

Strategic Vision Overview

2021 to 2031



“A Thriving, Just, Healthy and Equitable Region”

In early 2021 the Humboldt Area Foundation, the Wild Rivers Community Foundation and our family of philanthropic organizations adopted a bold, new strategy to support the future of the remarkable region we love and serve: Humboldt, Del Norte and Trinity counties on the far north coast of California, and Curry County on Oregon’s southernmost coastal area. This region is home to 20 Native American Tribal Nations and Lands, among the country’s most populous and culturally significant ancestral lands.

Bounded to the west by the Pacific Ocean and to the east by the Trinity Mountains, our service area is roughly the size of the state of Massachusetts. We are a rural population of about 200,000 people—sustained by agriculture, a UNESCO heritage redwood forest, multitudes of bird and fish species, and more community-based nonprofits than anywhere in California. People from around the world have settled here and brought their traditions, including Asian and Pacific Islanders, White and Black Americans, people of Latino and Hispanic origin, and others. Our California State University is home to world-renowned research facilities and liberal arts programs, which feed local innovation ranging from renewable energy to sustainable agri-aqua business.

Throughout 2020, the foundation undertook extensive engagement, research and community-needs assessment across this dynamic region. We did this while responding to a global pandemic, destructive wildfires, and immeasurable economic, social and political challenges. Our staff talked with nearly 500 organizations and hundreds of our neighbors. We looked back at our history and the present issues that we face, and imagined what the future could be.

Several things became clear: The importance of supporting both urgent needs while also focusing on long-term solutions; calibrating our efforts to minimize vulnerability and increase equity; and investing in strengthening our incredible—but stretched—institutions, providers and leaders across our rural and Native communities.

HAF and WRCF, along with our family of supporting organizations—including the Native Cultures Fund, Equity Alliance of the Northcoast, and Humboldt Health Foundation—are honored to serve our donors, partners, grantees and colleagues with new focus and renewed passion, while we continue to excel in core donor services and investments across the region.

VISION

Our vision is to enable and empower this unique region to thrive as a just, healthy, and equitable place for current and future generations.

GOALS

Our four goals will drive our priorities and resource allocation for the decade ahead. With a grounding in research from around the world, we are integrating local experience and expertise for the greatest impact. Together these goals form the pillars of a strong community.

Racial Equity

Transforming our institutions and structures to address the outcome gaps across every indicator of success, from infant mortality to life expectancy, which have been created by hundreds of years of racial oppression.

Thriving Youth and Families

Investing in the future by creating a safe, healthy place where generations of families can grow and have the chance to succeed; where everyone has the chance to experience support and success in one's community and reach one's greatest potential.

Healthy Ecosystems and Environments

Using traditional knowledge and cutting-edge science to clean our water, purify our air, maintain our soil, adapt to a changing climate, and provide sustainable sources of food, energy, water, and transportation.

A Just Economy and Economic Development

Bolstering economic development to create opportunity for each person in our region to have a dignified, productive, and creative life unencumbered by poverty or exploitation.

Our Tools and Resources

For the past generation, HAF, WRCF and our family of organizations have been recognized in California, and across the nation, for our innovative work and approaches. From incubating grassroots organizations, to leadership development and training programs, to local loan and impact investment portfolios, our community foundation has long-supported capacity building, social and financial infrastructure, and philanthropic advice essential to the wellbeing and progress of our region.

With this new strategy, we will continue to evolve how we do our work to best serve the region. Some of the most important ways are:

- ▶ Donor & Fund Development
- ▶ Grant Funding
- ▶ Loans
- ▶ Scholarships
- ▶ Networks & Convening
- ▶ Policy & Advocacy
- ▶ Programs
- ▶ Research
- ▶ Capacity Building
- ▶ Leadership Training
- ▶ Philanthropic Partnerships
- ▶ Public/Private Partnerships

Building an Organization for the Future

New organizational structures are required to achieve a new vision. To support the new strategic plan, the Humboldt Area Foundation and Wild Rivers Community Foundation have reorganized into teams, each with a mission and specific portfolio of responsibilities that will support one another and the community as a whole. The reorganization maximizes our collaborations and allows us to leverage assets to achieve greater impact and effectiveness across our four-county region. With a new organizational structure and a strong focus on community collaboration, HAF and WRCF are excited to share our new staffing and organizational structure.

Further contact information can be found at hafoundation.org and wrcf.org.

Strategy, Program & Community Solutions Team

The Strategy, Program & Community Solutions Team is in service to our region and its many communities. Its mission is to empower the people, organizations, institutions and businesses to achieve healthy, equitable and sustainable success. The team blends all of our resources—from skills to funding—to enable shared prosperity and wellbeing.

- ▶ **Community Liaisons, Outreach and Empowerment**
- ▶ **Community Grant Making and Scholarships**
- ▶ **Local Loans and Impact Investing**
- ▶ **Community Learning, Knowledge Sharing and Best Practices**
- ▶ **Program Strategy, Impact and Evaluation**

Key Contacts:

- ▶ Lindsie Bear, Vice President of Strategy, Program & Community Solutions
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- ▶ Michelle Carrillo, Director of Strategy, Program & Community Solutions
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- ▶ Craig Woods, Director of Grant Making & Scholarships
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Advancement & Philanthropic Innovation Team

The Advancement & Philanthropic Innovation Team focuses on fundraising and philanthropic best practices. The team strives to develop strong and shared relationships with local donors and advisors. We will do the same with state and national philanthropic organizations that not only seek to invest in our region with their financial and capacity resources, but build a shared vision of generosity in partnership with HAF+WRCF. The team also works to advance philanthropic best practices and illustrate our region as a rural leader in community foundations.

- ▶ **Fund & Resource Development**
- ▶ **Management and Oversight of Donor Trusts and Funds**
- ▶ **Philanthropic Innovation and Generosity**
- ▶ **Grant Research, Writing, Management and Analysis**
- ▶ **Donor and Funder Reporting and Evaluation**
- ▶ **Knowledge Sharing and Philanthropic Best Practices**

Key Contacts

- ▶ Gina Zottola, Vice President of Advancement & Philanthropic Innovation
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- ▶ Keytra Meyer, Director of Advancement & Philanthropic Innovation
keytram@hafoundation.org
- ▶ Laurel Dalsted, Director of Donor Relations & Development
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Finance & Administration Team

The Finance & Administration Team manages our assets with rigor, confidence and transparency. The team works to ensure we are using financial best practices in accounting, auditing, systems management, and portfolio investment, and manages our non-financial assets such as land to the best intentions as a faithful trustee. The team is dedicated to obtaining clear counsel from our advisors and acting with fiduciary duty.

- ▶ **Financial Data and Information Analysis**
- ▶ **Facilities and Administrative Policies and Procedures**
- ▶ **Portfolio Investments and Endowments**
- ▶ **Property Asset Management**
- ▶ **Financial Accounts, Resource Management and Auditing**

Key Contacts:

- ▶ Sarah Millsap, Vice President of Finance & Administration
sarahm@hafoundation.org
- ▶ James Kloor, Deputy Director of Finance & Administration
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Executive, Culture & Public Policy Team

The Executive, Culture & Public Policy Team leads the organization with a clear vision, culture and ethical governance. The team endeavors to inspire our organization, its leaders and its teams to be humbly focused on service, equity and empathy, and supports our staff and board of directors with professional development that enables them to thrive and grow in their service. The team also supports a model of leadership among our board and leadership team that is an embodiment of our commitments to the community, and amplifies this culture through our communications, public and political relations, and identity.

- ▶ **Political Relations, Public Policy, and Advocacy**
- ▶ **Organizational Culture and Identity**
- ▶ **Human Resources and People Development**
- ▶ **Inclusion and Equity**
- ▶ **Governance and Board of Directors**

Key Contacts:

▶ Bryna Lipper, Chief Executive Officer
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▶ Sara Dronkers, Chief of Staff
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▶ Jarad Petroske, Director of Marketing & Communications
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Co-Designing Our Future with the Community

The foundation's reorganization centers on strengthening our service to the community. A significant part of that reorganization is developing new programs and interventions to help us achieve our four goal areas mentioned above. We envision working in deep collaboration with our communities through the process of community co-design. Co-design refers to a participatory approach to designing solutions in which community members are treated as equal collaborators in the design process.

We envision sessions where we listen, gather feedback and consult closely with community members and groups as we co-design programs and interventions that can realize our goals and outcomes. We look forward to collaborating with many of you in this process.



About the Foundation

Humboldt Area Foundation serves the residents of Humboldt, Trinity, Del Norte, and Curry counties by promoting and encouraging generosity, leadership and inclusion to strengthen our communities.

The Wild Rivers Community Foundation is supported and managed as an affiliate of the Humboldt Area Foundation, and serves all of Del Norte and Curry counties.

HAF and WRCF support a family of organizations, initiatives, and programs, including:



- ▶ The Del Norte Nonprofit Alliance
- ▶ Leavey Ranch, LLC.

What is a Community Foundation?

Community foundations serve a vital and unique role in the community. They encourage individuals, organizations and companies to fund important community activities where they live and work. They also support the community in working together to promote common goals. They issue grants to support activities which will have positive impacts on the lives of the residents while bringing community members and leaders together to address social and regional challenges. There are more than 900 community foundations across the nation. The Humboldt Area Foundation is a proud member of the League of California Community Foundations and the Council on Foundations, and is accredited by the National Standards, a supporting organization of the Council on Foundations.