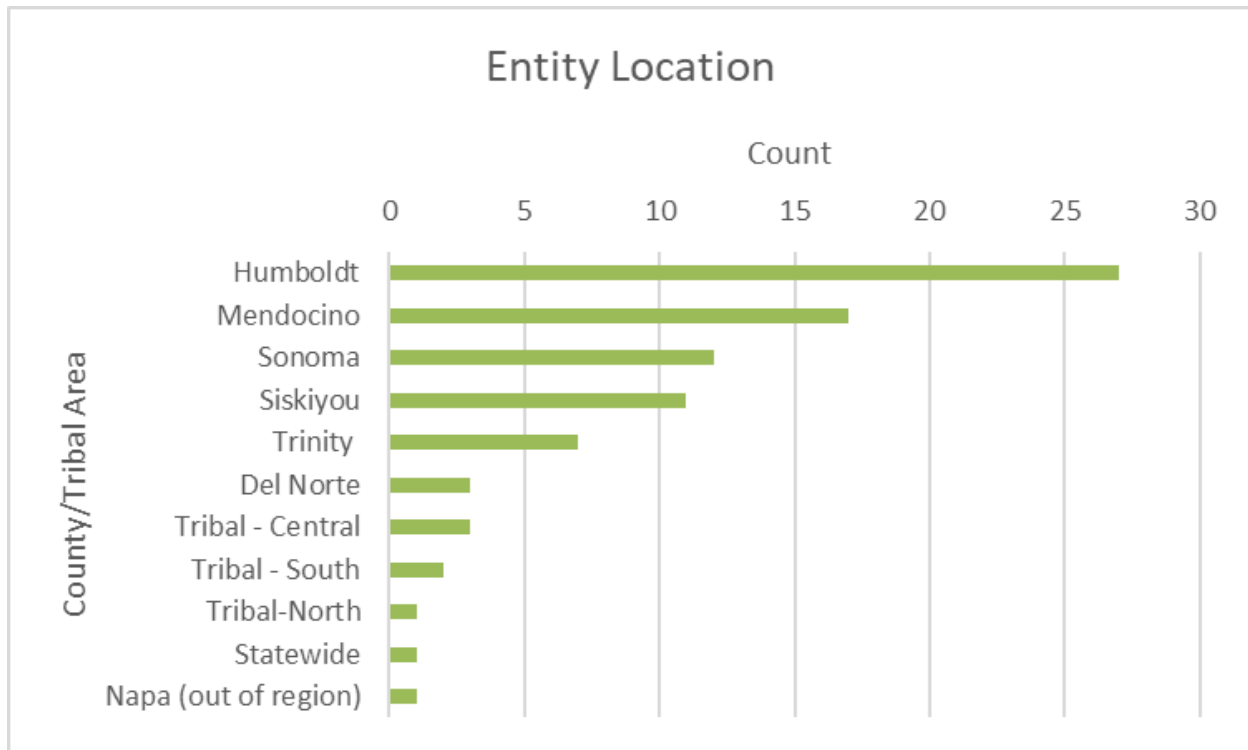
- Location (entity headquarters, main population base)
- Type of Entity

¹ 23 survey responses were received, 1 entity responded twice and 4 entities responded to the Survey after participating in the Interview. Duplicate responses were reviewed for new data, which was integrated into the original, and then removed from analysis. Thus the Survey resulted in 18 new responses.

- Number served (# in service area, # of residents, # of members, etc.)
- Description of Population Served
- Entity Mission/Focus Areas

Location

The number of respondents by county reflects the combination of population size plus the percent of the county designated as severely economically disadvantaged. Thus although Sonoma is the most populous county in the region, only a small portion of the region is severely economically disadvantaged. Humboldt and Mendocino are the next most populous counties with large disadvantaged communities, followed by Siskiyou, Trinity, and Del Norte.



County/Tribal Area	Count	Percent
Humboldt	27	32%
Mendocino	17	20%
Sonoma	12	14%
Siskiyou	11	13%

Trinity	7	8%
Del Norte	3	4%
Tribal - Central	3	4%
Tribal - South	2	2%
Tribal-North	1	1%
Statewide	1	1%
Napa (out of region)	1	1%
	85	

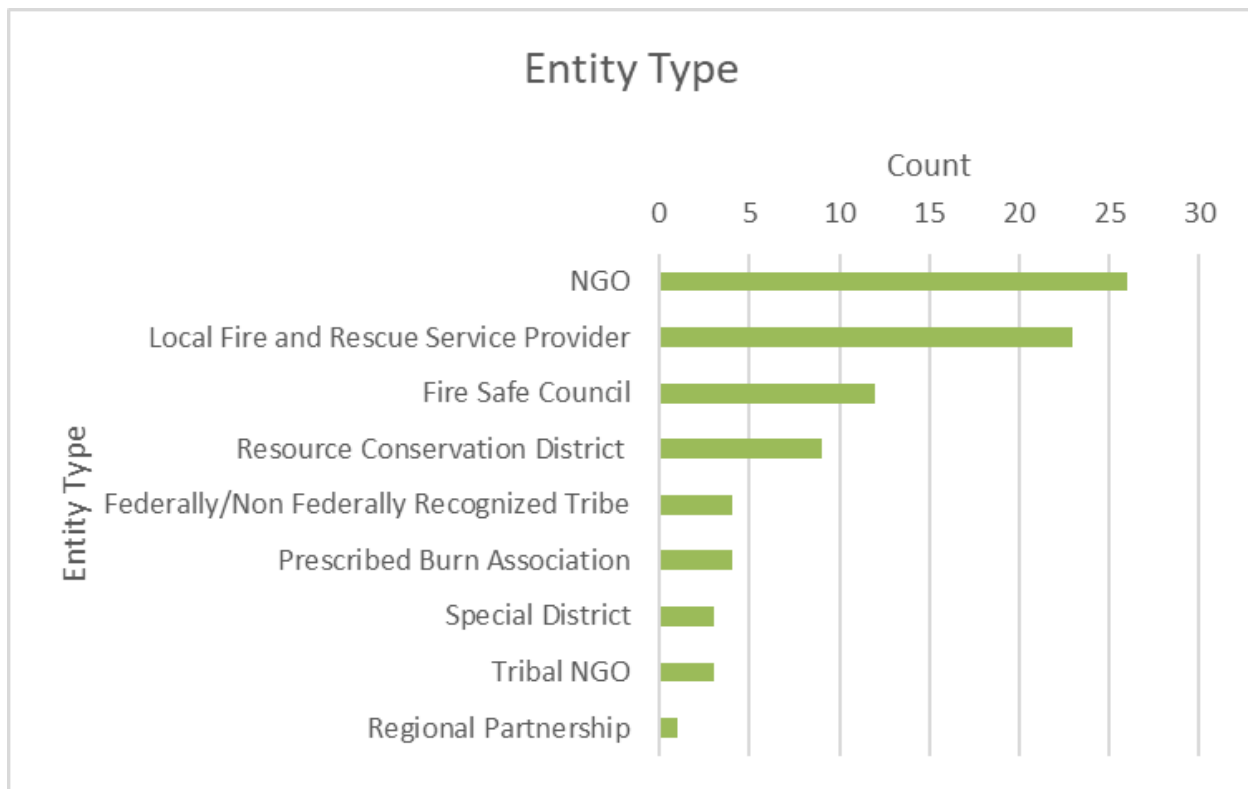
Entity Type and Number Served

In addition to a focus on severely economically disadvantaged communities, entities prioritized for outreach had a role in fire and emergency response, community health & safety, and forest health, reflecting RFFC program priorities as well as priorities outlined in the NCRP Vision Plan. NGOs interviewed shared this mission & focus area and met other criteria, including having been a 501(c)3 organization for at least 2 years, Form 990s publicly posted, a governing body of at least 3 members, and gross receipts of over \$5,000 annually.

Outreach was conducted to all fire and rescue service providers serving severely economically disadvantaged communities and many serving disadvantaged communities as well. Given that most of these entities are staffed primarily or entirely by volunteers, the greater than 50% response rate to outreach was encouraging. The county-wide Fire Safe Council was interviewed for each county and outreach was conducted to all Prescribed Burn Associations. All 9 RCDs in the region were interviewed.

Several special districts responded to the survey. Water-related special districts were not a main focus for outreach for this assessment, as assessments focused on water districts were conducted in 2020 ([The North Coast Resource Partnership Disadvantaged Community & Tribal Water & Wastewater Service Providers Needs Assessment](#)).

The size of the population served by respondents varies from hundreds to hundreds of thousands, reflecting local population size, service area size, and fluctuating seasonal residence (increased greatly in the summer tourist season).



Entity Type	Count	# Served (Range)
NGO	26	100s-statewide
Local Fire and Rescue Service Provider	23	300-15,000
Fire Safe Council	12	132-130,000
Resource Conservation District	9	5,000-400,000
Federally/Non Federally Recognized Tribe	4	175-1000
Prescribed Burn Association	4	300-35,000
Special District	3	150-94,000

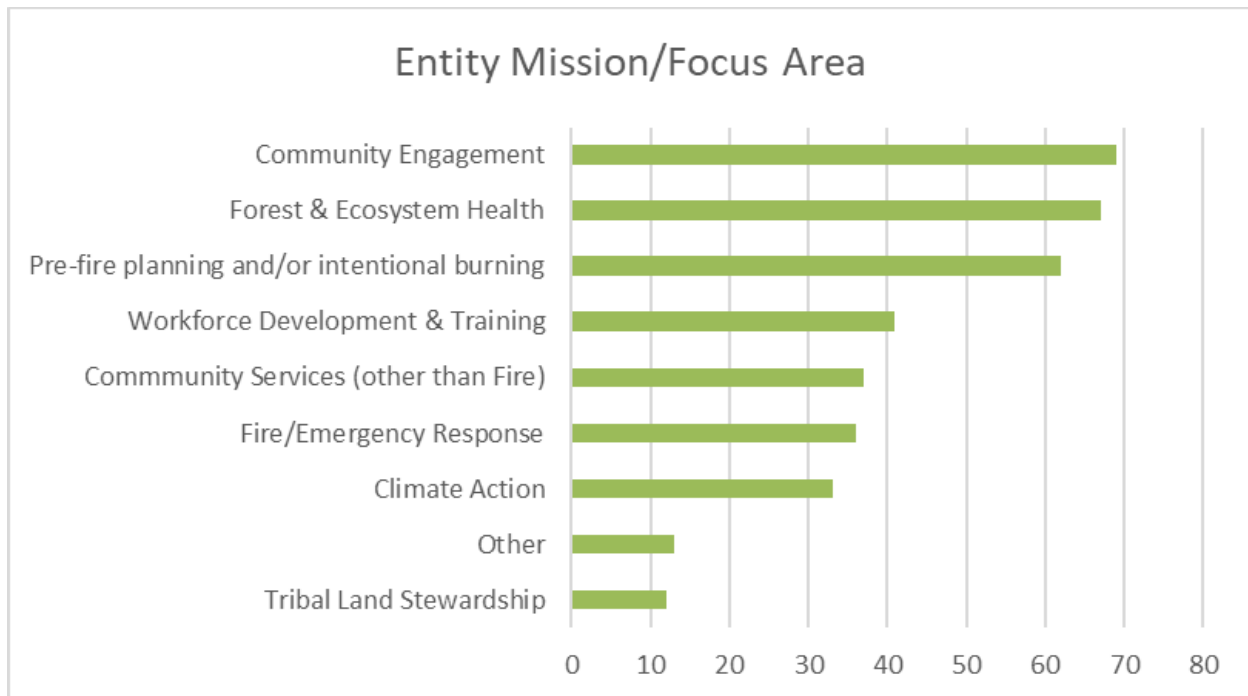
Tribal NGO	3	100-3,500
Regional Partnership	1	40,000
	85	

Description of Population Served

Given the prioritization of entities serving severely economically disadvantaged communities, most respondents described the population they serve as rural, underserved, economically challenged, with a larger percentage of older residents on fixed incomes. Many, particularly coastal communities, have a large number of non-resident landowners and very large tourist pressure in the summer, which can increase the number served by an order of magnitude during tourist season. Fire response entities, staffed mostly by volunteers, note that most of their calls in the summer are responding to accidents along tourist corridors and the rest of the year a large percentage of calls are for age-related medical emergencies. 40 of the 78 non-Tribal entities report having a significant Tribal population in their service area and many respondents in the northern part of the region have a large Hmong population in their services area.

Entity Mission/Focus Area

Respondents were asked to identify their entity's mission and focus area from a drop-down menu. Multiple responses were allowed to capture the full range of mission-driven activities. Most entities chose Community Engagement (82%) and Forest & Ecosystem Health (80%), and Pre-fire planning and/or intentional burning (74%) as focus areas, reflecting prioritization criteria and outreach focus. Close to half of entities chose Workforce Development & Training (49%), Community Services other than fire/emergency response (44%), and Fire/Emergency response (43%).



Key Partnerships

Respondents were asked to list their key partnerships - formal or informal collaborations that were critical to achieving their mission. The table lists entities that were named as a key partner by at least 5 respondents. These data highlight the importance of partnerships with state and federal agencies and county departments, the role of the county RCDs and Fire Safe Councils in fostering collaboration, and identify some NGOs that collaborate extensively with local partners.

Entity	# of Key Partnerships
CAL FIRE	36
US Forest Service (various units)	18
NRCS (various offices)	12
Mendocino County (various departments)	10
Humboldt County RCD	8
Mendocino County Fire Safe Council	8

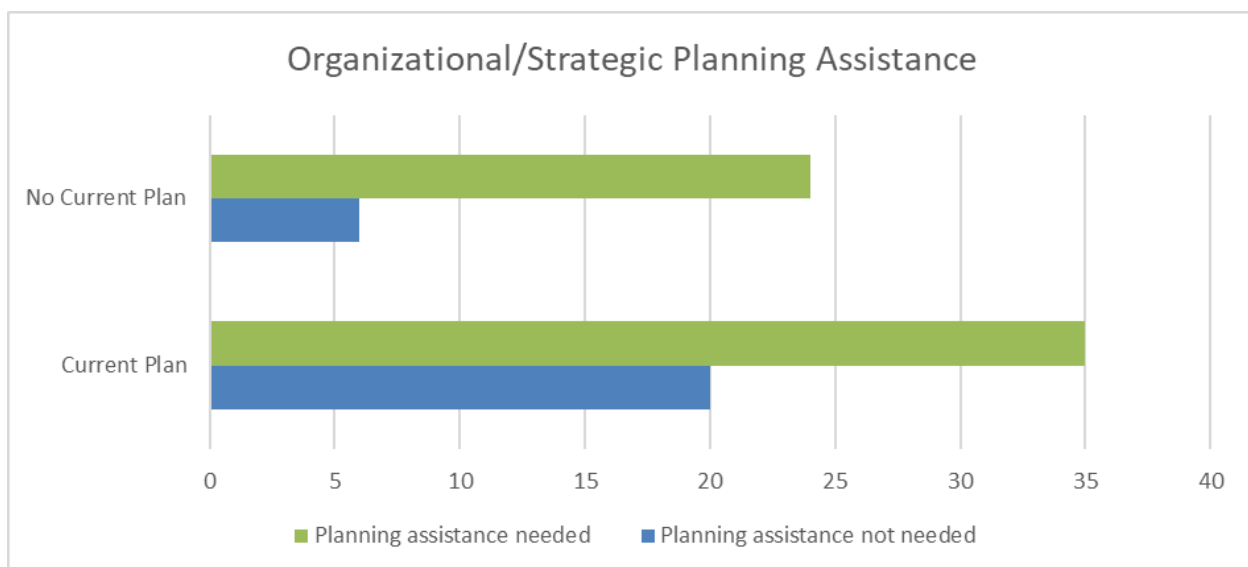
North Coast RCD Durable Collaborative	8
Sonoma County (various departments)	8
UC Cooperative Extension	8
NCRP	7
Shasta Valley RCD	7
Trees Foundation	7
Watershed Research & Training Center	7
Mattole Restoration Council	6
Trinity County (various departments)	6
Trinity County RCD	6
Trout Unlimited	6
BLM (various offices)	5
CA Dept of Fish & Wildlife	5
CA State Coastal Conservancy	5
CAL TRANS	5
Eel River Wailaki	5
Fire Safe Sonoma	5
Humboldt County Fire Safe Council	5

Mendocino County RCD	5
Sonoma RCD	5
Southern Humboldt Fire & Rescue	5
Southern Humboldt Fire Chief's Association	5

Organizational/Strategic Planning

Respondents were asked about their need for organizational/strategic planning assistance. Overall, 59/85 respondents (69%) expressed a need for planning assistance.

For organizations that have some kind of current strategic plan, work plan, financial plan, or action plan, 64% would like assistance to enhance or update their existing plan. For organizations that do not have a current plan, 80% would like assistance to develop one.



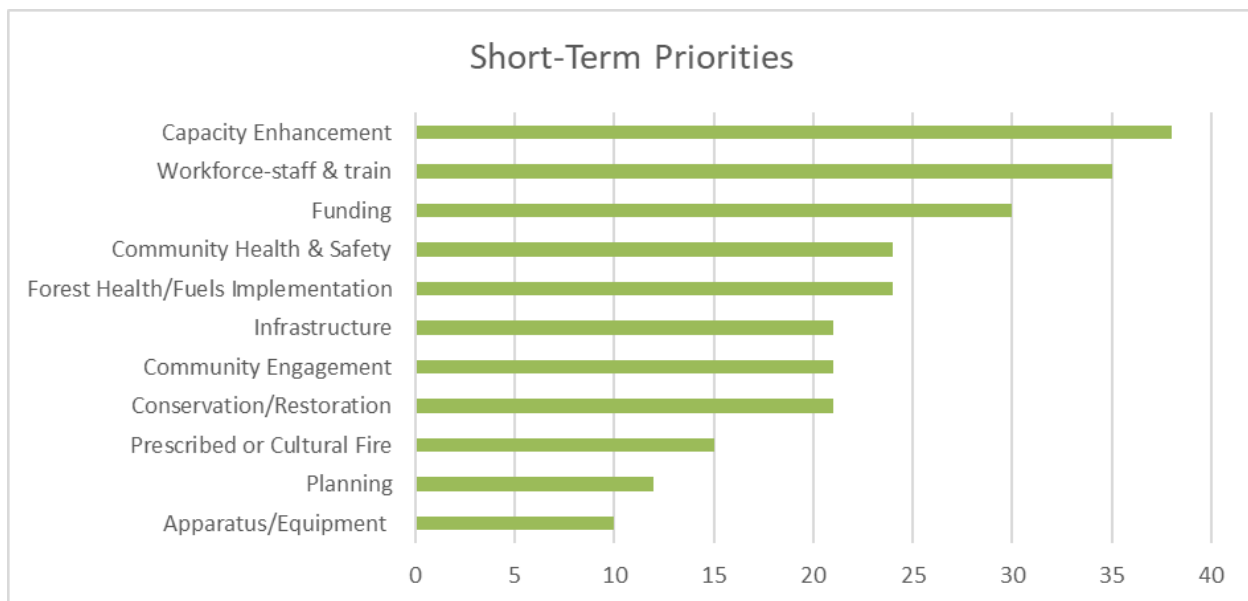
Respondents were asked what kind of planning assistance would be most helpful. In descending order of frequency, answers include:

- Technical assistance: consultant to help update old plan or develop new plan
- Facilitation: Strategic planning, Board facilitation - developing mission, vision, priorities, etc.
- Stipends/payment for staff (paid and volunteer) to work with consultant on planning (paired with TA)
- Funding for staff to develop a plan
- Peer-to-peer support: i.e. shared examples of plans from other organizations

- Assistance developing action plans from existing strategic plans
- Assistance developing funding plan for priority actions, including identifying funding sources

Priorities

Respondents were asked to list their top 3 short-term priorities. 251 responses were provided; grouping responses by category revealed that the top three short-term priorities identified were 1) Capacity enhancement/organizational capacity development, with 38 organizations listing this as a top priority, 2) Workforce development(paid staff & volunteers) - staffing and training, with 35 organizations listing as a top priority, and 3) Funding - organizational funding & project funding, with 30 organizations listing as a top priority.



Respondents were asked to list their top 3 long-term priorities. 229 responses were provided. Long-term priorities were somewhat more open-ended and less specific than short-term priorities. The same three top priorities were identified, with workforce development and funding switching 2nd & 3rd place on the list. Even more respondents listed capacity enhancement as the top priority: 47 respondents listed this as a top long-term priority, vs. 38 who listed it as a top short-term priority. Land Conservation/Ecological Restoration and Planning also rose in importance in the long-term timeframe.

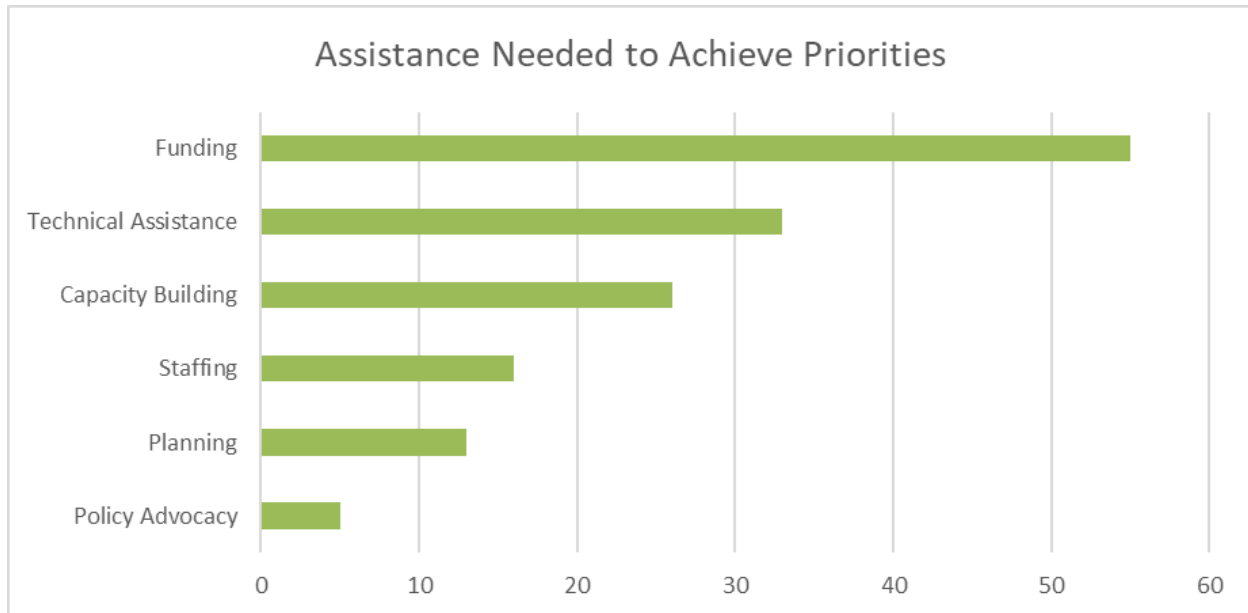


Respondents were asked in an open-ended question what the main barriers were to achieving short and long term priorities. 41% of respondents cited a lack of adequate funding as the main barrier. Several mentioned recruitment and retention and capacity challenges, both of which are evaluated in-depth in a later section.

Respondents were asked in an open-ended question what kinds of assistance and support was needed to achieve short and long term priorities. Responses were rich and thought-provoking. The main identified needs were categorized and counted and are displayed in the graph below.

- Funding support - operations and staffing as well as projects
- Technical assistance - grant development, GIS mapping, permitting, project design, etc.
- Capacity Building - organizational and strategic planning, project management, admin/HR, etc.
- Staffing - recruitment, retention, funding, and training
- Planning - project level planning and collaborative planning
- Policy advocacy

Besides these main categories of assistance, several respondents cited the need for cross-boundary collaboration, peer-to-peer meetings and collaborative planning opportunities. These respondents cited the desire to meet and collaborate with partner organizations and to work together to plan, fund, and implement large-scale projects with multiple partners.



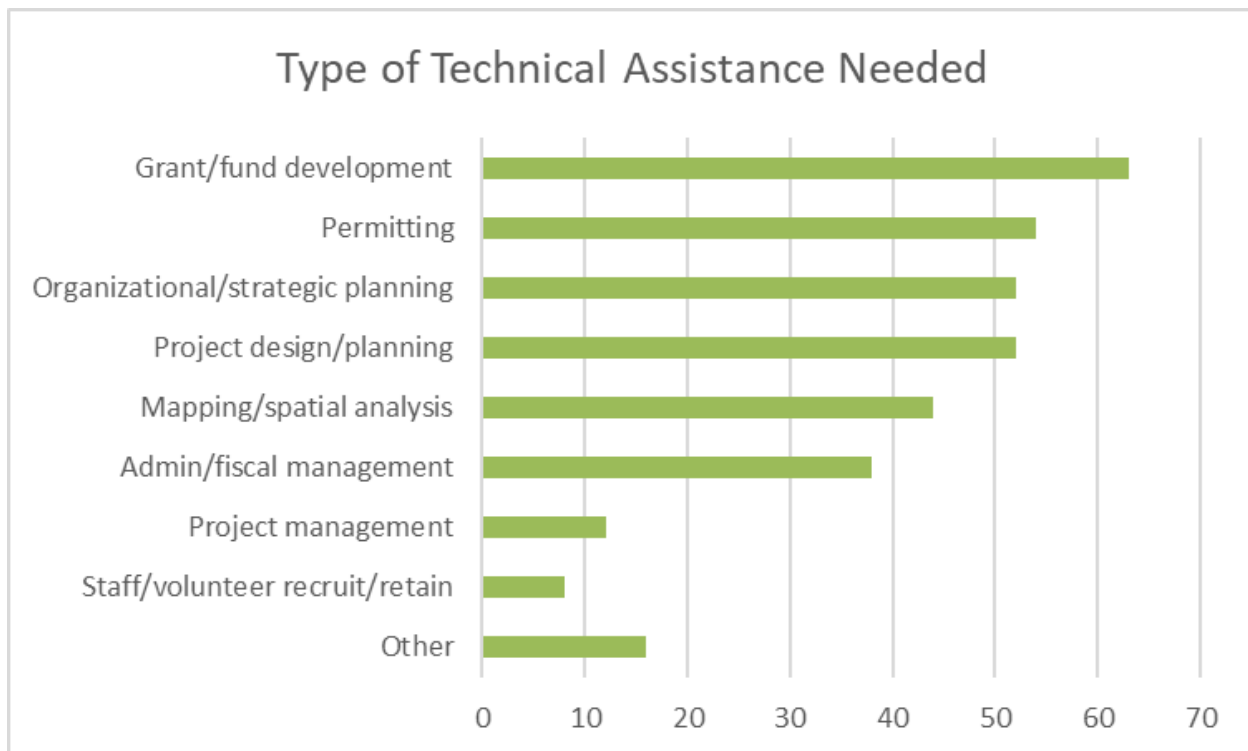
Support & Assistance Needs

Data on revenue, grants, and funding needs for operations, infrastructure, equipment and projects are discussed in a later section. This section deep-dives into the other three main categories of assistance needed - Technical Assistance, Capacity Building, and Staff/Training needs.

Question 42-43 Technical Assistance

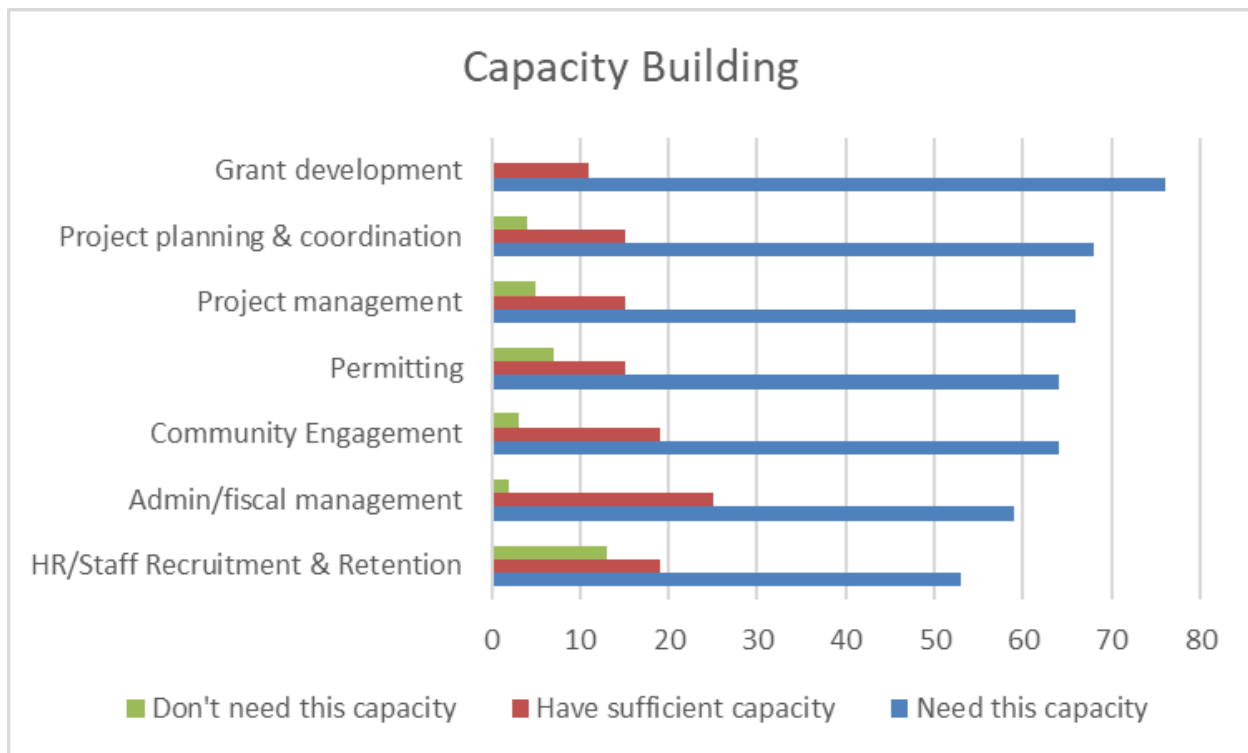
Ninety-four percent of interview respondents and 77% of survey respondents need Technical Assistance (TA) or additional support to fulfill their mission and achieve their short- and long-term priorities. This difference between the two groups most likely reflects that interviews focused on entities serving severely economically disadvantaged communities, while the survey was open to all.

While there was significant need expressed for project-related TA - grant development, permitting, project design and planning, mapping and spatial analysis, there was also a strong need for capacity building TA, particularly organizational and strategic planning and administrative and fiscal management support. As noted above, planning assistance is needed by many entities, particularly those that do not have a strategic plan in place. In the “Other” category, communications, outreach, website, and social media support was listed by 8 respondents.



Capacity Building

Respondents were given the list of capacity needs in the graph below, and asked whether they need to add or enhance this capacity, have sufficient capacity, or don't need this capacity. Responses track those to other capacity-related and technical assistance questions: Additional project-related capacities are needed by most respondents (grant development - 89%, project planning and coordination - 80%, permitting - 75%) and organizational/operational capacities are needed by the majority as well (project management - 78%, community engagement - 75%, admin/fiscal management - 69%, HR/staff recruitment/retention - 62%).



Capacity-supporting Entities

Respondents were asked, in an open-ended question, to identify entities that currently provide them with capacity support or assistance. Unlike the Key Partners question, which captures a broad range of partnerships, this question focused specifically on entities that deliver capacity support. The intent was to highlight organizations that may be especially well-positioned to serve as key nodes in a network working with NCRP to strengthen local capacity.

The table below lists entities named by three or more respondents as providers of capacity support. Most of the NCRP region is served by at least one of these entities; however, gaps remain in Del Norte and western Modoc counties, as well as the western and eastern portions of Siskiyou County. Strengthening the capacity of RCDs and other local entities in these areas may represent an effective investment of resources to better support underserved communities in the far north of the NCRP region.

Capacity-supporting Entities	County	# of times listed
CAL FIRE	Regionwide	11
Mendocino County Fire Safe Council	Mendocino	9
Humboldt County RCD	Humboldt	7

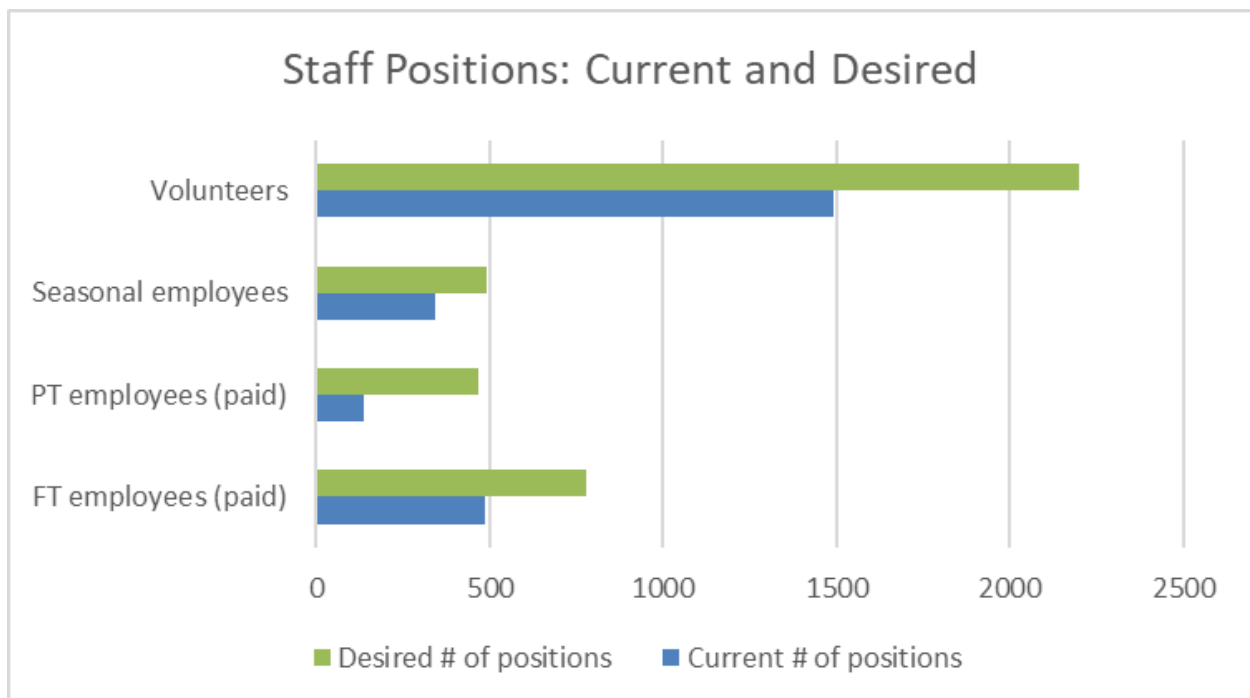
Trees Foundation	Humboldt	6
Watershed Research and Training Center	Trinity	6
Humboldt County Fire Safe Council	Humboldt	4
Mattole Restoration Council	Humboldt	4
Mendocino County RCD	Mendocino	4
Sonoma RCD	Sonoma	4
Southern Humboldt Fire & Rescue	Humboldt	4
Mendocino County	Mendocino	3
Mid Klamath Watershed Council	Trinity	3
NRCS	Regionwide	3
Shasta Valley RCD	Siskiyou	3
Sonoma County	Sonoma	3
Trinity County RCD	Trinity	3

Staff and Training Needs

Respondents were asked about current and desired staffing numbers in four staff categories: full-time paid employees, part-time paid employees, seasonal employees, and volunteers. Volunteers were defined as those with a significant and ongoing commitment (such as volunteer firefighters) rather than as individuals who help infrequently (such as with annual events). The table shows the number of currently filled positions in each category, the number of desired/unfilled positions, and the difference, which represents positions that entities would add if they had funding, resources, and available candidates.

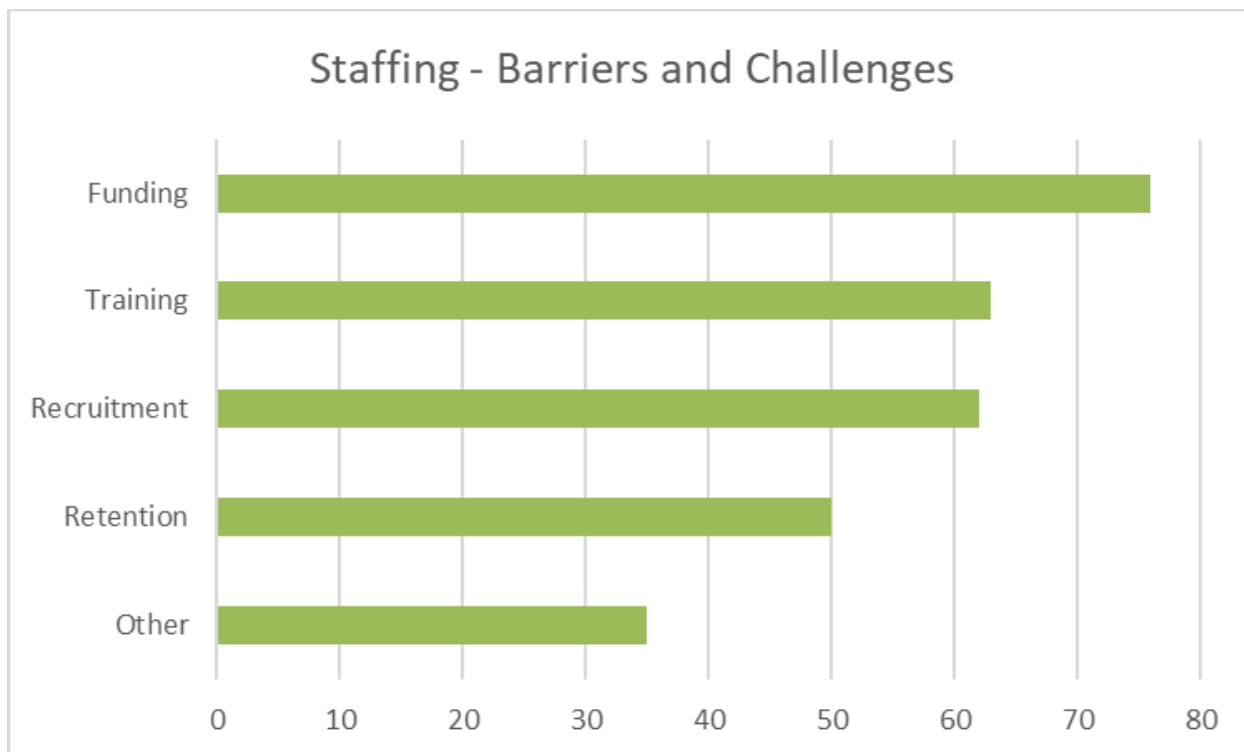
Entities would like to add staff in all categories. Almost 300 new full-time paid positions would be added if funding were available. More than 700 additional volunteers are needed. In addition to illustrating the gap between the number of currently filled positions and the number of positions entities would like to add, the graph also highlights the sector’s strong reliance on volunteers—particularly among fire and emergency service providers, which in this largely rural region are mostly volunteer-staffed—as well as the ongoing difficulty these providers face in maintaining adequate volunteer rosters. Barriers and challenges to adding and retaining staff are described in the next section.

Staff Type	Current # of positions	Desired # of positions	Difference
FT employees (paid)	485	779	294
PT employees (paid)	139	466	327
Seasonal employees	344	492	148
Volunteers	1490	2199	709



Staffing - Barriers & Challenges

Respondents were asked what barriers and challenges made it difficult to add and support desired staff positions. Funding for staff positions was the main challenge with 89% of respondents reporting inadequate funding for desired staff positions. Providing and paying for adequate training for staff was a problem for 74% of respondents, and recruitment (73%) and retention (59%) were also challenges.



Funding challenges

Most respondents from all types of entities reported that they need base funding to support key staff positions, enabling them to recruit and retain qualified staff and offer both required training (i.e. certifications for firefighters and emergency responders) as well as staff development opportunities. Base funding for key staff would create stability for all entities and enable them to focus on their mission. Unrestricted general program funds would assist with program development and provide opportunities to grow and seek new opportunities.

Entities that rely mainly on volunteers, such as fire and emergency responders, still have a need for some paid positions for fire chiefs or duty officers and the limited tax base they rely on for funding makes this a challenge. Most volunteer fire departments would like to offer per-call payments and stipends and/or per diems for required training, covering the cost of lodging, food, and travel - both of these types of payments help with volunteer recruitment and retention. There is a cost to keeping a department running and response ready 24 hours a day, and this baseline cost isn't affected by the number of calls.

For entities that rely on grant funding to pay staff, volatile and uncertain grant cycles and short grant terms makes it difficult to keep positions filled - even full time positions are often not long-term. Without guaranteed long-term funding, they are unable to offer benefits to staff, making positions less attractive. There is also a conundrum in that it takes time, expertise, and capacity to write grants, time

that is not typically covered by grant funds. Grants also typically do not adequately cover staff professional development, program development, technology upgrades and ongoing technology costs such as software subscriptions, or communications and outreach costs like website design and maintenance. Few grants provide adequate coverage of indirect/overhead costs, according to respondents.

All entity types need funding for training - training challenges are discussed in the next section

Training Challenges

Respondents identified training needs in two main areas: Required certifications (e.g., for firefighters and emergency responders) and Professional development to build or expand skills and capacity. Across both categories, the size and remoteness of the region make training disproportionately expensive. While training fees themselves can be high, the larger burden comes from long-distance travel, which adds direct costs for gas, lodging, and meals, as well as indirect costs in time away from work and family. For volunteers who balance day jobs, this is often prohibitive. Childcare is also a barrier for many.

A shortage of qualified local instructors forces trainees to travel long distances, and while some grants cover training costs, they rarely allow per diems or fully reimburse travel, food, and lodging. Additional funds are needed to cover equipment and PPE for trainees.

Respondents emphasized the need for coordinated, organized training programs to expand the pool of potential fuels crew members and volunteer firefighters. Individual NGOs or fire departments are too small to sustain local training opportunities, but collectively they could generate sufficient demand to bring trainers into the region. EMT trainings were frequently cited as a critical local need. Some entities also noted they have facilities available if trainers could travel to them.

Training participation is strengthened when certifications or advanced training are tied to career advancement. However, in the absence of sufficient funding for paid or management-level positions, these incentives are limited.

Recruitment and Retention Challenges

In this large, sparsely populated rural region, the pool of local skilled applicants for almost any job is very small, and few are willing to relocate to a remote and economically disadvantaged area. Available housing is scarce and housing costs are high. Salaries and benefits are not competitive with opportunities in more urban areas. Workers are unwilling to locate for non-permanent grant-funded positions that may not last longer than a 1 to 3 year grant cycle.

All counties in the North Coast region have an older median age than the state average of 37.6. The median age in Trinity county is almost 55. This reduces the pool of individuals who are interested in and able to work in physically demanding jobs. There are only 2 four-year universities in the region, meaning many young people leave to pursue educational and career opportunities, and with a low availability of career track jobs with benefits, many do not return. Others leave the area due to the high cost of housing or the lack of available housing for growing families.

For entities relying on volunteer recruitment, it is difficult to recruit volunteers who must undergo hundreds of hours of training without reimbursement for their out of pocket costs or work time lost. Due to the depressed economy in many parts of the region, residents must commute long distances for paid jobs, making them unavailable to volunteer for local fire departments. Many fire chiefs who were interviewed agreed that the volunteer model of providing fire and emergency response is broken, and without investments from public agencies, local fire and emergency response will suffer.

NGOs and RCDs are often competing with federal and state agencies for employees, as well as with private companies, and cannot offer competitive salaries and benefits to attract and retain skilled staff.

Training Needs

Regional training needs are both extensive and difficult to meet. Many respondents emphasized the importance of regional training support, which could include a dedicated training coordinator, sub-regional training centers, bringing trainers and courses into the region, offering no-cost trainings, and providing stipends—especially for volunteers pursuing required certifications. Expanding regional training capacity could also support the development of year-round local crews to meet seasonal needs, from forest health and fuel management to prescribed burning, reforestation, and other priorities. Keeping workers local would, in turn, strengthen volunteer fire departments and increase available trained first responders for wildland fire incidents.

The training needs of local fire and emergency responders are complex. Some basic certifications are required for all volunteers, and many other certifications are desired by departments that want to increase their response capacity and grow the skills of their workforce. Almost every fire chief interviewed would like to increase the number of paid positions and cited multiple benefits for creating additional public service jobs in the community. Below is a list of the trainings and certifications cited by fire chiefs, listed in frequency order:

- EMT/paramedic
- Wildland Firefighter Type 1 & 2, Basic 32
- Burn boss
- PSFA Title 22 First Responder (First Aid & CPR)
- Sawyer
- Engine Boss
- Wilderness first responder
- Rescue (rope, water)
- Engine operator
- Fire apparatus & specialty equipment mechanical
- Fire chief and executive officer training, including Division Supervisor, Incident Command, Company Officer, Task Force Leader, and other roles

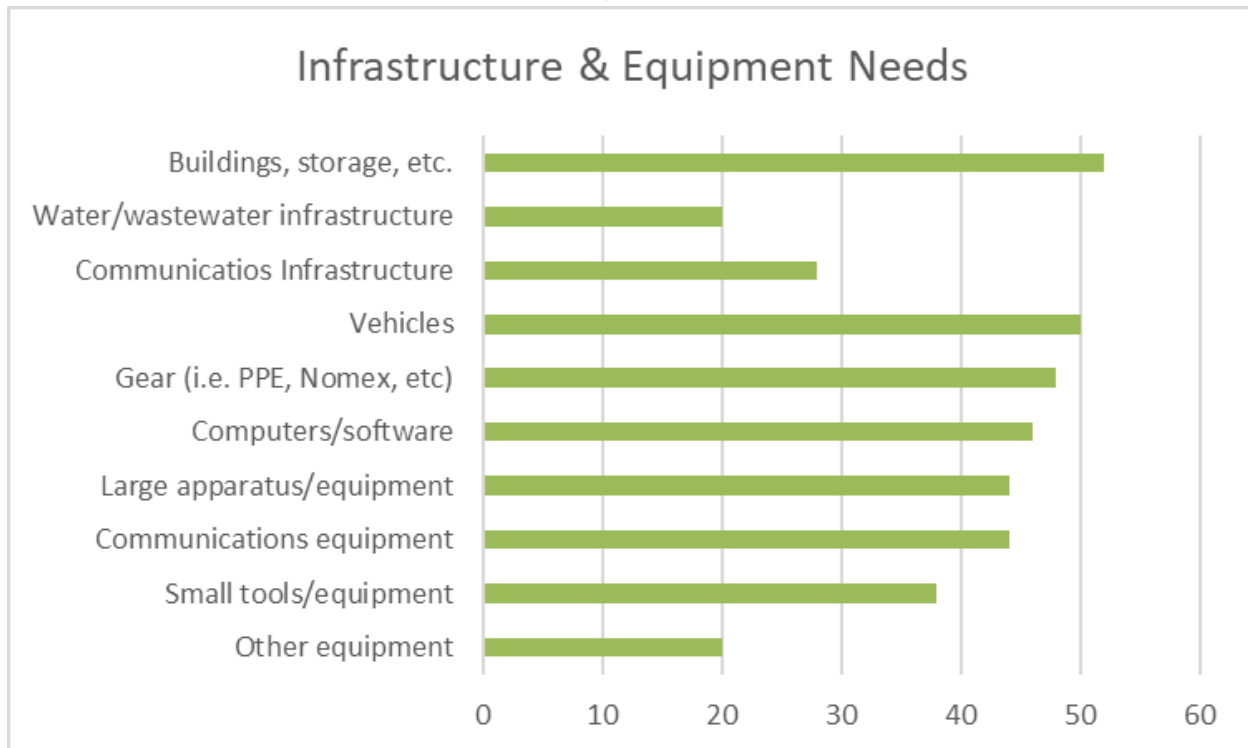
Respondents from other sectors, such as RCDs and other special districts, NGOs, Fire Safe Councils and Prescribed Burn Associations have other training and certification needs. The following list includes training and certifications requested, listed in frequency order:

- Burn boss
- GIS

- Biologist/Botanist
- Finance management
- Grant administration
- Registered Professional Forester
- CEQA/permitting
- Project management

Infrastructure & Equipment Needs

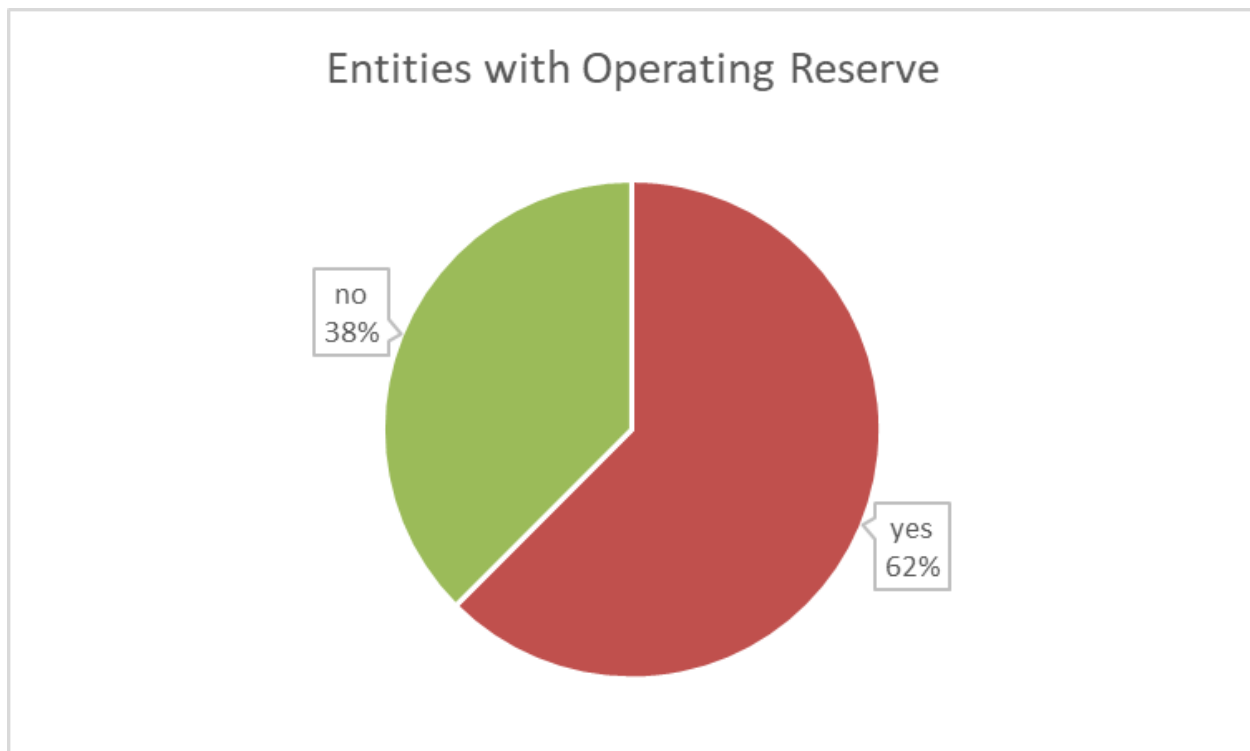
Respondents were asked whether they have adequate infrastructure and equipment to support their entity's mission. 71% of respondents do not have adequate infrastructure to fulfill their entity's mission, and 85% of respondents lack supplies & equipment needed to fulfill their entity's mission. The graph shows the number of entities that have infrastructure and equipment needs in different categories. Note that each category can include multiple items needed: for example, one fire department might need multiple vehicles and several large apparatuses of different types, several different kinds of gear and hand radios for each volunteer on their roster, etc.



Annual Revenue and Funding Needs (some elements to be shared in a future version of this report)

Operating Reserve & Cash Flow

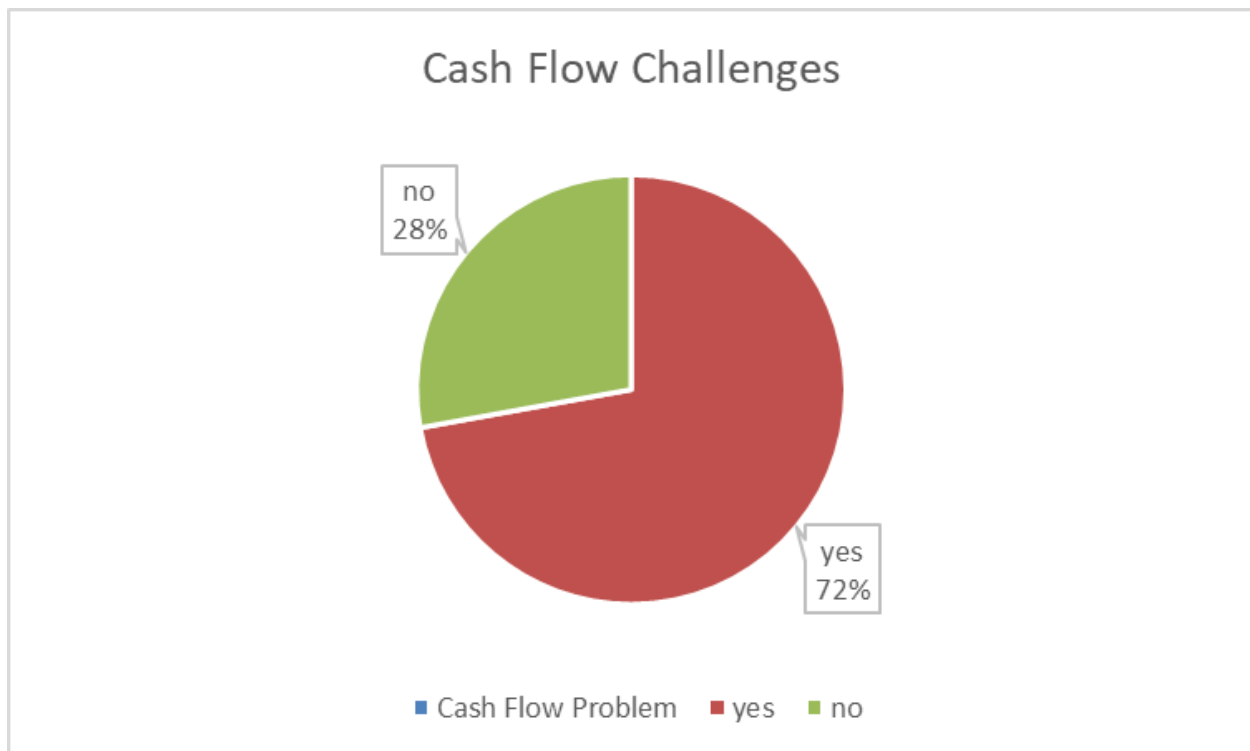
Respondents were asked whether their entity has an operating reserve: 62% of respondents have an operating reserve, 38% do not. For organizations with an operating reserve, the average length of time covered by the operating reserve is 9 months.



Respondents were asked whether cash flow is a problem for their organization. Cash flow challenges affect 72% of entities. The biggest challenge, cited by nearly all respondents, was the slow rate of payment turnarounds, which makes it impossible to pay contractors and even staff in a timely manner. Respondents were asked what would improve cash flow for their organization. The most common suggested improvements were:

- Advance payments (with interest earned allowed/applied to project)
- Faster payment turnarounds
- Low- or no- interest lines of credit to use for paying local contractors while awaiting grant payments
- Base funding for local agencies (i.e. RCDs, Fire and Special districts)
- Reasonable indirect rates (i.e. state rate lower than federal rate)
- Reduce retentions
- Reduce matching fund requirements (critical for volunteer fire departments and other volunteer-run entities)
- Direct deposits of payments rather than paper checks
- More uniform reporting/invoicing requirements and purchasing policies
- Long-term community development block grants that provide base funding

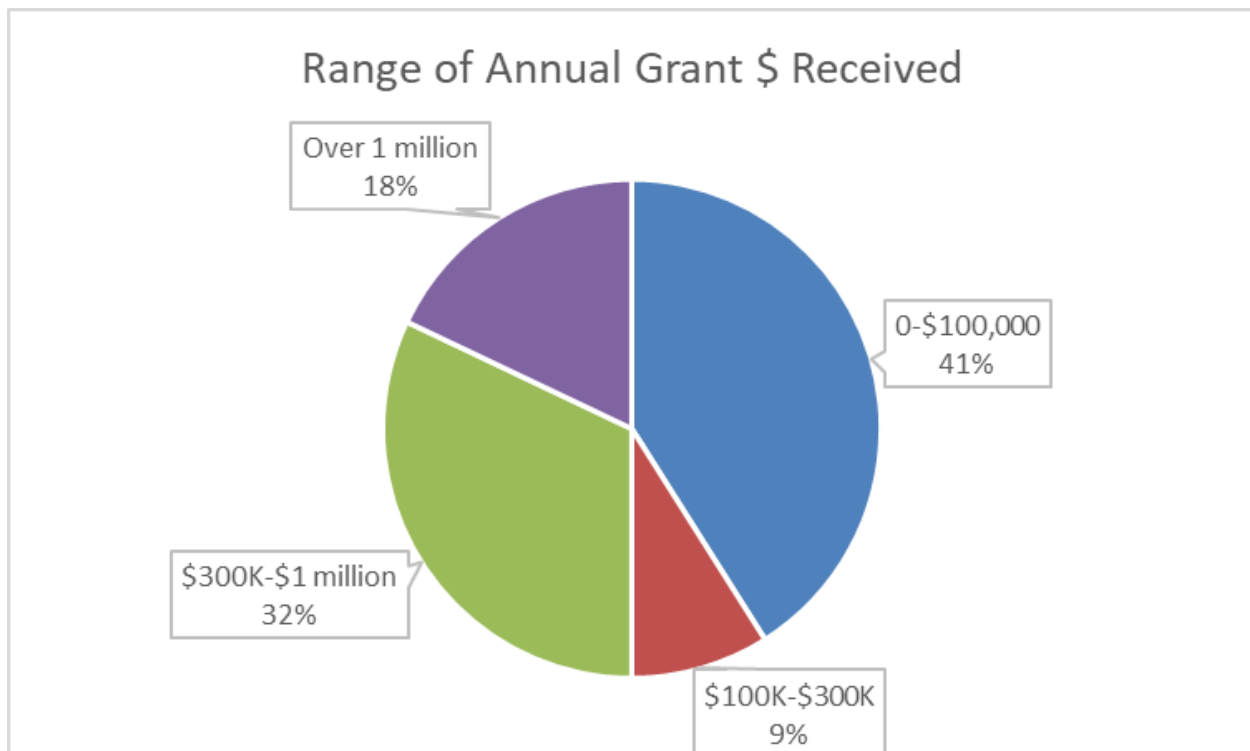
Many respondents noted that these suggestions would require policy changes at the state or federal level, and that individual entities have very little leverage in lobbying for changes on their own behalf. Many suggested that entities like NCRP lobbying at the regional level would be more effective and would be helpful for local entities.



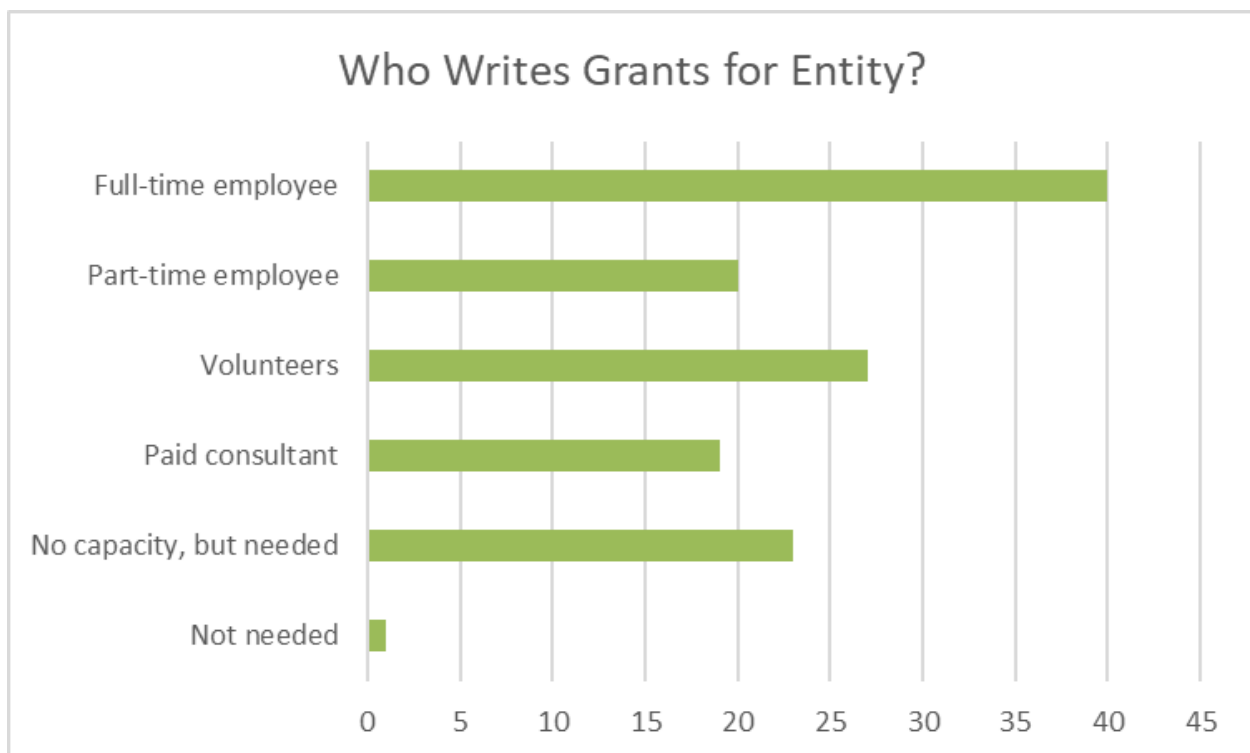
Grants

All but one respondent relies on grants for a large portion of their annual revenue. The duration of grants desired depended on the type of grant the entity typically pursues: Volunteer fire departments and fire districts without paid staff often seek grants for capital improvements and apparatus and equipment purchases, so short-term grants are preferable. For entities implementing projects, most reported a preference for longer grant period, 3-5 or 5-10 years.

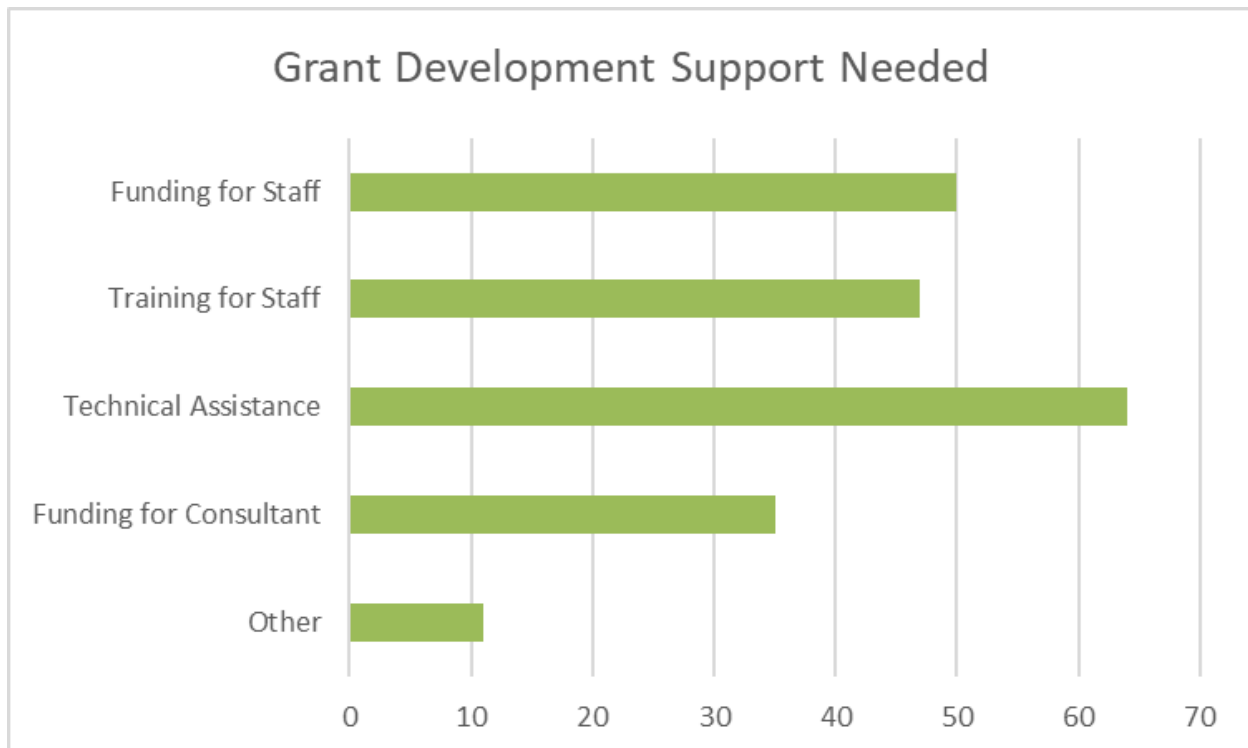
The amount of grant funding received annually varies based on the entity's size, mission, and other factors. The majority of entities surveyed receive less than \$1 million in grant funding annually: 41% receive less than \$100,000 in grant funding each year.



Grants are written by paid employees (full or part-time) at 71% of entities surveyed. Volunteers write grants at 32% of entities surveyed and paid consultants assist with grant development at 23% of entities. Twenty-seven percent of survey respondents said that their entity lacks the capacity to write grants, but that this capacity is needed.



Respondents were asked what form of grant development support would be most helpful for their entity. The majority (60%) would like to receive funding for staff to prepare grant applications, compared to 42% who would like to have a paid consultant assist with grant development. Most of the entities that would benefit from paid consultants were those that do not have paid staff. Seventy-six percent of respondents identified a need for Technical Assistance with grant development and 56% need training and support for staff who apply for grants, including help identifying appropriate grants to apply for.



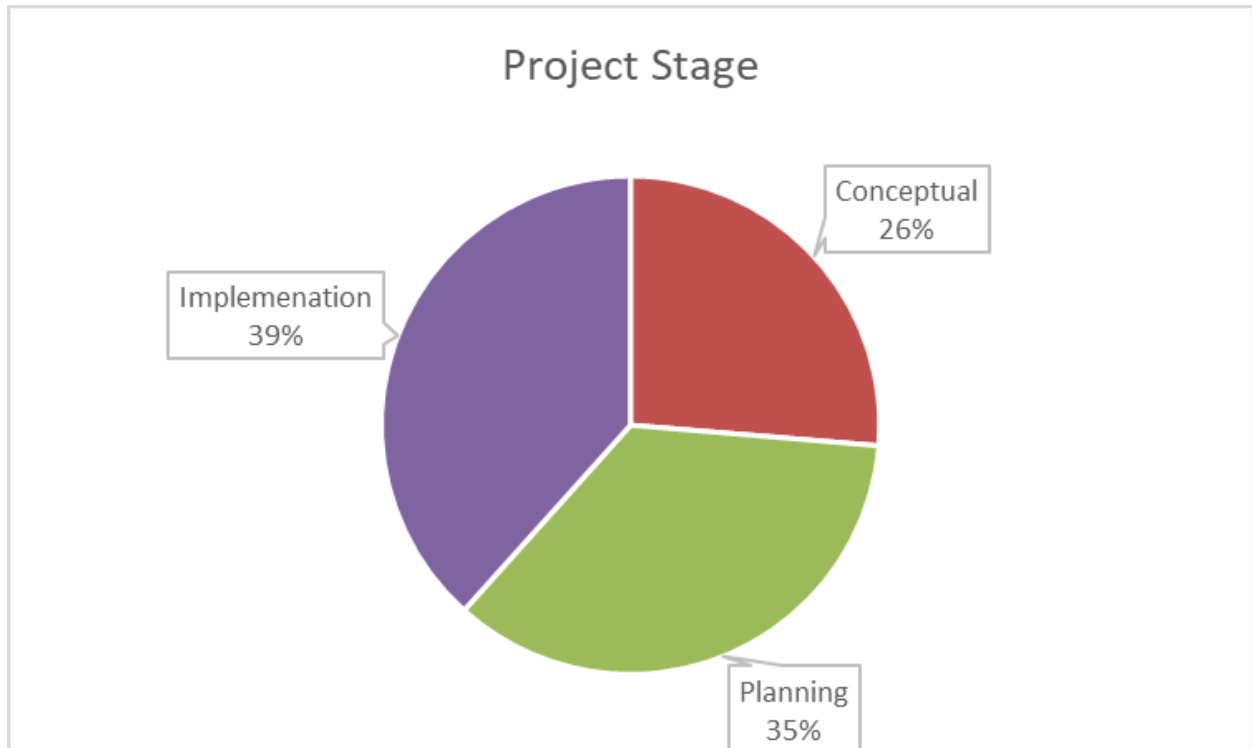
In the "other" category, 3 respondents cited a need for help with managing grants once received, 2 suggested assistance with coordinating needs among small entities to be able to collaborate on grant opportunities, and 2 cited challenges in meeting match requirements for federal grants

Project Development Pipeline

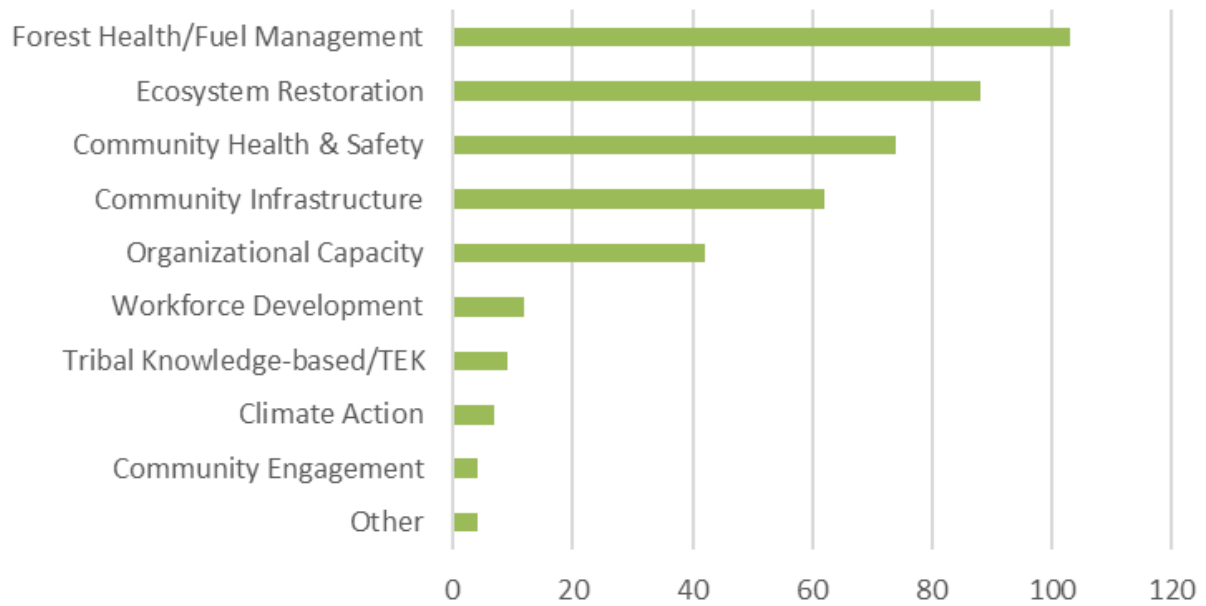
Respondents were asked to list up to 10 currently unfunded projects that their entity would like to implement, and asked to identify the category of the project, the stage of the project (conceptual, planning stage, or implementation-ready), and to estimate the cost range of each of their projects. Some respondents could have listed more than 10 projects; all respondents listed at least one.

Respondents identified 405 currently unfunded projects that they would like to implement. 153 of these projects, or 39%, are implementation-ready: project sponsors would begin implementation immediately if funds were available. Estimated cost to implement these projects is \$215,700,000. The other 61% of projects are in the conceptual or planning stages, and would benefit from planning assistance or technical assistance to make them implementation ready.

Sixty-five percent of projects identified were intended to improve forest and ecosystem health or enhance community health and safety. Fifteen percent of projects addressed community infrastructure needs, and 14% address organizational capacity, workforce development, and community engagement.



Project Pipeline - # of Projects by Project Type





NCRP Regional Capacity Assessment Survey (Hard Copy)

Capacity needs assessment and investments are foundational strategies for the [North Coast Resource Partnership \(NCRP\)](#), addressing key [NCRP principles](#) of equity and fairness, as well as increasing investments and quality of life in under-resourced and historically underrepresented communities. The NCRP [Vision for North Coast Resilience](#) (supported by the California Department of Conservation Regional Forest and Fire Capacity Program) includes multiple strategies related to enhancing the capacity of partners in the North Coast region to carry out important work that benefits the region's communities and ecosystems.

Thank you for participating in this regional capacity assessment. The goal of this effort is to develop a quantified understanding of individual and regional capacity needs that can be used to leverage funding to fill these needs.

Following the assessment, a multi-step process will be used to address identified high-priority capacity needs. Based on capacity needs identified in this process, additional support will be allocated, which may include technical assistance and/or direct support for needs such as administrative processes, planning, project development, training and equipment.

Note: this is a hard-copy version of the online survey form and meant to be provided for reference and planning only.

1. Interview participant name (Write-in)
2. What is your title/ role? (Write-in)
3. Interview participant preferred contact information (Write-in)
4. Date (automatically generated, can be manually edited)
5. Organization name (Write-in)
6. Please select your organization type (select one option)

Domain List:

- Federally/Non Federally Recognized Indian Tribe
- Federal Agency
- State Agency
- County
- City or Town
- Mutual Water Company
- Water/ Waste Water Community Services District
- Local Public Water Agency/Utility
- Resource Conservation District
- Fire Protection District/Fire District
- Volunteer Fire Department/Company
- Fire Safe Council
- Prescribed Burn Association
- Non-profit Organization
- Regional Partnership
- Other (space to specify below if selected)

7. Please list the program or department you are affiliated with: (Write-in)
8. Please select your organization's mission/focus area(s). Select all mission/focus area(s) that apply. Results will be used to inform targeted detailed follow-up. (select multiple)

Domain List:

- Climate Action
- Community services (other than fire response - i.e. water, wastewater, roads, planning, etc.)
- Community engagement/outreach
- Pre-fire planning and intentional burning
- Fire response (wildland, WUI, structure)

- Forest and ecosystem protection/ enhancement (including fuels management)
- Tribal land stewardship
- Workforce Development and training
- Other (space to specify below if selected)

9. Where is your organization's headquarters or primary place of business?

Please place a point or enter the address that best represents that location, and if desired, upload a map/ boundary of your organization's jurisdiction. (Map, can accommodate dropping a point or typing in an address; can also accommodate space to upload boundary in form of shp file or gdb)

10. How many constituents does your entity serve? (Write-in)

11. Please describe the population that your entity serves including whether the constituents are economically disadvantaged and/or historically underrepresented. (Write-in)

To view a map of disadvantaged areas in the NCRP region, click [here](#)

12. Please describe the cooperative relationships or partnerships you have with other organizations. Please indicate the type of relationship and the kind of sharing for each. Please include up to ten most significant partnerships. If there are no partnerships, skip this question. (space for up to 10 sets of answers)

Partner Name (write-in)

Form of relationship (select one):

- Formal reciprocal agreement
- Shared stewardship agreement
- Informal collaboration
- Fiscal sponsor
- Consultation
- Other (space to specify below if selected)

Type of Partnership (select multiple):

- Share information
- Share equipment
- Share staff
- Collaborate on planning
- Collaborate on fund development
- Collaborate on implementation
- Other

13. Does your organization have a current strategic plan, work plan, financial plan or action plan? (select one)

Domain List:

- Yes
- No

14. Would you like assistance to develop a strategic plan? (select one)

Domain List:

- Yes
- No

If you selected yes, what kind of assistance? Please describe. (Write-in)

15. Please describe your plan(s) including when it was prepared, the time frame it covers, any updates, etc., and its effectiveness in identifying organizational needs and next steps. (Write-in)

16. May we have a copy? (space for uploading document and/or pasting a link)

17. Would you like assistance to enhance your existing plan? (select one)

Domain List:

- Yes
- No

If you selected yes, what kind of assistance? Please describe. (Write-in)

18. What are your organizations top three priorities in the short term (1-3 years)? (space for three entries, Write-in)

Short-Term Priority #1

Short-Term Priority #2

Short-Term Priority #3

19. What are your organizations top three priorities in the long term (4-10 years)? (space for three entries, Write-in)

Long-Term Priority #1

Long-Term Priority #2

Long-Term Priority #3

20. What assistance or support does your organization need to achieve these short- and long-term goals? (Write-in)

21. What is your current annual budget, including contributions from different funding sources? (write-in, with automatic calculation for total annual budget)

Endowment/Investment Income:

Assessments (taxes, fees, etc.):

Public funding (e.g., grants):

Private funding (e.g., donations, philanthropic contributions):

Fee for service:

Other (please specify below):

Total Annual Budget:

22. If your current annual budget is not sufficient to meet your current service mandates and/or mission, please estimate how much more funding you would need annually to meet current service mandates and/or mission. (Write-in)

Follow up: What would that annual funding be used for? (Write-in)

23. What is the minimum annual amount of base funding (ongoing stable funding) that would support your basic operations and ability to leverage additional funding? (Write-in, dollar amount)

24. Do you have an operating reserve? (select one)

Domain List:

- Yes
- No

25. Is cash flow an issue for your organization? (select one)

Domain List:

- Yes
- No

26. What is the ideal duration of grants that would support sustainable operations? (Write-in, in years)

27. If your organization seeks grant funding, who mainly writes the grants? Please choose all that apply: (select multiple)

Domain List:

- Full-time Employees
- Part-time Employee(s)
- Paid consultant(s)
- Volunteer(s)
- We do not have anyone to write grants, but we need this capacity.
- We do not need this capacity.

28. What is the typical range of annual grant awards your organization receives as a result of these efforts? (select one)

Domain List:

- \$50,000-\$100,000
- \$100,000-\$300,000
- \$300,000-\$1 million

- Over \$1 million

29. What form of grant development support would be most useful? (select multiple)

Domain List:

- Funding to hire staff to write grants for the organization (full or part time)
- Funding for a paid consultant to write grants for the organization
- Training/support for employees/volunteers who write grants for the organization
- Technical assistance supporting grant development (i.e. permitting, mapping, design, etc.)
- Other (space to specify below if selected)

30. Please describe the current and ideal/ desired staffing levels for your organization, by type. (space for five sets of answers; select one for staff type category, write in for current and desired number categories)

Staff Type:

- Full-time
- Part-time
- Seasonal
- Volunteer
- Other

Current Number:

Desired Number:

31. For the following list, please indicate the qualifications/certifications held by member(s) of your staff, those that are needed to meet your current service mandate and/or mission, and those that are not needed at the staff level: (select one for each category)

Federal Burn Boss certification (RXB1 or RXB2)

- Existing qualification
- Desired qualification
- Not needed

California State-Certified Prescribed Fire Burn Boss (CARX)

- Existing qualification
- Desired qualification
- Not needed

Registered Professional Forester (RPF)

- Existing qualification

- Desired qualification
- Not needed

GIS (GISP, Specialist, Analyst, Certificate)

- Existing qualification
- Desired qualification
- Not needed

Water/Wastewater Operator

- Existing qualification
- Desired qualification
- Not needed

Engineer

- Existing qualification
- Desired qualification
- Not needed

JD/Law

- Existing qualification
- Desired qualification
- Not needed

CPA

- Existing qualification
- Desired qualification
- Not needed

Advanced degree (MA/MS/PhD)

- Existing qualification
- Desired qualification
- Not needed

32. Please indicate which of these are barriers or challenges in staffing programs for your organization, and if yes, briefly describe the challenge(s). (select one for each category)

Recruitment

- Yes (if yes, please describe)
- No

Retention

- Yes (if yes, please describe)
- No

Training

- Yes (if yes, please describe)
- No

Funding

- Yes (if yes, please describe)
- No

Other Barriers/ Challenged not listed

- Yes (if yes, please describe)
- No

33. Does your organization have adequate physical infrastructure (e.g., building, water/wastewater, communications, etc) to fulfill your mission and goals? (select one)

Domain List:

- Yes
- No

34. If no (to question 33), please briefly describe your infrastructure needs as it relates to: (Write-in)

Buildings

Water/wastewater infrastructure

Communications infrastructure (e.g., broadband)

Other Infrastructure Needs (please specify)

35. Does your organization have adequate equipment to fulfill your mission and goals? (select one)

Domain List:

- Yes
- No

36. If no (to question 35), please briefly describe what equipment your entity needs to fulfill its mission and goals (type and number)? (Write-in)

37. For the following list, please indicate the capacities your entity currently has, would like to develop, or does not need assistance to develop: (select one for each category)

Project Planning & Coordination

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Project Management

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Grant Development

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Administrative and Fiscal Management

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

HR/Staff Recruitment & Retention

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Permitting & Regulatory Compliance

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Community Engagement/Outreach

- We have sufficient capacity
- We want to add or enhance capacity
- We do not need this capacity

Fire qualification management system (i.e. NWCG, CICC, etc.)

- We have sufficient capacity

- We want to add or enhance capacity
- We do not need this capacity

38. Is there another capacity your entity would like to develop not included in the list above? (Write-in)

39. Does your organization have a list of projects you are seeking to implement? (select one)

Domain List:

- Yes
- No

40. Please describe the most significant projects in your project pipeline, specifying the type of project, the stage, and the project's expected cost (space for 10 sets of answers):

Project Type:

- Forest Health/ Fuel Management
- Ecosystem Restoration
- Community Health & Safety
- Community Infrastructure
- Organizational Capacity
- Climate Action
- Tribal Knowledge-based/ Ecocultural Restoration
- Workforce Development
- Other (space to specify below if selected)

Project Stage:

- Conceptual
- Planning
- Implementation

What is the expected cost of the project?

- \$50,000-\$100,000
- \$100,000-\$300,000
- \$300,000-\$1 million
- Over \$1 million
- Over \$5 million
- Unknown/ unsure

41. Would any of these projects benefit from Technical Assistance? If yes, what kind of TA would be helpful? (Write-in)

42. Does your organization need technical assistance or additional support to fulfill its mission and goals? (select one)

Domain List:

- Yes
- No

43. Select all categories that technical assistance is needed. (select multiple)

Domain List:

- Staff/volunteer recruitment and retention
- Organizational/Strategic planning
- Administrative/Financial management
- Project design and planning
- Project management
- Mapping and spatial analysis
- Grant/Funding development
- Permitting and regulatory compliance (e.g. CEQA/NEPA)
- Other (space to specify below if selected)

44. What data does your organization use in supporting your program? (select multiple)

Domain List:

- Spatial
- Non-spatial

45. What technology/software/data management tools does your organization currently use? (select multiple)

Domain List:

- ArcGIS
- Online maps
- Open-source GIS software (e.g., Land Tender) (space to specify below if selected)
- Accounting/ fiscal management tools (space to specify below if selected)
- Project management tools (space to specify below if selected)
- Other (space to specify below if selected)

46. Does your organization develop your own data and assessments or rely on others? (select one)

Domain List:

- We develop our own data
- We rely on others for data
- We do both

47. What data resources does your organization rely on? (select multiple)

Domain List:

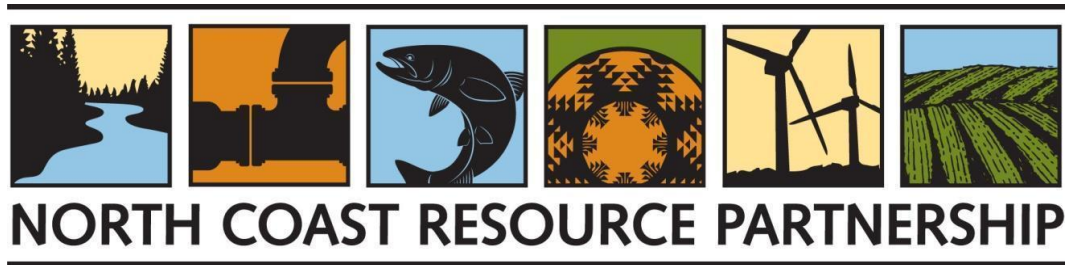
- AGOL
 - State/federal agency websites
 - Academic websites
- Other (space to specify below if selected)

48. What do you see as NCRP's role in providing data to local project sponsors - what would be most helpful? (Write-in)

49. Are there other barriers to achieving your organization's mission and goals that we have not asked about? Please describe. (Write-in)

50. Are there organizations in your county or local area that currently provide capacity or other kinds of support to your organization? Please describe the type of support you receive from them. (Write-in)

51. What other questions should we be asking that will help NCRP understand regional and local capacity? Is there anything else you wish to share? (Write-in)



APPENDIX C

Draft NCRP Illegal Cannabis Action Strategy **(October 2025)**



Draft NCRP Illegal Cannabis Action Strategy (October 2025)

North Coast Regional Context

The 19,000 square mile North Coast region comprises all or part of seven north coast counties, and the homelands of thirty-five Tribes. The North Coast is a source region for water, forest-based carbon, and is a biodiversity hotspot - home to some of the last remaining salmon runs in the world. The region is economically challenged, with over 50% of the population living under the poverty line, and has been disproportionately impacted by wildfires.

Illegal cannabis cultivation has profoundly negative impacts on North Coast watersheds, communities, habitats and wildlife - including degradation of water quality, water supply, biological diversity, increased wildfire ignitions, significant threats to public health and safety, and undermining the quality of life of local communities, as well as local infrastructure, and local economic development. Impacts to local economic development also include impacts to legal growers and markets.

Tribes and counties in the North Coast region lack the resources to address illegal cultivation at the scale of the problem, and there is currently no regional, multi-jurisdictional strategy for identifying, prioritizing, and remediating the impacts from illegal cannabis cultivation.

North Coast Resource Partnership Role

The North Coast Resource Partnership is a coalition of thousands of partners in the North Coast region of California governed by a Leadership Council comprised of appointees from North Coast Tribes and county boards of supervisors. The mission of the North Coast Resource Partnership is to enhance the quality of life in North Coast communities and ecosystems. The NCRP achieves this mission through active collaboration among Tribes, counties and other partners to achieve a set of regional, integrated, multi-benefit objectives - including water quality and supply, health of habitats and species, public health and safety, economic vitality, wildfire and climate resilience.

The NCRP maintains and continually expands a landscape scale portfolio of priority projects and activities that are identified and evaluated using the best available regional and local data. Regular performance reporting documents return on investment (ROI), and supports adaptive updating of regional plans and priorities. This regional approach to identifying, prioritizing and documenting projects allows for consistent data sharing with partners throughout the region and state, and supports objective evaluation of the impacts of project implementation.

The Leadership Council of the NCRP has prioritized the development of a regional strategy to address the impacts of illegal cannabis cultivation in the North Coast region, given the significant negative impacts on all elements of the NCRP mission, goals and objectives. The *NCRP Regional Strategy for Addressing the Impacts of Illegal Cannabis* will identify, prioritize, and develop a portfolio of implementation-ready projects that remediate the impacts of illegal cultivation. *Although the NCRP is focused on addressing illegal cultivation of cannabis, the NCRP supports collaboration with legal cultivators and associations.*

North Coast Resource Partnership Focus Areas

- A. Enhance collaboration, partnering, and communication among counties, Tribes, state and federal agencies to align objectives and work products, secure funding, and leverage other resources
- B. The identification, prioritization, and remediation of illegal grow sites, with the objective of reducing environmental, social, and economic impacts from illegal cannabis cultivation
- C. Developing capacity for Tribes and counties to engage in planning and enforcement to address illegal cultivation
- D. Regional quantitative documentation of impacts from illegal cannabis cultivation, including water quality and supply, degradation of cultural and natural resources – including habitats and species, wildfire hazard and ignitions, public health and safety
- E. Tracking of remediation projects via NCRP Project Tracker, and sharing regional data and information with funding partners regarding the benefits and ROI of illegal site remediation
- F. Develop and seek funding for an actionable regional strategy that addresses the above.

Note: NCRP supports all Tribal, local, state, and federal laws related to cannabis cultivation and enforcement, and respects the autonomy of individual jurisdictions in planning and enforcement.