



REGULAR COMMISSION MEETING
Del Norte Local Agency Formation Commission
November 24, 2025 – 4:00 PM
Del Norte County Board of Supervisors Chambers
Flynn Center - 981 H St. Crescent City, CA 95531

MEETING AGENDA

1. Call to Order/Roll Call

A. Roll Call

CITY ALTERNATE – Candace Tinkler

2. Public Comment

Public - the public is invited to comment regarding any item not scheduled for discussion as part of this agenda, and that is within LAFCo subject matter jurisdiction. No action may be taken on any item not appearing on the agenda. *Comments are limited to three minutes in length.*

3. Consent Calendar

A. Draft September 29, 2025 Meeting Minutes (ATTACHMENT 3A)

The Commission will consider approval and posting of minutes from the September 29, 2025, Special Meeting.

4. Public Hearings

A. Big Rock CSD MSR/SOI Update (ATTACHMENT 4A)

The Commission will consider the draft Big Rock CSD MSR/SOI Update for approval.

B. Del Norte Resource Conservation District (RCD) SOI Update Application & MSR (ATTACHMENT 4B)

The Commission will consider the draft Del Norte RCD MSR/SOI Expansion for approval.

C. Del Norte County Library District MSR/SOI Update (ATTACHMENT 4C)

The Commission will consider the draft Del Norte County Library District MSR/SOI Update for approval.

5. Regular Business

A. CALAFCO Conference Report (ATTACHMENT 5A)

The Commission will receive and file a report on the 2025 CALAFCO Conference.

B. Current & Pending Applications (ATTACHMENT 5B)

The Commission will receive and file a report of current and expected applications.

C. 2026 Meeting Dates (ATTACHMENT 5C)

The Commission will receive and file a report on 2026 Regular Meeting Dates.

6. Inquiries, Correspondence, Application Status, and Referrals

A. Staff

The Executive Officer will provide a report on current issues of interest and pending legislation.

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B. Commission

On their own initiative, members may make brief announcements or reports on their activities. They may ask questions for clarification, make a staff referral, or request a future agenda matter per GC § 54954.2 (a).

7. Adjournment

The next Regular Commission Meeting is scheduled for January 26, 2026, at 4:00 pm at the Flynn Center, located at 981 H St., Crescent City, CA 95531.

Notice:

This agenda has been posted at least 72 hours prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act. The full agenda packet (including staff reports) is also available on the LAFCO website at www.delnortelafo.org.

For agenda items, the public is invited to make comments at the time the item comes up for consideration by the Commission. The Chair will call for public comment as each item is heard by the Commission. For items not appearing on the agenda, the public is invited to make comments during the Public Comment period for non-agenda items. All speakers are invited to state their names but are not required to do so. If you wish to submit written material at or before the meeting, please supply 10 copies.

FPPC - Notice to All Parties and Participants in LAFCO Proceedings:

State law requires that a participant in LAFCO proceedings who has a financial interest in the decision and who has made a campaign contribution to any Commissioner in the past year must disclose the contribution. If you are affected, please notify LAFCO staff at eo@delnortelafo.org before the hearing.

Americans with Disabilities Act:

Commission meetings are held in a wheelchair accessible facility. Individuals requiring special accommodation to participate in this meeting are requested to contact the LAFCO representatives at eo@delnortelafo.org. Notification 48 hours prior to the meeting will enable the Commission to make reasonable arrangements to ensure accessibility to this meeting.



SPECIAL COMMISSION MEETING

Del Norte Local Agency Formation Commission

September 29, 2025 – 4:00 PM

Del Norte County Board of Supervisors Chambers

Flynn Center - 981 H St. Crescent City, CA 95531

DRAFT MEETING MINUTES

Members present: Lyle Armstrong (Public Member & Chair), Dean Wilson (County Member & Vice Chair), Darrin Short (County Member), Isaiah Wright (City Member), and Donna DeWolf (Alternate Public Member)

Members absent: Jason Greenough (City Member)

Others present: George Williamson (Executive Officer), Jacqueline Roberts (County & LAFCo Counsel), Nicole Trinidad (Clerk), Emma Haskett (Analyst)

1) Call to Order/Roll Call

- a) Commissioner Armstrong called the meeting to order at 4:00 p.m. and led the Pledge of Allegiance

2) Public Comment

- a) The public is invited to comment:

Annie Nehmer, Crescent City Harbor District Board Member, requested that LAFCo review the District's finances in its fiduciary capacity. She commented that the District is facing serious financial constraints, with a five-year review approaching (MSR), and asked for in-depth financial review and oversight assistance. The current budget reflects a \$340,000 deficit, and the District has operated at a deficit in 10 of the past 12 years, totaling approximately \$4 million. Nehmer noted that the District has historically adopted unbalanced budgets.

3) Consent Calendar

- a) Draft July 28, 2025 Meeting Minutes:

On a motion by Commissioner Short, seconded by Commissioner Wilson, and carried by a 4-0 voice vote, the Commission approved the Consent Calendar

4) Public Hearings

- a) No public hearings

5) Regular Business

- a) MSR Updates:

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Draft Big Rock CSD MSR/SOI - Commission received staff report

Executive Officer Williamson presented the Municipal Service Review for Big Rock CSD, describing it as a well-managed district with stable budgets.

CSD Board President Hank Akin addressed the Commission, commenting on the District's upgraded dual 10hp river pumps, and expanded water storage from 100,000 to 200,000 gallons.

EO Williamson proposed a Sphere of Influence expansion to areas below 200 feet across Douglas Parkway, noting annexation would require District or property owner action and new water line infrastructure.

Commissioner Short asked about prior expansions into Jedediah Smith Park, fire safety, and whether the SOI should be reduced if planned park improvements do not occur.

Board President Hank Akin said the District has improved capacity and redundancy to meet emergency needs, raised concerns about the Redwood Meadows RV park converting to year-round tiny housing, and explained upcoming state backflow and cross-connection requirements.

Commissioner Wilson suggested using new state-funded LIDAR mapping to identify water diversions and infrastructure.

Public commenter John Roberts asked about the difference between District boundaries and the SOI, which Commissioner Short clarified. Chair Armstrong closed the item, noting it was for discussion only and would return in November for hearing and possible action.

Del Norte County Library District MSR/SOI Update - Commission received staff report

Executive Officer Williamson presented the draft Municipal Service Review and Sphere of Influence update for the Del Norte County Library District, noting a full board of trustees and four standing committees but ongoing fiscal challenges and difficulty recruiting a director. He said an audit had been received and incorporated into the draft and that the District is seeking restoration of California Literacy Services funding for the Del Norte Reads program.

During public comment, Alicia Williams questioned the report's accuracy, stating an independent audit has not yet been completed and urging stronger LAFCo oversight due to concerns about financial accountability and limited literacy programming. Former trustee John Roberts called for tighter financial controls, improved personnel processes and possible leadership changes, and flagged public safety issues around the library that may deter use.

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Chair Armstrong advised that many concerns should first go to the elected library board; Commissioner Wilson supported the need for an independent audit and emphasized hiring a manager with business skills to stabilize operations. EO Williamson will follow up on the issues and return the item for a public hearing in November

b) Year End Accounting Summary FY 2024-25

Executive Officer Williamson presented the year-end accounting summary for fiscal year 2024–25, noting expenses closely matched the budget, with slightly higher service costs due to completion of the Park and Recreation District application and MSR. A final accounting and reimbursement request has been submitted, with funds expected to post in the 2025–26 budget. The report was received and filed.

c) Current & Pending Applications

Executive Officer Williamson reported that with the Park and Recreation District application complete, the main active application is from the Del Norte Resource Conservation District, which seeks a countywide sphere of influence expansion. Staff are preparing an updated Municipal Service Review and SOI amendment, with a list of proposed services included in the staff report, and the item is expected to return in November for hearing and possible action.

d) Policy 2.4.6 Public Participation Revision

Executive Officer Williamson presented revisions to the public participation policy, adding a three-minute time limit and moving public comment to the start of the agenda while retaining the chair's discretion to extend time for applicants. Commissioner Short supported the changes and moved for adoption. During public comment, Alicia Williams raised concern about limiting participation, and LAFCo Clerk Nicole Trinidad clarified the revisions were meant to improve clarity, not restrict input.

On a motion by Commissioner Short, seconded by Chair Armstrong and carried by a 4-0 voice vote, the Commission approved the policy revision.

6) Inquiries, Correspondence, Application Status, and Referrals

a) Staff

The Commission will consider taking action regarding a CALAFCO Board Vote to be cast at the 2025 Conference by Absentee ballot. The Executive Officer will also provide a report on current issues of interest and pending legislation.

No staff comments.

b) Commission

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On their own initiative, members may make brief announcements or reports on their activities. They may ask questions for clarification, make a staff referral, or request a future agenda matter per GC § 54954.2 (a).

During commissioner reports, Commissioner Short asked for clarification on LAFCo's role in addressing concerns raised by members of special district boards, referencing issues at the Harbor District. Executive Officer Williamson explained that if a district shows deficiencies during a Municipal Service Review, the commission may impose conditions or request corrective action within a set timeframe. In cases where a district is unable to meet its statutory mission or provide services, LAFCo has authority to consider dissolution, provided a successor agency can be identified. Commissioner Wilson added that LAFCo's role centers on ensuring districts remain functional and financially viable, citing the Klamath Fire District as an example of successful recovery after near dissolution.

7) **Adjournment:** Meeting Adjourned at 5:05 PM

The next Regular Commission Meeting is scheduled for November 24, 2025, at 4:00 pm at the Del Norte County Flynn Center, located at 981 H St., Crescent City, CA 95531.

Notice:

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DEL NORTE LOCAL AGENCY FORMATION COMMISSION

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AGENDA ITEM 4A

MEETING DATE: November 24, 2025
TO: Del Norte Local Agency Formation Commission
FROM: George Williamson AICP, Executive Officer
SUBJECT: Big Rock CSD - Adoption of Municipal Service Review (MSR) and Sphere of Influence (SOI) Update

BACKGROUND

The Cortese-Knox-Hertzberg Local Government Reorganization Act directs Local Agency Formation Commissions (LAFcos) to regularly prepare municipal service reviews (MSRs) in conjunction with establishing and updating each local agency's sphere of influence (SOI). The legislative intent of MSRs is to proactively assess the availability, capacity, and efficiency of local governmental services. MSRs may also lead LAFcos to take other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies in addition to any related sphere changes.

As part of the Commission's work plan, staff has been preparing a MSR / SOI Update for Big Rock CSD. This Commission Draft MSR/SOI Update replaces the District's prior MSR and evaluates Big Rock CSD's ability to continue providing municipal water service to the Hiouchi community and adjacent State and federal parklands, and considers a proposed amendment to expand the District's SOI.

DISCUSSION

Big Rock CSD provides municipal water service to the unincorporated community of Hiouchi and a portion of Jedediah Smith Redwoods State Park along the Smith River. The District's boundary is about 577 acres and includes rural residential areas, State and federal parklands, and visitor-serving commercial uses. The District serves roughly 288 customer connections, including the Hiouchi RV Resort and Madrone Mobile Home Park, with a planned population of about 800 residents at buildout.

The District holds a State water right to divert from a well adjacent to the Smith River and remains below its licensed diversion limit. Facilities include two storage tanks totaling 250,000 gallons, a SCADA water management system, two stationary emergency generators, and 15 fire hydrants. Recent water quality monitoring shows no current contaminant violations.

The MSR/SOI Update evaluates service capacity, infrastructure, finances, governance, and hazard conditions. It finds that Big Rock CSD has sufficient supply and storage to meet existing and projected demands but faces significant long-term replacement needs for aging system components and will continue to rely on external funding for major capital projects. Hiouchi likely qualifies as a disadvantaged community, which may improve grant eligibility.

A Draft MSR/SOI update was written and distributed to the General Manager and brought to the September 29, Special Commission meeting for review. Feedback by the General Manager and



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Commission was incorporated by LAFCo staff. An updated Commission Draft is now being brought to the Commission for consideration as part of a noticed public hearing.

Notable MSR/SOI Updates:

- Proposed SOI Expansion: The MSR recommends expanding the District's SOI by about 78 acres, to a total of roughly 655 acres, including nearby rural residential areas such as the Douglas Park subarea that can be served by the existing gravity system. The expansion is intended to recognize probable future service areas and support coordinated planning for domestic and fire protection water needs.
- Infrastructure Condition and Capital Needs: Key projects have been completed in recent years such as replacement of the redwood storage tank with a steel tank, installation of new meters and SCADA upgrades, and the Hillside Stabilization Project. The MSR also highlights the need to replace or rehabilitate aging mains, service lines, valves, hydrants, and the older 50,000-gallon tank.
- Water Supply Reliability and Hazard Mitigation: The single-well supply provides adequate capacity for current and projected demand, including seasonal tourism and fire flows. Participation in hazard mitigation planning and completion of the Hillside Stabilization Project improve system resilience to earthquakes, floods, landslides, wildfires, and severe weather.
- Governance, Transparency, and Financial Management: The District is governed by a five-member Board, maintains a website that meets State transparency requirements, has brought financial audits current, and generates sufficient operating revenue for routine operations while depending on grants and other outside funding for large capital improvements.

RECOMMENDATION

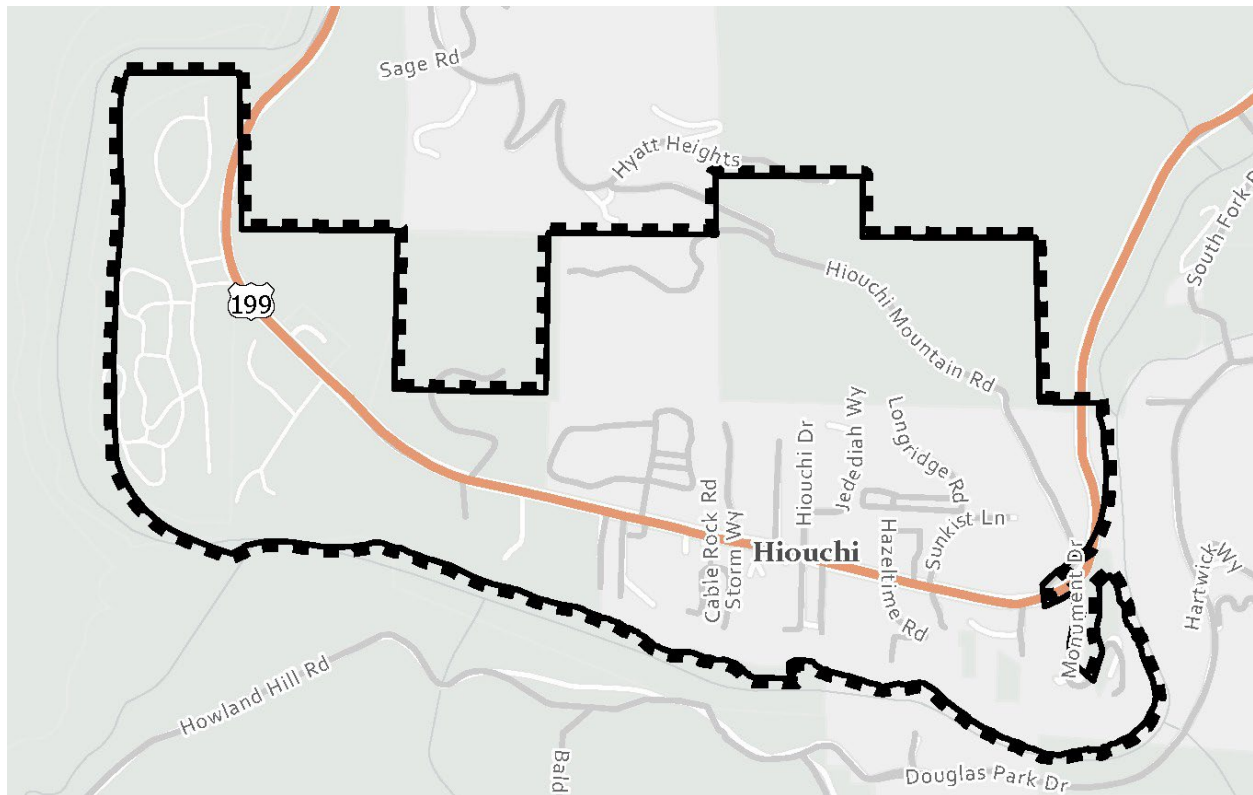
LAFCo staff recommends the Commission approve the Commission Draft of the Big Rock Community Services District Municipal Service Review and Sphere of Influence Update, including the proposed expansion of the District's Sphere of Influence as described in the MSR/SOI Update.

ATTACHMENTS

A: Big Rock CSD Commission Draft MSR/SOI Update

B: Resolution 25-05

Municipal Service Review
and Sphere of Influence Update for
Big Rock Community Services District



Del Norte
Local Agency Formation Commission

Commission Draft November 2025

Del Norte Local Agency Formation Commission

Commissioners

Lyle Armstrong	Chair, Public Member
Dean Wilson	Vice Chair, County Member
Darrin Short	County Member
Isaiah Wright	City Member
Jason Greenough	City Member
Valerie Starkey	Alternate County Member
Candace Tinkler	Alternate City Member
Donna DeWolf	Alternate Public Member

Staff

George Williamson, AICP, Executive Officer

Amber Chung, Clerk/Services Analyst

Louis Choy, GIS Analyst

Jacqueline Roberts, Legal Counsel

Acknowledgements

LAFCo staff would like to thank the contributors to this Municipal Service Review. Input instrumental in completing this report was provided by the Big Rock CSD General Manager and Board President Joe “Hank” Akin. This report would not have been possible without the District’s assistance.

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INTRODUCTION

This report is prepared pursuant to legislation enacted in 2000 that requires Local Agency Formation Commissions (LAFCOs) to conduct a comprehensive review of municipal services and update the spheres of influence (SOI) of all agencies under LAFCo's jurisdiction. This service review focuses on Big Rock Community Services District (CSD).

Service Review Determinations

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (California Government Code Section 56000 et seq.) requires LAFCo to review and update spheres of influence not less than once every five years and to review municipal services prior to or in conjunction with sphere updates. The requirement for service reviews arises from the identified need for a more coordinated and efficient public service structure to support California's anticipated growth.

Effective January 1, 2008, Government Code Section 56430 requires LAFCo to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determination with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence (effective July 1, 2012);
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies (including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence);
- Financial ability of the agency to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.

Uses of This Report

The service review process provides LAFCo with a tool to study current and future public service conditions and to evaluate organizational options for fostering orderly growth and development, promoting the efficient delivery of services, and encouraging the preservation of open space and agricultural lands. The potential uses of this report are described below.

Update Spheres of Influence

LAFCo will use this report as a basis to update the sphere of influence of the District. Markedly, spheres of influence designate the territory that LAFCo believes represents the affected agencies' appropriate future jurisdictions and service areas. All boundary changes, such as annexations, must be consistent with the affected agencies' spheres of influence with limited exceptions.

Consider Jurisdictional Boundary Changes

LAFCo is not required to initiate any boundary changes based on service reviews. However, LAFCo, local agencies, or the public may subsequently use this report together with additional research and analysis, where necessary, to pursue changes in jurisdictional boundaries.

Resource for Further Studies

Other entities and the public may use this report for further studies and analysis of issues relating to water services in Del Norte County. The District may use this report to support grant applications.

Review Methods

The agency reviewed as part of this service review process demonstrated full accountability in disclosure of information and cooperation with LAFCo. The following information was considered in the service review:

- Agency-specific data: responses to LAFCo Requests for Information, budgets, fee schedules, maps, State of California Public Drinking Water Watch, and district plans.
- Demographic data: U.S. Census Bureau; Department of Finance.
- Drought data: US Drought Monitor
- Del Norte County Hazard Mitigation Plan

Information gathered was analyzed and applied to make the required determinations for each agency. All information gathered for this report is filed by LAFCo for future reference.

BIG ROCK COMMUNITY SERVICES DISTRICT

Overview

Big Rock Community Services District (herein referred to as “Big Rock CSD” or “District”) was formed in 1966 to provide residential and commercial water service to the unincorporated community of Hiouchi. Hiouchi is approximately ten miles northeast of Crescent City along Highway 199 and is located within the Six Rivers National Forest and the Smith River National Recreation Area. The Hiouchi community is situated upriver from the Hiouchi Flat area of the Jedediah Smith Redwoods State Park and approximately ten minutes away from the nearby community of Gasquet to the northeast.

Table 1: Big Rock CSD Agency Profile

Formation	
Agency Name	Big Rock Community Services District
Date of Formation	September 22, 1966
Enabling Legislation	Community Service District Law, CA Government Code § 61000
Contact	
Contact	Andrew Allen, General Manager
Alternate Contacts	Hank Akin, Board President Renna Nelson, District Board Secretary
E-mail	Manager.brcsd@gmail.com joeakin@charter.net / Rkn.brcsd@gmail.com
Website	www.bigrockcsd.org/
District Office	235 Jedediah Way, Crescent City, CA 95531
Mailing Address	P.O. Box 453 Crescent City, CA 95531
Phone/ Fax	Phone: (707) 954-5509 Phone: (707) 457-3880
Services	
Services Provided	Water
Areas Served	Hiouchi

Formation and Principal Act

Big Rock CSD was formed as a California special district by LAFCo Resolution on September 22, 1966, and is authorized to “supply water for domestic use, irrigation, sanitation, fire protection, and recreation” under the Community Services District Law (Government Code §61000, et seq.). Other services, facilities, functions, or powers enumerated in the District’s principal act but not identified in the formation resolution are “latent,” meaning that they are authorized by the principal act under which the District is formed but are not being exercised. Latent powers and services activation require LAFCO authorization as indicated in Government Code §25213.5. Examples of latent powers for Big Rock CSD could include the following services:

- 1) Sewage, waste and storm water collection, treatment;

- 2) Garbage or refuse matter collection or disposal of;
- 3) Fire Protection;
- 4) Public recreation: parks, playgrounds, swimming pools or recreational buildings;
- 5) Street lighting;
- 6) Mosquito abatement; and
- 7) The equipment and maintenance of a police department or other police protection to protect and safeguard life and property.

Boundary and Sphere of Influence

Big Rock CSD currently encompasses approximately 577 acres in the Hiouchi area of the County (Figure 1). This area is largely forested, and is surrounded by the Smith River on three sides. Residences are primarily concentrated within the southeast portion of the District's boundary. Being an unincorporated and rural community, the Hiouchi area has a smaller, recreation oriented commercial center that includes a motel, Hiouchi Hamlet store and fuel station, other recreation-related businesses, a church, and one restaurant.

In recent years, the District has undergone a few boundary changes. In 2011, the District expanded its boundaries to include approximately 300 acres of Jedediah Smith Redwoods State Park (LAFCo Resolution 11-4). This annexation was prompted by the possibility of the Park developing approximately forty additional campsites and a new visitor's center. These developments would require water service from the District, which at the time of the annexation, was almost at capacity due to nearing its allocation limit for water diversion. Other annexations that have occurred since the District's formation are below (Table 2). There are not any current plans to pursue the annexation of additional territory.

Table 2: Big Rock CSD Annexation History

Annexation Name	Applicant Name	Reason for Annexation	Acreage	Land Uses	LAFCo Resolution
Annexation No. 1	County Counsel	To increase tax base to support application for Davis-Grunsky Loan to construct a water supply and distribution system	81	R-1A, R-1	Resolution 69-4-13
Annexation No. 2	Parcel landowners	To provide water services to residents, to expand for future usage purposes	150.34	U	Resolution 72-1
Peoples Annexation	Parcel landowners	To provide water services to residents of the parcels	166.44		Resolution 95-2
Annexation Area A	Parcel landowner, Bill Bowman	To more accurately reflect where the District provided services; Parcel 124-190-31 already receiving water service but not in place-of-use boundary	1	Residential	Resolution 11-4
Annexation Area B	Redwood National and State Parks	To provide water services for future development of Jedediah Smith Redwoods State Park	300	Parkland/ Recreation	Resolution 11-4

The District's SOI is currently coterminous with its boundary, however, an update to its SOI is proposed as part of this MSR/SOI Update. LAFCo staff have been in discussion with District staff to expand its sphere to include approximately 78 acres of land to the east of its current boundary that would be served by the existing water supply and gravity fed water pressure system. This would make the District's total SOI approximately 655 acres.

Seasonal visitors to the area may increase in upcoming years and parklands within the District boundaries will continue to require drinking water. In addition, there may be additional residential development within the proposed SOI, requiring domestic water and emergency response supplies. These areas are generally below the 200-foot contour where the District has sufficient water pressure from its gravity fed system. An overall figure (Figure 1) and zoomed-in figure (Figure 2) to show parcel lines and contour line detail of the land to be included in the proposed sphere are below.

Figure 1: Big Rock CSD Boundary and Proposed SOI

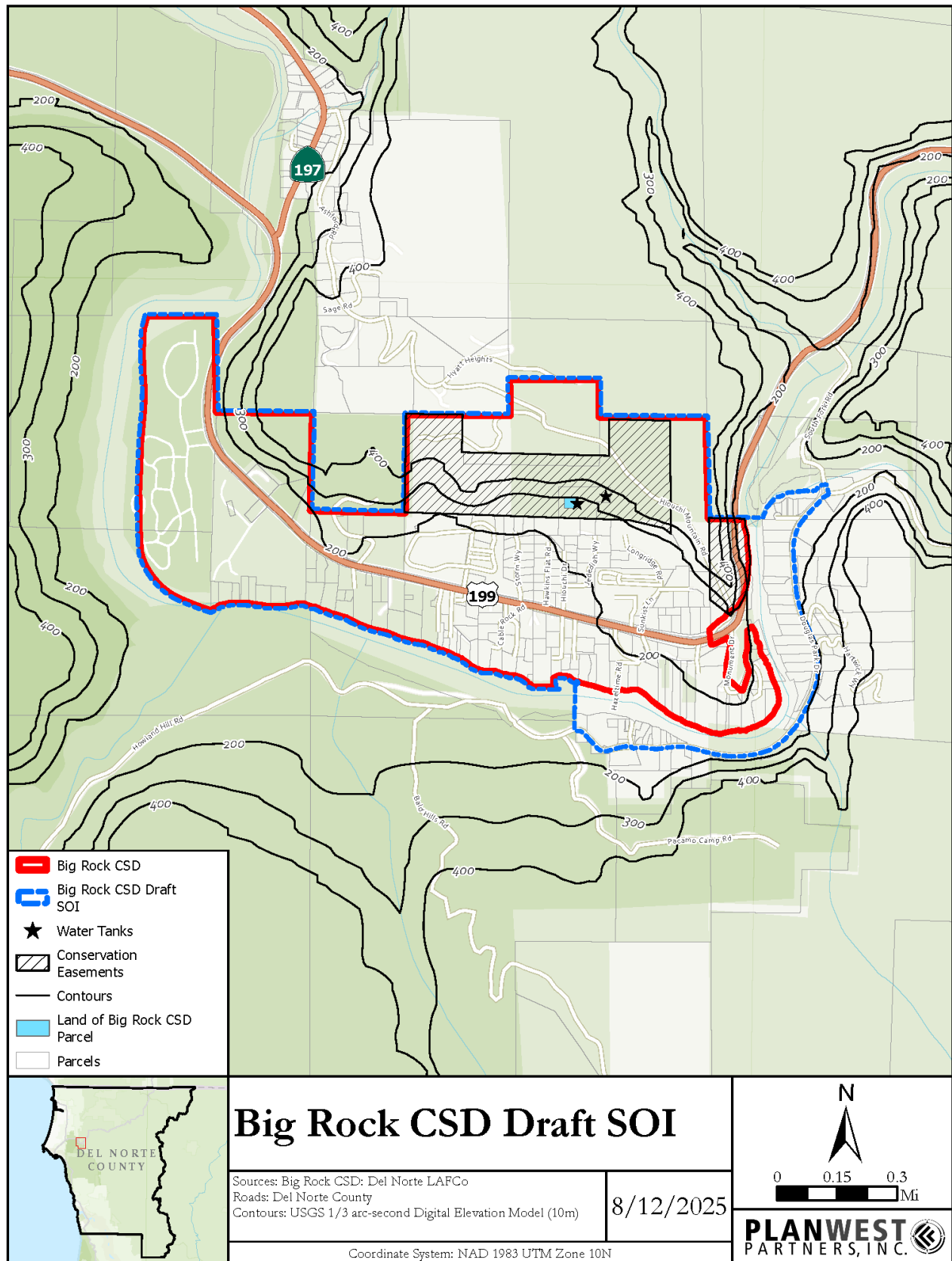
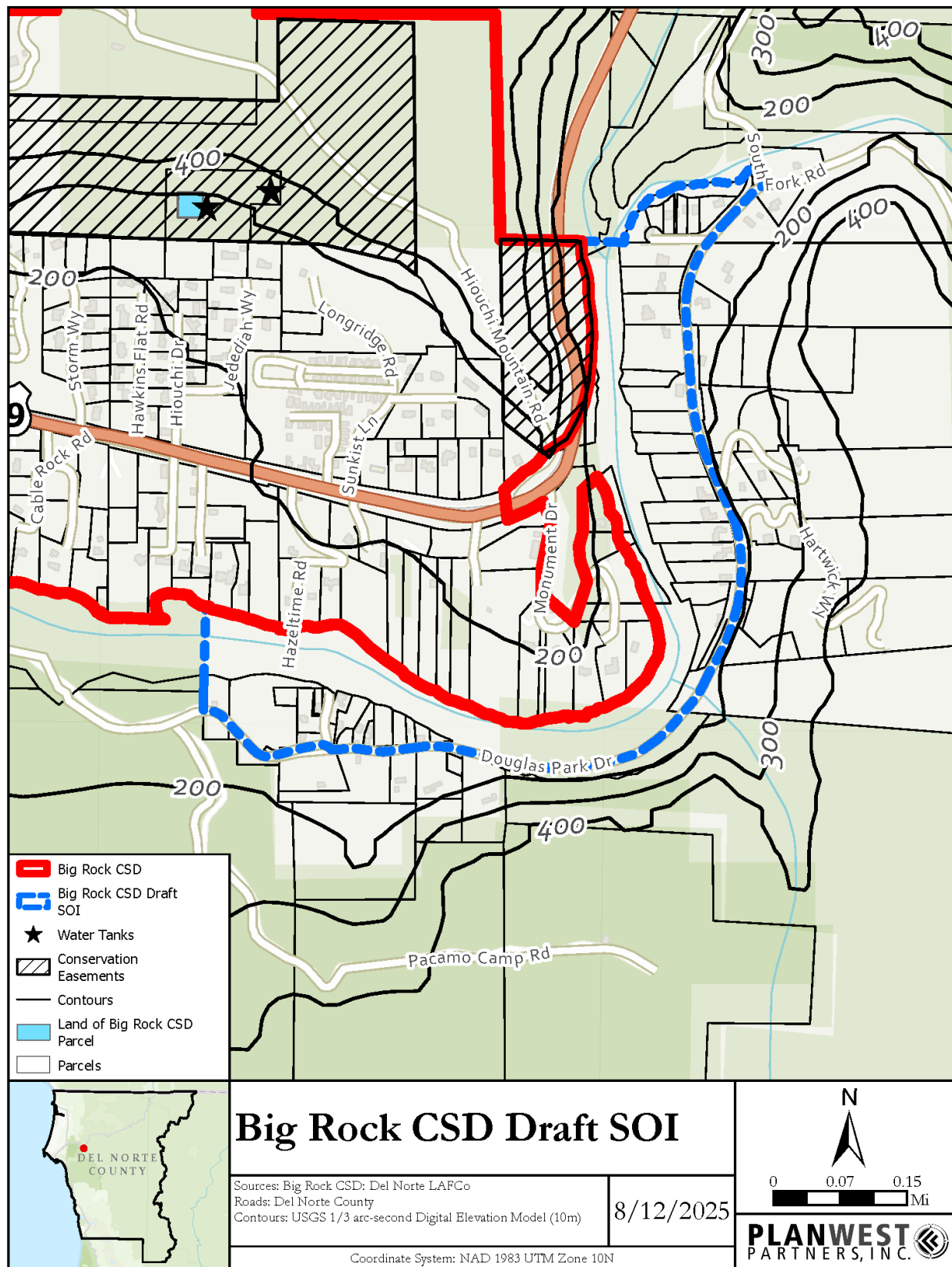


Figure 2: Lands to be Included in Proposed Sphere



The District's service area is relatively small but does include a 300-acre portion of the Hiouchi Flat and Jedediah Smith Redwoods State Park in the west. This area attracts visitors year-round but is particularly popular in the summer months due to an influx of Redwood National/State Parks and Smith River National Recreation Area (USFS Six Rivers National Forest) visitors interested in the region's scenic and recreational opportunities. The Redwood National/State Parks include a World Heritage Site and International Biosphere Reserve, designated by UNESCO in 1980.

As part of this MSR, Big Rock CSD conservation easements and dedicated lands in the northerly portion of the CSD were mapped. The locations of District infrastructure such as water tanks were also mapped.

Land Use and Zoning

Del Norte County is responsible for the existing and planned land uses for the areas within Big Rock CSD's service areas. These were last updated through the Land Use Element of the County's 2003 General Plan. Land uses within the District's boundary largely consist of state and federal lands, rural residential, and resource conservation area (Figure 3).

Zoning within the District is guided by the Zoning Code, which is split into Non-Coastal Zoning and Coastal Zoning. Zoning designations within the District's boundary largely consist of planned community, public ownership, and rural residential. The acreage of the District's land use and primary zoning designations within its boundary is shown below (Table 3, Table 4).

Table 3: Land Use Designation Summary

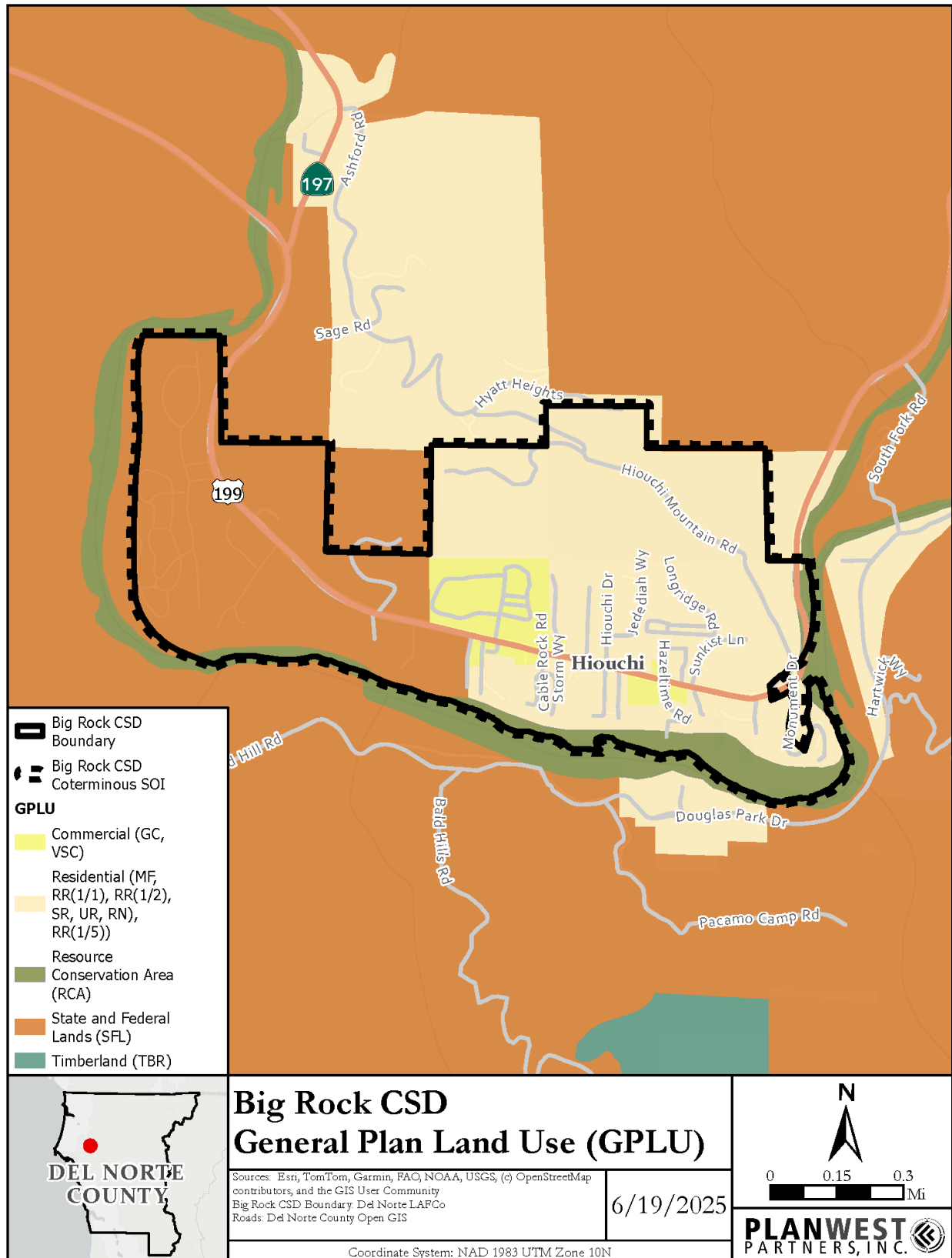
Land Use Designation	Acreage	Percentage
Rural Residential (RR (1 du/1 ac), RR (1 du/5 ac), RR (1 du/2 ac))	249.20	43.30%
State and Federal Lands (SFL)	203.04	35.28%
Visitor-Serving Commercial (VSC)	32.18	5.59%
Resource Conservation Area (RCA)	40.43	7.03%
General Commercial (GC)	10.96	1.90%
Rural Neighborhood (RN)	39.66	6.89%

Table 4: Zoning Summary

Zoning	Acreage	Percentage
PC (Planned Community)	220.56	38.22%
RR-1 (Rural Residential 1)	129.53	22.45%
C-2 (Central Business)	16.84	2.92%
PO (Public Ownership)	210.13	36.41%

There are Rural Residential lands adjacent to the CSD, but across the Smith River. They are being considered as part of the Sphere of Influence Update.

Figure 3: Big Rock CSD Land Use Map



Population

The Hiouchi Census Designated Place (CDP) has a population of 314 according to the 2020 Decennial Census. The boundaries of Hiouchi CDP are smaller than those of the District by 206.18 acres and the population data is five years old. Much of the land in the discrepancy between the size of District boundaries versus the population data available for the area is Jedediah Smith Redwoods State Park land and as such, is sparsely populated. So, despite the District containing more land, and likely more people, than that of Hiouchi CDP, the CDP population estimates should be fairly reliable and accurate to use for the District's full-time population estimate. The population is variable due to seasonal tourism.

The District estimates a population of approximately 550 to 600 year-round residents and anywhere from 350 to 400 additional seasonal visitors, for an approximate seasonal population of 900 to 1,000. This estimate is separate from the US Census Data.

The US Census Bureau data shows a declining population in Hiouchi CDP (approximately a (27) percent growth rate) from 2020 to 2023. The County's projected annual growth rate from 2020 through 2060 is estimated to be (0.37) percent per year. The District does anticipate growth in its service area over the next ten years as the Hiouchi Resort RV park is being converted to a year-round occupancy of a "Tiny Home Village". This development is estimated to increase the year-round population to between 750 and 800. For purposes of this report, the District population estimate of 800, accounting for potential future growth, is used.

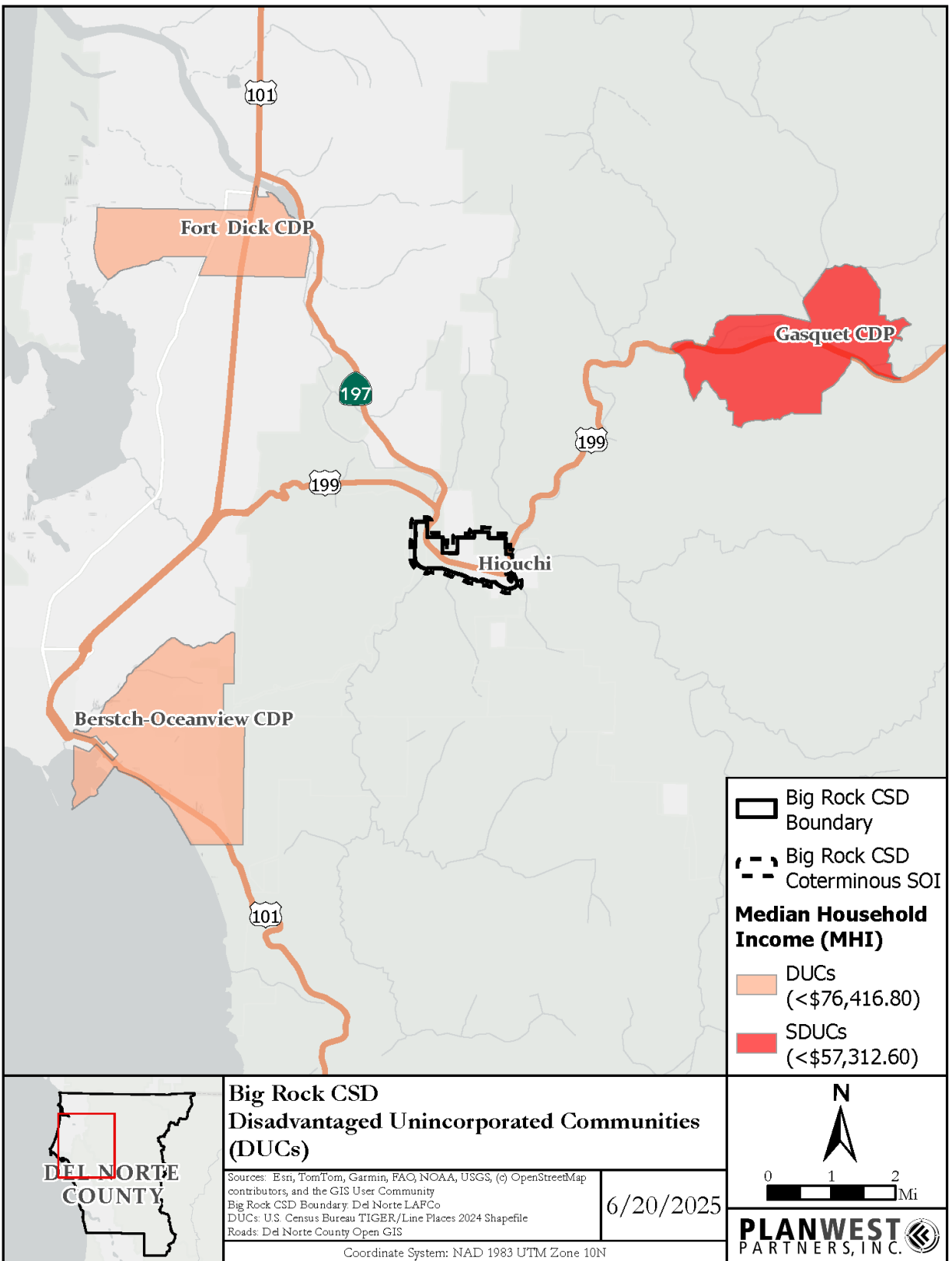
Disadvantaged Unincorporated Communities

Pursuant to Government Code §56033.5, a disadvantaged unincorporated community (DUC) is defined as an area with 12 or more registered voters where the median household income (MHI) is less than 80 percent of the statewide MHI. Within a DUC, three basic services are evaluated: water, sewage, and fire protection. Big Rock CSD provides one of these services, water, and is therefore responsible for assuring that this service is adequately provided to the community.

As of 2023, Del Norte County has a MHI of \$66,780¹ and the State has a MHI of \$95,521¹. The MHI of Hiouchi CDP is unavailable through the US Census Bureau, but District staff estimate the MHI to be between \$40,000 - \$50,000. Nearby areas such as Gasquet CDP to the northeast, Fort Dick CDP to the northwest, and Bertsch-Oceanview CDP to the southwest are all classified as disadvantaged. These areas have MHIs of \$46,620 (48 percent of the State's MHI), \$76,204 (79 percent of the State's MHI), and \$73,229 (76 percent of the State's MHI), respectively. Based on data in previous MSR/SOI Updates, communications with District staff, and characteristics of nearby communities, it is a reasonable assumption that the Hiouchi community is also designated as disadvantaged. Should the District pursue annexation, DUC communities within the District's vicinity (Figure 4) shall be considered further.

¹ US Census Bureau, S1901 Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars), 2023.

Figure 4: DUCs Within Big Rock CSD's Vicinity



Organizational Structure

Governance

Big Rock CSD is governed by a five-member Board of Directors/Trustees that is elected by District residents to serve four-year terms (Table 5). The Board meets on the third Thursday of each month at 5:00 pm at the Hiouchi Volunteer Fire Department located at 155 Dunklee Lane, Hiouchi, CA or as noticed otherwise. Meetings are open to the public.

Table 5: Big Rock CSD Board of Directors/Trustees

Board Member	Title	Term Expiration
Joe “Hank” Akin	President	Ending December 2026
Craig Strong	Vice President	Ending December 2028
Michelle Anderson	Treasurer, Director/Trustee	Ending December 2026
Art Aten	Director/Trustee	Ending December 2028
Mike Finley	Director/Trustee	Ending December 2028

Staffing

The District employs three part-time staff members. Employed positions include one General Manager who holds a Grade 1 (D1) Water Distribution Operator Certificate, one Secretary to the Board responsible for general bookkeeping, and one Operations/General Manager Assistant that assists with District tasks as needed. The District is accepting ongoing applications for Water manager, Office Manager, and seasonal labor positions.

Accountability and Transparency

The District maintains a website (www.bigrockcsd.org) and has an active presence in a community Facebook page titled Hiouchi Neighbors Helping Neighbors (www.facebook.com/people/Hiouchi-Neighbors-Helping-Neighbors). The District’s digital archive of meeting agendas and minutes allows the community to readily access meeting information dating back to 2023. Recent agendas published in accordance with the Brown Act and financial documents are also accessible on the website.

SB929 was signed into law on September 14, 2018, requiring all independent special districts to have and maintain a website that meets all the special district transparency requirements of State law including the availability of agendas, policies, and financial information by January 1, 2020. The following table provides an overview of the District’s compliance with SB929.

Table 6: SB 929 Website Requirements

Type of Requirement	Description of Requirement	Is the District in compliance?
District Contact Information	The bill does not state the specific contact information required. We recommend posting, at a minimum: Physical and Mailing address Phone number and E-mail address	Yes.

Type of Requirement	Description of Requirement	Is the District in compliance?
Most Recent Agenda	The most recent agenda must be: Posted at least 72 hours in advance of the meeting Linked on the homepage of the website, navigating directly to the current agenda Searchable, indexable, and platform-independent (simply put, post the agenda as a PDF)	Yes.
Financial Transaction Report	The State Controller's report for the District's Financial Transaction report must be posted or linked to the corresponding State Controller website.	Yes.
Staff Compensation Report	The State Controller's report for the District's Staff Compensation report must be posted or linked to the corresponding State Controller website.	Yes.
Enterprise System Catalog	As required by SB272, the Enterprise System Catalog must be posted. This includes: Current system vendor / product / purpose A description of categories or types of data Department that is the prime data custodian Frequency in which system data is collected and updated	Yes.

Municipal Services

Water Services

Big Rock CSD provides municipal water service to its customers through a permanent license (#013849) with the State Water Resources Control Board (SWRCB). The District applied to the SWRCB in 2007 to change its "domestic" (official water use) categorization to "municipal." Currently, the District has 288 customer hookups; 113 of these are for individual customers. One of the District's hookups is Hiouchi RV Resort with approximately 75 hookups, which is being converted to a tiny home village, and another is Madrone Mobile Home Park with approximately 100 hookups. There are 109 active service connections and four inactive service connections as of February 2025.

Water Demand

Hiouchi is a resort community where water demand varies dramatically with the seasons. The District records water demand from October through September. From October 2023 through September 2024, Big Rock CSD diverted approximately 81.54 acre-feet (af) of water and used approximately 55.55 af of the diverted water. District staff estimate that its current draw varies between 24-30 million gallons per year. Previous usage has been 89.33 af, 48.40 af, 52.58 af, and 57.61 af. As expected in an area with seasonal tourism, more water is diverted and used in the summer months (June through August). The District provides drinking water to visitors of State and federal parklands located within its boundaries. With a diversion limit of 124 acre-feet, or 40.4 million gallons, Big Rock CSD typically stays well below its diversion limit. Should population growth occur in the area, the District will have enough capacity to provide water services with its current diversion limit.

The District is diligent on repairing water leaks once they have been identified, which also allows for water to be saved and its lowered diversion amount. Other effective management practices also assist with keeping the District's usage well below its maximum allowed diversion amount.

When needed, the District provides water for fire suppression needs. This greatly increases the water demand and typically occurs in fire season, causing unexpected and significant water loss beyond Big Rock CSD's control. When Big Rock CSD must provide water from its hydrants to federal, state, or county fire suppression agencies fighting wildfires throughout the region, the excess demand can rise to 180,000 gallons or more over a three-month period

Water Supply

The District utilizes a groundwater system and collects water from a single well located along the Smith River. There are not currently any major drought concerns regarding the Smith River and its ability to recharge the groundwater in the area. From 2020 through 2022, there were periods of time where the Smith River was rated at the second highest level of drought (D3) per the U.S. Drought Monitor; since 2022, the drought rating has been classified as either Abnormally Dry (D0), the lowest level of drought (D1), or had no drought concerns at all. The District is authorized to divert 124 acre-feet, or approximately 40.4 million gallons, of water from this source per year and does not currently require an additional water source or increased water supply from its current source.

Distribution System & Infrastructure Overview

The District has not received any violations from the State in recent years; its most recent violation was in 2021² and concerned monitoring requirements for lead and copper. Prior to that violation, Big Rock CSD had not received another since 2004, which is a remarkable achievement. The 2023 Consumer Confidence Report (CCR) did not find any violations regarding contaminants or monitoring and reporting requirements.

Big Rock CSD's distribution system consists of the following:

- Backup booster pump
- 130 water meters and associated concrete service boxes
- Three master meters and one concrete vault
- One 4-wheel-drive vehicle
- SCADA water management system and data-linked, secured website
- Two stationary emergency generators at different locations with propane fields
- Water treatment facility secured within a separate room of the main pump house
- One small water storage tank with a capacity of 50,000 gallons
- One steel, bolted water storage tank with a capacity of 200,000 gallons
- 4.2 miles of main water pipelines (8, 6, and 4-inch)
- Transmission and distribution pipelines (6.9 miles of 2-inch lines)

² State of California, Safe Drinking Water Information System, Public Drinking Water Watch.

https://sdwis.waterboards.ca.gov/PDWW/JSP/Violations.jsp?tinwsys_is_number=216&tinwsys_st_code=CA

- River well hosting dual 10hp submersed river pumps, two independent electricity management systems, three raw-water collection galleries embedded in the bottom of the Smith River, and one heavy overhead pump lift
- Office equipment and parts inventory
- Heavily secured main and hillside pump houses
- 15 wet and dry-cell fire hydrants
- Enhanced security fencing (200 feet)
- Long-distance emergency radio communications system and two FCC-licensed operators

The District's total storage capacity is 250,000 gallons, including one 50,000-gallon Redwood tank and one 200,000-gallon steel tank that replaced a 100,000-gallon Redwood tank with significant concerns. The replacement of this tank is a significant accomplishment of the District, and the new steel tank will not need to be replaced for many years. The new tank is anchored on an ultramafic granite ledge to weather earthquakes.

Water Rates

Water service policy, rules, and regulations are established in accordance with Big Rock CSD Ordinance 2009-1. The most recent amendment to increase water rates was approved by the Board of Directors/Trustees on July 31, 2018. The monthly water rates were approved to automatically increase 2.5 percent annually to accommodate index growth through August 1, 2022, but the District did not end up exercising this approved increase.

Residential and Commercial Standard Customers

Big Rock CSD customers, both commercial and residential, are subject to the monthly minimum base water rates shown below (Table 7) and a water usage rate of \$2.38 per one hundred (100) cubic feet (ft³) of water, or 7.48 gallons. New customer fees are \$75.00 and the fee to re-establish service after a disconnection is \$50.00. New construction is \$5,000 and includes the water meter; actual tap and lines via a contractor are the property owner's expense.

Table 7: Big Rock CSD Water Rates

Meter Size	Monthly Minimum Base Rate
¾ -inch meters	\$63.51
1 -inch meters	\$105.86
2 -inch meters	\$338.75
4 -inch meters	\$1,058.58

Mobile Water Buyers

The Big Rock CSD provides potable water to commercial and government agency mobile parties that enter into binding written agreements to draw water from the District's only non-metered source, meaning a fire hydrant. A mobile party requiring more than a single water draw will pay a lower rate than a mobile party that needs only one draw. A deposit may be required based on individual circumstances. A District official must be present at each draw, or taking water from a community fire hydrant is considered to constitute water theft. More information on water theft can be found in the "Water Theft Policy" section of this MSR/SOI Update. Mobile water consumers

generally will be charged at the 4-inch meter rate but can be charged per a different rate schedule depending on the frequency of water drawing. Big Rock CSD reserves the right to refuse hydrant water to any mobile water consumer without disclosing the reason(s) for rejection.

Water Theft Policy

Historically, the Hiouchi area has experienced abuse from “mobile parties” that took large volumes of water from the District without permission. This taking of water poses serious risks including water hammer damage to the valves and pipelines, the exceedance of the District’s water diversion limit set forth by the State, and the depletion of water storage tanks which can result in costly damage and cross-contamination from negative pressure in the District’s water distribution pipelines. In response to these issues, the District has implemented policies regarding water theft to regulate these mobile parties. Mobile parties now must undertake contractual arrangements with the District, obtain permission to use metered and non-metered water, and use official District hydrant operators for water draws.

Taking water from a District hydrant without proper authorization is considered a punishable crime. Each fire hydrant has posted warnings informing people of this policy. Approved contractors may purchase water from certain designated hydrants on a one-time basis or with a long-term agreement in place, but only District personnel may operate hydrant valves in each and every case. Other than accommodating authorized firefighters under the conditions explained in the “Other Services” section of this MSR/SOI Update, any person(s) who drafts water from a District fire hydrant in the absence of the appropriate District official would violate Big Rock CSD Ordinance 2008-1 or Ordinance 2009-1 and become subject to immediate arrest. District hydrant operators are available around the clock to assist legitimate water consumers with their respective needs.

Infrastructure Needs and Deficiencies

The District has multiple infrastructure needs that are nearing the end of their useful life and will require replacement or maintenance. These include their main distribution, service lines, major valves, fire hydrants, and its 50,000-gallon storage tank. The storage tank needs a new roof and has issues with its bracing. Since the District does not make enough money from service revenues to completely finance its infrastructure improvements, it will need to source grant funding and other funding sources to cover these projects.

Notable Accomplishments, Goals, and Future Needs

In recent years, the District has made many improvements to its distribution system including the purchase and installation of new residential water meters. These meters have a 20 year warranty and will allow for the District to provide more accurate billing. Big Rock CSD has been able to stay on top of many of its needed repairs, including fixing leaks, check valve replacement, and other general maintenance. As part of the Hillside Stabilization Project in recent years, the District replaced one storage tank, updated its SCADA system, installed enhanced security fencing, and stabilized the hillside. More information on this project can be found in the “Disaster/Emergency Response” section of this report. Additionally, the District has updated some of its policies in recent years including its Water Shutoff Policy and Cross Connection Policy.

Future goals of the District are primarily focused on upgrading infrastructure and continuing to provide regular maintenance and upgrades as needed to ensure reliable water service delivery. Foot valve installation will release some unnecessary workload on pumps. Other goals include addressing infrastructure needs and deficiencies identified above.

Other Services

Fire Services

Fire protection is provided in the area by Smith River Fire Protection District (FPD). The FPD has a station located in Hiouchi that Big Rock CSD uses as a place for public meetings and as an emergency operations center for the community. According to the District, the space provided is inadequate for both purposes. The FPD responds to any structural, vehicle, or wildfire within the District's boundaries. More information on the Smith River FPD can be found in its latest MSR/SOI Update, approved by LAFCo in 2022.

The District lies within the State Responsibility Area (SRA) protected by the California Department of Forestry and Fire Protection (CalFire). CalFire is responsible for fire services in these areas.

Big Rock CSD will provide potable water from any of its 15 non-metered fire hydrants, free of charge, to legitimate fire protection agencies that intend to engage with fire emergencies located within a one-mile radius of the Hiouchi Hamlet (Big Rock CSD Ordinance 2008-1). *Permission from a District official is not required in such cases.* The District requires each agency to report the amount of water used on each occasion in order to track its water appropriations accurately for compliance with state reporting requirements. If that condition is not met, certain water purchase arrangements between the fire service provider in question and the District must be established prior to drawing water from a hydrant.

CalTrans, other non-emergency public service agencies, and contractors must coordinate water draws from the District prior to arrival. The District's fire hydrants may not be used as a central water-replenishment source by unauthorized consumers. No one may take District water from any source other than a fire hydrant, unless permitted to do so on or near private property by a metered resident or metered business.

Roads

Del Norte County provides limited County park and road maintenance services for the District; only one street in the Hiouchi community qualifies as a County road - Hiouchi Drive. All other roads, and their associated street signage, are the responsibility of private parties to maintain.

The California Department of Transportation (CalTrans) is responsible for the condition of U.S. Highway 199 that bisects Hiouchi from east to west. Highway 199 serves as one of three official Emergency Evacuation Routes for the County.

Sewer

No agency provides sewer service within District boundaries. Residences and facilities rely on private septic tanks for sewer service.

Solid Waste & Recycling

Solid waste & recycling services are managed by Del Norte Solid Waste Management Authority.

Recreation and Parks Maintenance

National Park Service Rangers assigned to the Redwoods National Park within the Big Rock CSD's place of use and surrounding national recreation areas act as stewards of the resources in their care through resource protection and proactive law enforcement. Likewise, California State Park Rangers are fully sworn California State Police Officers who perform a wide variety of general law enforcement activities, search and rescue operations, and emergency medical response.

Law Enforcement

Provided by the Del Norte County Sheriff's Office and California Highway Patrol (CHP).

Disaster/Emergency Response

Big Rock CSD maintains strong partnerships with the Del Norte County Office of Emergency Services and the Hiouchi Neighbors Helping Neighbors community group to provide disaster response in the area. The District also collaborates with local law enforcement and fire service providers as needed when providing pre and post disaster response. The District is planning on pursuing inclusion in the next Del Norte County Multi-Jurisdictional Hazard Mitigation Plan update.

The Hiouchi Local Hazard Mitigation Plan (LHMP) was prepared by GHD in 2017 for the District and aims to provide long-term hazard planning to reduce devastation when disasters occur and to increase Hiouchi's preparedness. Additionally, many state and federal agencies require a jurisdiction to have a recent hazard mitigation plan as a condition to receive grant funding; the completion of Hiouchi's LHMP allowed the District to receive funding for the Hillside Stabilization Project which has been completed. The Project stabilized a portion of Hiouchi Mountain to ensure that one of the District's storage tanks would not fall down the steep mountainside as failure of the hillside was imminent at the time. The District annually assesses the LHMP's effectiveness based on how well it is achieving the five goals set forth in the LHMP:

1. Lower the risk and vulnerability of the District and surrounding area to the impacts of natural hazards, protect lives, and reduce damages/losses to property, the economy, public health and safety, and the environment;
2. Protect critical facilities, infrastructure, utilities, and services from hazard impacts;
3. Improve public awareness, education, and preparedness for any potential hazards;
4. Improve the Planning Areas ability to mitigate losses and be prepared for responses to, and recovery from, disaster events;
5. Maintain FEMA eligibility and help the District receive grant funding.

The Hiouchi area is primarily susceptible to the hazards of earthquakes, floods, and wildfires. Secondary hazards were identified to be landslide and extreme weather impacts. Since 1964, most of the disasters experienced in Del Norte County have been flooding (11 out of 17 identified hazards) but the most common disasters within Hiouchi have been violent cyclonic winds, diesel

and gasoline spills, and wildfire. The LHMP identifies mitigation actions the District would like to pursue to increase its disaster preparedness, some completed and others that are ongoing.

Financial Overview

Budget

The primary sources of revenue for the District are water sales and interest income. The largest expenditure categories typically include payroll, repair and maintenance, and depreciation. An overview of the District's budgets for recent fiscal years is below (Table 8).

Table 8: Big Rock CSD Budget Summary

	FY21-22	FY22-23	FY23-24
Total Operating Revenue	\$161,885.00	\$154,250.00	\$159,050.00
Total Operating Expenses	\$108,336.00	\$121,616.00	\$149,348.00
Total Operating Balance	\$ 53,549.00	\$32,634.00	\$9,702.00
Total Non-Operating Revenue	\$720.00	\$960.00	\$11,400.00
Total Non-Operating Expenses	\$33,155.00	\$140,890.00	\$140,890.00
Total Non-Operating Balance	(\$32,435.00)	(\$139,930.00)	(\$129,490.00)
NET INCOME	\$21,114.00	(\$107,296.00)	(\$119,788.00)

Capital Improvement Plan

In the past three years, the District has not had capital expenditures towards capital improvement projects but does engage in capital improvement planning. There are future, multiple capital improvement projects the District would like to complete outlined in the "Water Services" section of this document. The capital improvement plan is updated periodically.

Audit

In previous years, Big Rock CSD discovered that it had been five years delinquent on annual auditing processes. The District has remedied this and has been continuing with regular annual auditing processes since this matter had been identified. A FY2023-2024 audit summary will be provided below once the District provides audit information.

MUNICIPAL SERVICE REVIEW DETERMINATIONS

As set forth in §56430(a) of the CKH Act, in order to prepare and to update the SOI in accordance with §56425, the commission shall conduct a service review of the municipal services provided in the county or other appropriate area designated by the commission. The commission shall include in the area designated for a service review the county, the region, the sub-region, or any other geographic area as is appropriate for an analysis of the service or services to be reviewed, and shall prepare a written statement of its determinations with respect to each of the following:

1) Growth and population projections

- a. The Hiouchi Census Designated Place (CDP), with similar boundaries to the District, has a population of 314 according to the 2020 Decennial Census. The District estimates a current year-round population of approximately 600 and a seasonal population of 1,000.
- b. There is growth anticipated within District boundaries due to the recent conversion of an RV park to year-round occupancy; this development is anticipated to increase the year-round population to 800.

2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence

- a. The MHI of Hiouchi CDP is unavailable through the US Census Bureau, but District staff estimate the MHI to be between \$40,000 - \$50,000.
- b. Nearby areas such as Gasquet CDP to the northeast, Fort Dick CDP to the northwest, and Bertsch-Oceanview CDP to the southwest are all classified as disadvantaged.

3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies

- a. District staff estimate that its current draw varies between 24-30 million gallons per year. With a diversion limit of 124 acre-feet, or 40.4 million gallons, Big Rock CSD typically stays well below its diversion limit.
- b. Big Rock CSD recently replaced one of its storage tanks from a redwood tank to a steel tank, which is a significant accomplishment. This was financed through grant funding.
- c. The District needs to update or replace its main distribution, service lines, major valves, fire hydrants, and its 50,000-gallon storage tank.

4) Financial ability of agencies to provide services

- a. The District's current water rates finance the continued regular maintenance of the infrastructure and distribution system. Any large-scale projects require outside funding sources, such as grant funding.
- b. For previous infrastructure replacement projects, the District has been successful in obtaining grant funds and retains the capability to pursue grant funds in the future.

5) Status of, and opportunities for, shared facilities

- a. Big Rock CSD uses the Smith River FPD Fire Station located in Hiouchi as a meeting space. It is considered to be inadequate for this purpose but another, better option is not viable at this time.
- b. The District provides water for fire suppression needs for any fire service provider operating in the area.

6) Accountability for community service needs, including governmental structure and operational efficiencies

- a. The District maintains a website (www.bigrockcsd.org) and has an active presence in a community Facebook page titled Hiouchi Neighbors Helping Neighbors (www.facebook.com/people/Hiouchi-Neighbors-Helping-Neighbors).
- b. The District publishes agendas and minutes on its website; the archive goes back to 2023.
- c. Big Rock CSD is in compliance with SB929.

7) Any other matter related to effective or efficient service delivery, as required by commission policy

- a. None noted.

SPHERE OF INFLUENCE DETERMINATIONS

In order to carry out its purposes and responsibilities for planning and shaping the logical and orderly development of local governmental agencies to advantageously provide for the present and future needs of the county and its communities, the commission shall develop and determine the sphere of influence of each district, as defined by Government Code §56036, and enact policies designed to promote the logical and orderly development of areas within the sphere. In determining the sphere of influence of each local agency, the commission shall consider and prepare a written statement of its determinations with respect to the following:

1) The present and planned land uses in the area, including agricultural and open-space lands.

- a. Land uses within the District's boundary largely consist of state and federal lands, rural residential, and resource conservation area. Zoning designations within the District's boundary largely consist of planned community, public ownership, and rural residential. There are also rural residential designated lands to the south and east of the CSD.

2) The present and probable need for public facilities and services in the area.

- a. The Hiouchi community is small and retains a residential population continuing to require water service. Additionally, the conversion of the RV park to year-round occupancy is anticipated to increase the District's population by 200, highlighting the future need for services in the area.
- b. Seasonal visitors to the area may increase in upcoming years and parklands within the District boundaries will continue to require drinking water. In addition, there maybe additional residential development within the proposed SOI, requiring domestic water and emergency response supplies. These areas are generally below the 200 foot contour where the District has sufficient water pressure from its gravity fed system.

3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

- a. District staff estimate that its current draw varies between 24-30 million gallons per year. With a diversion limit of 124 acre-feet, or 40.4 million gallons, Big Rock CSD typically stays well below its diversion limit.
- b. Big Rock CSD replaced one of its storage tanks from a redwood tank to a steel tank, which is a significant accomplishment. This was financed through grant funding.
- c. The District needs to update or replace its main distribution, service lines, major valves, fire hydrants, and its 50,000-gallon storage tank.

4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

- a. The Gasquet community is the closest neighboring community to Hiouchi and is another small, residential community with a large seasonal presence. Gasquet is approximately 8.5 miles east of Hiouchi.

-
- 5) For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere.
- a. *A SOI Amendment is being considered in this MSR/SOI Update; see figures in “Boundary and Sphere of Influence” section beginning on page 4 of this document.* Big Rock CSD provides water service to the area; no sewer service is available; Smith River FPD provides fire services.
 - b. Should the District be interested in pursuing annexation in the future, any disadvantaged communities in the area will be considered further.

DEL NORTE LOCAL AGENCY FORMATION COMMISSION

RESOLUTION 25-05

**RESOLUTION OF THE DEL NORTE LOCAL AGENCY FORMATION COMMISSION APPROVING THE
BIG ROCK COMMUNITY SERVICES DISTRICT MUNICIPAL SERVICE REVIEW AND SPHERE OF
INFLUENCE UPDATE**

WHEREAS, the Cortese Knox Hertzberg Local Government Reorganization Act of 2000 governs the organization and reorganization of cities and special districts by Local Agency Formation Commissions (LAFCO), as defined and specified in Government Code Sections 56000 et seq.; and

WHEREAS, the Del Norte Local Agency Formation Commission, hereinafter referred to as “Commission”, is authorized to conduct Municipal Service Reviews (MSR) and establish, amend, and update Spheres of Influence (SOI) for local governmental agencies whose jurisdictions are within Del Norte County; and

WHEREAS, the Commission conducted a MSR to evaluate the availability and performance of governmental services provided by Big Rock Community Services District, hereinafter referred to as “Big Rock CSD” or “District”, pursuant to California Government Code Section 56430; and

WHEREAS, the Commission conducted a SOI update for the District pursuant to California Government Code Section 56425, expanding the SOI by approximately 78 acres; and

WHEREAS, the Executive Officer gave sufficient notice of a public hearing to be conducted by the Commission in the form and manner provided by law; and

WHEREAS, the Commission heard and fully considered all the evidence presented at a public hearing held on the MSR and SOI update on November 24, 2025; and

WHEREAS, the Commission considered all the factors required under California Government Code Section 56430 and 56425.

NOW, THEREFORE, IT IS RESOLVED, DETERMINED, AND ORDERED as follows:

1. The Commission, as Lead Agency, finds the MSR is exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15306. This finding is based on the use of the MSR as a data collection and service evaluation study. The information contained within the municipal service review may be used to consider future actions that will be subject to additional environmental review.
2. The Commission, as Lead Agency, finds the SOI update is exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15061(b)(3). This finding is based on the Commission determining with certainty the update will have no possibility of significantly affecting the environment given no new land use or municipal service authority is granted.

3. The MSR and SOI Update is assigned the following distinctive short-term designation: “Big Rock CSD MSR/SOI Update 2025”.
4. Pursuant to Government Code Section 56430(a), the Commission makes the written statement of determinations for Big Rock CSD included in the MSR, hereby incorporated by reference.
5. Pursuant to Government Code Section 56425(e), the Commission makes the written statement of determinations for the agency under review included in the SOI update, hereby incorporated by reference.
6. The Executive Officer shall revise the official records of the Commission to reflect this MSR/SOI update and is authorized to make non-substantive changes to the document as necessary.

BE IT FURTHER RESOLVED that the Big Rock CSD MSR/SOI Update 2025 is hereby approved and incorporated herein by reference and the SOI for the District is expanded to include an additional 78 acres of land east of its current boundary as shown in Exhibit A, attached hereto.

THE FOREGOING RESOLUTION was introduced at a regular meeting of the Del Norte Local Agency Formation Commission on the 24th day of November 2025, and adopted by the following vote:

AYES:
NOES: None
ABSENT: None
ABSTAIN: None

Attest:

Lyle Armstrong, Chair
Del Norte LAFCo

George Williamson, AICP, Executive Officer
Del Norte LAFCo

EXHIBIT A - Big Rock CSD Boundary and Sphere of Influence Map



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AGENDA ITEM 4B

MEETING DATE: November 24, 2025
TO: Del Norte Local Agency Formation Commission
FROM: George Williamson AICP, Executive Officer
SUBJECT: Del Norte Resource Conservation District
Sphere of Influence Amendment

BACKGROUND

Del Norte RCD (“DNRCDD” or “District”) filed an application with the Commission on June 20th, 2025, by resolution of application (District Resolution No. 25-05) for the Countywide Sphere of Influence (SOI) update/expansion in conjunction with the DNRCDD Municipal Service Review. DNRCDD is a special district, and proposals such as SOI changes and/or annexations are subject to Del Norte Local Agency Formation Commission (LAFCo) review.

According to the application, there is no Resource Conservation Special District currently serving county areas outside the existing DNRCDD SOI. Establishing a countywide SOI identifies where the Commission anticipates DNRCDD services may be appropriate in the future and provides a framework for coordinated resource-conservation programs.

According to the application, the SOI update is intended to support private and public landowners across Del Norte County in completing projects that protect, enhance, and conserve natural resources.

DISCUSSION

DNRCDD’s current boundary consists of two areas near Lower Smith River (west of Hwy 101 between Crescent City and Smith River). Surrounding designations are primarily Resource Conservation Area, Prime Agriculture, General Agriculture, and Timberland. The county is experiencing limited growth, with populations generally flat or declining countywide.

DNRCDD provides non-regulatory resource conservation services to public and private landowners, promoting voluntary conservation, local problem-solving, education, input on government programs, and coordination for technical assistance. Priority issues include Aleutian geese depredation, water quality/erosion & runoff, noxious weeds, stream enhancement, and technical assistance for gravel operations. For a countywide SOI, the District identifies program directions in collaboration leadership, wildfire resilience, water quality, stream restoration, agricultural lands restoration, and adaptive fish & wildlife management.

The District states no additional physical infrastructure is needed for a countywide SOI and that it does not own/operate facilities, vehicles, or equipment. The current staffing is one full-time District Manager with part-time admin support; at least two additional full-time positions are anticipated within 6-12 months based on workload.

Operations are primarily grant-funded (state/federal/private) with reimbursable admin/indirect costs; the District does not levy property tax or assessments and currently does not charge service rates/fees. To manage audit costs, the Board of Supervisors approved a five-



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year audit cycle on Dec. 11, 2018, with annual financial reviews continuing. Current and recent activity includes watershed restoration, invasive species removal, and soil-health program revenues.

The MSR documents ongoing partnerships/coordination (e.g., regional/state/federal resource agencies; North Coast planning groups) and existing MOUs (e.g., Del Norte Weed Management Area, North Coast Integrated Water Management). These collaborations support project development and implementation but do not change the District's non-regulatory service authority.

DUCs are present in the broader county (e.g., Smith River, Hiouchi, Gasquet, Klamath, and parts of Crescent City by census income metrics). DNRCD does not provide water, sewer, or structural fire protection, so utility service obligations for DUCs remain with the appropriate providers.

ANALYSIS

The analysis of the proposed SOI Expansion is organized into two sections. The first section considers the proposal relative to the factors mandated for review by the Legislature anytime LAFCOs review boundary changes. The second section considers issues required by other applicable State statutes in processing boundary changes, such as environmental compliance with the California Environmental Quality Act.

Required Factors for Review:

G.C. §56668 requires the Commission to consider 16 specific factors when it reviews reorganization proposals. No single factor is determinative. The purpose in considering these factors is to help inform the Commission in its decision-making process. An evaluation of factors related to the proposal follows.

1) Population and population density; land area and land use; per capita assessed valuation; topography, natural boundaries, and drainage basins; proximity to other populated areas; the likelihood of significant growth in the area, and in adjacent incorporated and unincorporated areas, during the next 10 years.

The proposed SOI Expansion would cover the entire County. The County is expected to experience low growth, approximately 0.4 percent per year. Growth in the Crescent City incorporated area is also expected to have relatively low growth. These populations are not expected to be affected by the SOI Expansion. There is a significant amount of resource lands in Del Norte County; the proposed services would be applicable to those resource lands, subject to agency funding.

2) The need for organized community services; the present cost and adequacy of governmental services and controls in the area; probable future needs for those services and controls; probable effect of the proposed incorporation, formation, annexation, or exclusion and of alternative courses of action on the cost and adequacy of services and controls in the area and adjacent areas.

The community services proposed within the affected territory include the following:

Collaboration Lead: Lead, facilitate collaboration and participate as appropriate in projects within Del Norte County impacting agriculture, forestry, natural resources and land use.



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Wildfire Resilience: Work closely with all entities engaged in wildfire management projects to prevent wildfires, increase resilience, maintain existing risk reduction efforts and reduce the risk of wildfires to communities, agriculture, forestry and resource lands. Evaluate opportunities for biomass utilization in agriculture, forestry, energy production and carbon sequestration.

Water Quality: Effectively manage agriculture, forestry and natural resources towards improving water quality including improving drainage, erosion control and productivity on agricultural lands; restoring riparian habitat by establishing native vegetation; advocating on-site nutrient management; establishing buffer areas between tilled agriculture and natural stream corridors; and restoring natural fluvial processes for sediment transport.

Stream Restoration and Enhancement: Actively lead, advocate and provide financial support (grant applications) for stream restoration and riparian enhancements in support of aquatic and terrestrial species habitat; especially for the benefit of native fish populations.

Agricultural Lands Restoration: Advocate and work with agricultural property owners and renters to restore compromised agricultural lands to increase productivity. Actions to include noxious weed abatement, grazing recommendations for Aleutian Goose and Rosevelt Elk management, coordination with the Natural Resource Conservation Service for education and financial assistance, and advocacy towards maintaining and preserving the utilization of historical agricultural lands in the county.

Fish and Wildlife Adaptive Management: Advocate, lead and actively participate in fish and wildlife projects that provide a mutual benefit to agriculture, forestry production and species preservation. Examples include management of the Aleutian Goose and Rosevelt Elk populations.

3) The effect of the proposed action and of alternative actions, on adjacent areas, on mutual social and economic interests, and on the local governmental structure of the county.

The SOI Expansion as proposed by the RCD would be contained within Del Norte County.

4) The conformity of the proposal and its anticipated effects with both the adopted commission policies on providing planned, orderly, efficient patterns of urban development, and the policies and priorities set forth in G.C. Section 56377.

The statutory goals of LAFCo include the promotion of orderly growth and development by determining logical local boundaries [§56001], the preservation of open space by encouraging development of vacant land within cities before annexation of vacant land adjacent to cities [§56377(b)], and the preservation of prime agricultural land by guiding development away from presently undeveloped prime agricultural lands [§56377(a)]. The proposed uses in the SOI Expansion territory comply with the statutory goals discussed above.

5) The effect of the proposal on maintaining the physical and economic integrity of agricultural lands, as defined by G.C. Section 56016.

The SOI Expansion includes lands with agricultural land use designations. The SOI Expansion could facilitate conservation services for agricultural lands.

6) The definiteness and certainty of the boundaries of the territory, the nonconformance of proposed boundaries with lines of assessment or ownership, the creation of islands or corridors of unincorporated territory, and other similar matters affecting the proposed boundaries.



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A SOI Expansion map is included in the Municipal Services Review, if approved, it will be filed as a certificate of completion exhibit.

7) A regional transportation plan adopted pursuant to G.C. Section 65080.

The Del Norte Regional Transportation Plan (RTP) was last adopted in 2020 and is required to be updated every four or five years. An updated RTP is expected to be adopted in the winter of 2024. The RTP is a long-range transportation planning document intended to guide investments related to transportation in the Del Norte region. In regions of California that have a metropolitan planning organization, the RTP must also adopt a Sustainable Communities Strategy (SCS) under Senate Bill 375. Since the Del Norte region does not have a metropolitan planning organization, an SCS is not required. Although not required, the 2020 RTP Update did identify that an SCS could be prepared to identify strategies to reduce vehicle miles traveled in the region.

8) Consistency with city or county general and specific plans.

The land in the annexation area is predominantly used for agriculture and forest resources. General Plan development in the Smith River Planning Subarea is focused on residential neighborhood infill. The annexation does not require any general plan or zoning amendments, and land use is expected to remain consistent with county plans.

9) The sphere of influence of any local agency which may be applicable to the proposal being reviewed.

The SOI Expansion would not affect the Spheres of Influence of other agencies.

10) The comments of any affected local agency or other public agency.

Del Norte LAFCo provided a notice of application filing to affected agencies. Del Norte LAFCo also prepared and released a Certificate of Filing to local agencies, setting the November 24th, 2025 public hearing date. The hearing notice was posted online/published in the Triplicate and posted on the Del Norte LAFCo website. No agency comments were received.

11) The ability of the newly formed or receiving entity to provide the services which are the subject of the application to the area, including the sufficiency of revenues for those services following the proposed boundary change.

This is an SOI Expansion for an existing agency.

12) Timely availability of services adequate for projected needs as specified in G.C. § 65352.5.

RCD services, available countywide, could address projected resource conservation needs of agencies, land managers and property owners.

13) The extent to which the proposal will affect a city or cities and the county in achieving their respective fair shares of the regional housing needs as determined by the appropriate council of governments consistent with Chapter 3 of Division 1 of Title 7 Article 10.6 (commencing with § 65580).

The proposed SOI Expansion would not impact any local agencies in accommodating their regional housing needs. The County of Del Norte General Plan Housing Element addresses how regional housing needs allocations will be met. There are currently no increased residential designations or development plans for the proposed annexation territory.

14) Any information or comments from landowners or owners, voters, or residents of the affected territory.



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A hearing notice was posted online /published in the Del Norte Triplicate and posted on the Del Norte LAFCo website.

15) Any information relating to existing land use designations.

See discussion in Section 8.

16) The extent to which the proposal will promote environmental justice. As used in this subdivision, “environmental justice” means the fair treatment of people of all races, cultures, and incomes with respect to local public facilities and provision of public services.

The proposal will not result in inconsistencies with environmental justice safeguards. The annexation would result in continued public services for residents.

Other Considerations

- 1) **Environmental Review:** The purpose of the environmental review process is to provide information about the environmental effects of the actions and decisions made by LAFCo and to comply with the California Environmental Quality Act (CEQA) Guidelines found in Public Resources Code §210000 et seq. It has been determined that this project is categorically exempt from CEQA pursuant to §15301 - Class 1, Existing Facilities, and §15061(b)(3)) - “Common Sense” exemption. The Commission prepares a Notice of Exemption as provided under CEQA Guidelines for the change in District organization including annexation and makes a specific determination that this environmental determination adequately addresses proposed changes.
- 2) **Municipal Service Review and Sphere of Influence Update:** A MSR has been prepared for the SOI Expansion; it reflects the district’s ability to serve the affected territory.
- 3) **Tax Revenue Sharing Agreement:** California Revenue & Taxation Code 99(b)(5) provides There is no property tax revenue exchange for a SOI Expansion.
- 4) **Conducting Authority Proceedings:** Del Norte LAFCo will consider the District proposal at a noticed public hearing, scheduled for November 24 2025, at the Del Norte County Flynn Center, 981 H Street Crescent City California.

RECOMMENDATION

Staff recommends the Commission approve the proposed SOI expansion contingent upon the satisfaction of the terms and conditions set forth in Resolution 2025-06 (Attachment B).

ATTACHMENTS

A: Del Norte RCD Commission Draft MSR/SOI Update

B: Resolution 2025-06

Del Norte Resource Conservation District

DEL NORTE



RESOURCE

CONSERVATION DISTRICT

Municipal Service Review & Sphere of Influence Update

Administrative Draft – November 2025



Del Norte
Local Agency Formation Commission

Del Norte Local Agency Formation Commission

Commissioners

Lyle Armstrong	Chair, Public Member
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Darrin Short	County Member
Isaiah Wright	City Member
Jason Greenough	City Member
Valerie Starkey	Alternate County Member
Vacant	Alternate City Member
Donna DeWolf	Alternate Public Member

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Emma Haskett, Analyst

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Acknowledgements

LAFCo staff would like to thank the contributors to this Municipal Service Review. Input instrumental in completing this report was provided by Resource Conservation District staff.

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1.0 INTRODUCTION

The Del Norte Local Agency Formation Commission (LAFCo) conducts municipal service reviews (“service reviews” or MSRs) to assess existing and future public service conditions for cities and special districts within Del Norte County. This service review allows LAFCo, local agencies, and the public to better understand how public services are provided by the Del Norte Resource Conservation District (DNRCD or District). This chapter provides a background of the service review requirements and an overview of the process and methodology of the review.

Resource Conservation Districts & Principal Act Overview

Resource Conservation Districts (RCDs) are independent special districts under Public Resources Code §9151 et seq. RCDs manage a diversity of resource conservation projects, including soil and water conservation projects, wildlife habitat enhancement and restoration, control of exotic plant species, watershed restoration, conservation planning, education, and many others. RCDs are governed by a board of five, seven, or nine Directors, either elected by resident voters to 4-year terms or appointed by County Supervisors.

RCDs were first founded in the 1930s to bring federal and state funding and technical assistance to farmers and ranchers so that they could voluntarily conserve water, soil, and wildlife habitat on their land with the help of a local and neutral partner.¹ Today each RCD’s projects and programs are different, and their services often include habitat restoration, forest health, healthy soils, public education, landscape-scale conservation planning, climate resilience, and assisting municipalities and the state in managing water use and preparing for drought and fire.

Municipal Service Review Determinations

Government Code § 56430 requires LAFCo to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determinations with respect to each of the following topics:

1. Growth and population projections for the affected area;
 2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence;
-

¹ <https://carcd.org/rcds/what-are-rcds/>

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies (including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence);
4. Financial ability of agencies to provide services;
5. Status of, and opportunities for, shared facilities;
6. Accountability for community service needs, including governmental structure and operational efficiencies; and
7. Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.
8. State Guidelines and Commission policies encourage stakeholder cooperation in the municipal service review process. It also provides a basis to evaluate, and make changes to Spheres of Influence, if appropriate.

Sphere of Influence Determinations

A Sphere of Influence (SOI) is a LAFCo-approved plan that designates an agency's probable physical boundary and service area. Spheres are planning tools used to provide guidance for individual boundary change proposals and are intended to encourage efficient provision of organized community services, discourage urban sprawl and premature conversion of agricultural and open space lands, and prevent overlapping jurisdictions and duplication of services.

LAFCo is required to establish SOIs for all local agencies and enact policies to promote the logical and orderly development of areas within the SOIs. Furthermore, LAFCo must update those SOIs every five years. For an SOI update, LAFCo is required to conduct a Municipal Services Review (MSR) and adopt related determinations. It must also make the following SOI determinations:

1. The present and planned land uses in the area, including agricultural and open-space lands;
2. The present and probable need for public facilities and services in the area;
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
4. The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency; and
5. The present and probable need for public facilities and services related to sewers, municipal or industrial water, or structural fire protection of any disadvantaged unincorporated communities within the existing sphere of influence (effective July 1, 2012).

Review Methods

The following information was considered in the development of this service review:

- Agency-specific data: responses to LAFCo Requests for Information.

- Land Use and Del Norte County General Plan and Zoning data: Del Norte County Planning Division and GIS webpage.
- Demographic data: U.S. Census Bureau; Department of Finance; CA Water Resources Board.
- Finances: budgets, rates and fees.
- Personal Communications with District staff.
- Other Resources: California Association of Resource Conservation District website

Information gathered was analyzed and applied to make the required determinations. All information gathered for this report is filed by LAFCo for future reference.

California Environmental Quality Act

The California Environmental Quality Act (CEQA) is contained in Public Resources Code § 21000 et seq. Public agencies are required to evaluate the potential environmental effects of their actions. MSRs are statutorily exempt from CEQA pursuant to § 15262 (feasibility or planning studies) and categorically exempt pursuant to CEQA Guidelines § 15306 (information collection). CEQA requirements are applicable to SOI Updates, with lead agency most often LAFCo.

2.0 AGENCY PROFILE

Table 1: Del Norte RCD Agency Profile

Formation	
Agency Name	Del Norte Resource Conservation District
Formation Date	August 9, 2005
Principal Act	Federal Standard State Conservation District Law of 1937 and Division 9 of the California Public Resources Code
Contact	
Contact (s)	Becky Crockett District Manager
E-mail	delnorteRCD@yahoo.com
Website	none
District Office	241 1st Street, Unit B Smith River, CA 95567
Mailing Address	Same as above
Phone	(707) 487-7630
Governance	
Governing Body	Seven-member Board of Directors
Board Meetings	Third Wednesday of every month at 10:00 AM
Staffing	District Manager, & contract staff as needed
Services	

Services Provided	Assistance for projects to benefit the land, water, and life of Del Norte County
Areas Served	Lower Smith River and Lake Earl

District Overview and Formation

The Del Norte Resource Conservation District (DNRCD) was formed as an independent special district and board members were appointed by the Del Norte County Board of Supervisors on August 9, 2005. The purpose of the district is to provide local leadership to help people within the district conserve, improve, and sustain their natural resources and environment and improve the area's economic viability. The District provides procurement and coordination of grant funds for resource conservation uses.

"The mission of the DNRCD is to protect, enhance, nurture and conserve the natural resources of land owners (public and private) by providing technical & planning advice, education, financial aid, and assistance for projects to benefit and meet the needs of the land, water and life in Del Norte County."

RCDs have their origins in the Federal "Standard State Conservation District Law"; commonly known as the "Standard Act" of 1937 and a modified version adopted by the State of California in 1938. RCDs are legal, non-regulatory, political subdivisions of state government. Division 9 of the California Public Resources Code authorizes the formation of RCDs, defines the State of California's framework for conducting the business of resource conservation within the State, and details the general powers and operations of RCDs.

RCDs across the nation focus attention on local land, water and related resource issues, then work to develop programs to address those issues. RCDs enlist and coordinate help from all public and private sources that can contribute to accomplishing the District's goals. RCDs also work to further conservation education in the local community.

Boundary and Sphere of Influence

The current DNRCD location is between the communities of Crescent City and Smith River, west of Highway 101 in Del Norte County in the northwest corner of the State of California. The District covers approximately two percent of Del Norte County's land area and lies in the alluvial plains of Smith River. The District's boundary includes two main areas; Area One surrounds the lower Smith River and Area Two surrounds Lake Earl. The district covers approximately 18,093 acres (28 square miles).

Countywide resource and agricultural lands that may benefit from District conservation and restoration programs are being analyzed as part of the SOI Amendment Application. Figure 1 shows the DNRCD boundary and Figure 2 shows the proposed expanded SOI.

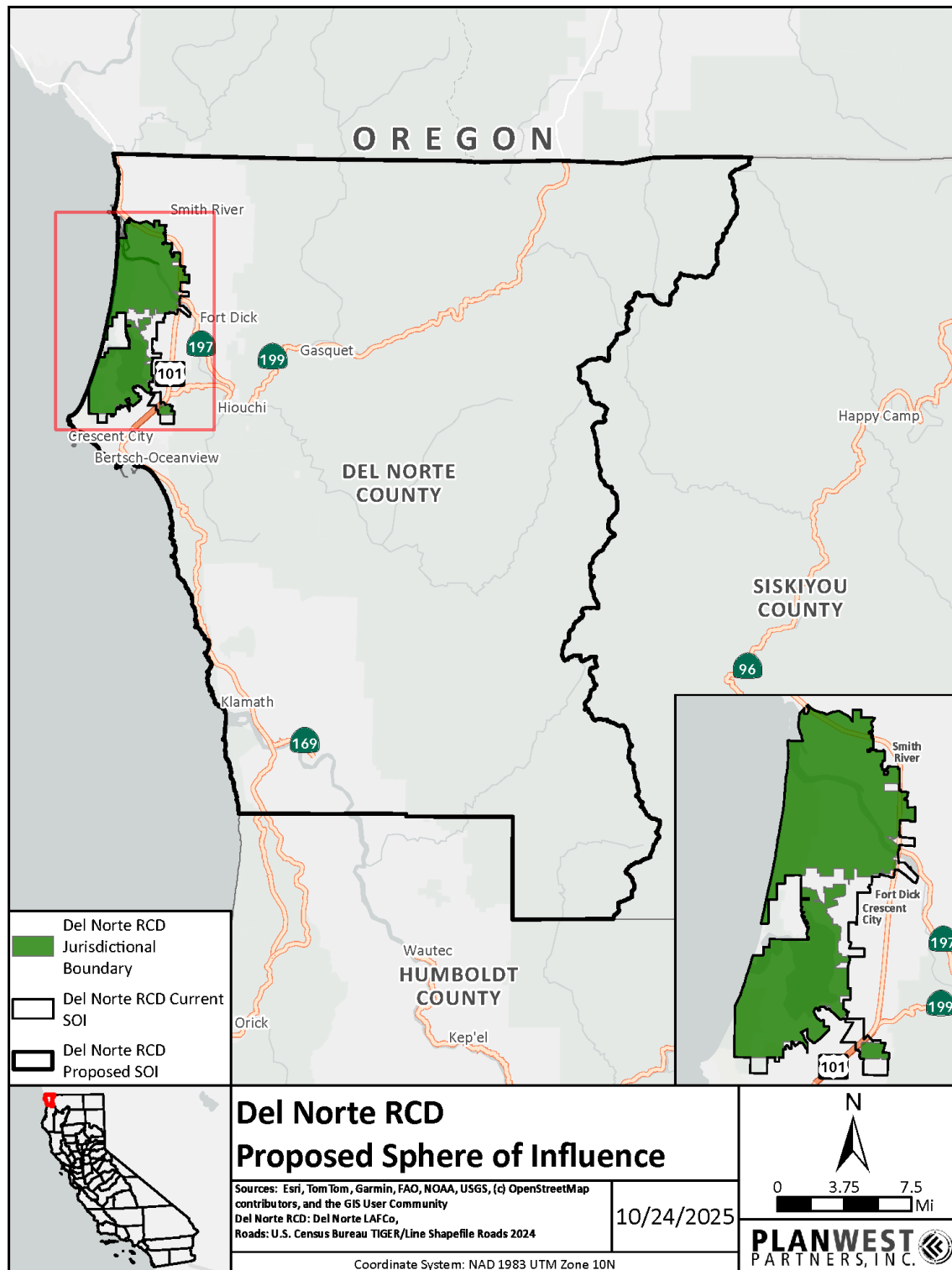
The map displays the Del Norte Resource Conservation District, outlined by a yellow dashed line. The district is situated along the Pacific Ocean coastline. Key roads shown include Highway 101, Highway 197, Highway 199, and various local roads such as Oceanview Dr, Santa Rd N, Pala Rd, Lower Lake Rd, Moseley Rd, Kellogg Rd, Morehead Rd, Lake Earl Dr, Kings Valley Rd, and Parkway Dr. Water bodies include Lake Earl and the Pacific Ocean. The map also shows the district's proximity to the Oregon border and the city of Eureka. A legend in the bottom right corner identifies the yellow dashed line as the District Boundary and the black dashed line as the SOI (adopted 4/26/21). A scale bar in the bottom left indicates distances up to 1 mile. An inset map in the top left shows the location of the district within the state of California.

Del Norte Resource Conservation District

Figure

Date: 4/22/2021

Figure 2: DNRCD Proposed SOI



Accountability and Governance

The DNRCD is governed by a seven-member Board of Directors appointed by the Del Norte County Board of Supervisors to serve four-year terms. Meetings are held on the third Wednesday of every month at 10:00 AM and are noticed by posting notice and e-mail.

The District office is open Monday through Friday 9:00 AM to 3:00 PM and staffed through a partnership with USDA Natural Resources Conservation Services. The District is available by e-mail and phone.

Table 2: Del Norte RCD Board of Directors

Board Member	Title	Term Expiration
Matt Westbrook	Chair of the Board	January 11, 2026
Blake Alexandre	Secretary-Treasurer	January 11, 2026
Richard Wetherell	Vice-chair	January 11, 2026
Vanessa Nunes	Board Member	July 31, 2029
Rob Miller	Board Member	July 31, 2029
Steven Westbrook	Board Member	July 31, 2029
Robert Tedson	Board Member	July 31, 2029

DNRCD demonstrated full accountability and transparency in its disclosure of information and cooperation with Del Norte LAFCo during the MSR process. The District responded to the questionnaires and cooperated with the document requests.

Public Outreach

The District currently does not currently have a website. However, the California Association of Resource Conservation Districts maintains website at www.carcd.org that provides information regarding the District and links to other RCDs in the North Coast region, including Humboldt and Trinity RCDs. The Del Norte RCD is listed, and a phone number is provided but it is the only listed North Coast region RCD without a website link.

The DNRCD is scheduled to have a website developed and online in the next 6-12 months.

SB 929 (McGuire) was signed into law on September 14, 2018 requiring all independent special Districts to have and maintain a website by January 1, 2020. Hardship-based findings, identified in a board resolution approved at a regular meeting, would allow a District to be exempt from establishing or maintaining a website. The findings may include inadequate internet access; significantly limited financial resources; or insufficient staff resources. The District has met the criteria for a hardship exemption since 2018.

Population and Land Use

Land Use

The Del Norte County General Plan (2003) and Zoning Code guides land use decisions within the unincorporated area of the County. The Crescent City General Plan and Zoning guides land use decisions in the incorporated area of the County.

Population and Growth

According to the U.S. Census, the total Del Norte County population was 27,743 in 2020 and estimated at 27,293 in the 2019-2023 American Community Survey 5-year estimate, which is an approximately 1.6 % population decrease². California Department of Finance projections also show similar population decreases throughout the MSR planning period. However, it should be noted that the County population has historically fluctuated.

Disadvantaged Unincorporated Communities

LAFCo is required to evaluate water service, sewer service, and structural fire protection within disadvantaged unincorporated communities as part of this service review, including the location and characteristics of any such communities. A disadvantaged unincorporated community (DUC) is defined as any area with 12 or more registered voters where the annual median household income is less than 80 percent of the statewide annual median household income (pursuant to Government Code Section 56033.5 and Water Code Section 79505.5).

According to the 2019–2023 American Community Survey 5-Year Estimates, the California median household income (MHI) was \$96,334. The Del Norte countywide MHI is \$66,780 which places it at 69% of the California MHI. With only one incorporated city, Crescent City, most of the County's population exists in unincorporated communities that qualify as "disadvantaged".

The California Department of Water Resources has mapped communities that are at or below 80% of the annual median household income using county census data. According to this data, the communities of Smith River, Hiouchi, Gasquet, Klamath, and parts of the incorporated City of Crescent City are classified as disadvantaged within Del Norte County.

² U.S. Census QuickFacts. Del Norte County, CA.
<https://www.census.gov/quickfacts/fact/table/delnortecountycalifornia/PST045218#PST045218>

The DNRCD does not provide any of the three basic services - water, sewer, or structural fire protection. Fire protection services are provided by the Smith River Fire Protection District (FPD), Fort Dick FPD and Crescent FPD. Water services are provided by Crescent City and Smith River CSD; many areas within the District boundaries are removed from water systems and rely on private water supply. There are no wastewater services in the DNRCD boundary.

3.0 DISTRICT SERVICES & INFRASTRUCTURE

Services

DNRCD provides resource management services to in-district public and private landowners including:

- Promoting voluntary action to resolve natural resource issues;
- Focusing attention on local resource problems and opportunities;
- Developing and implementing educational programs for landowner benefit;
- Providing input for the development and implementation of government programs; and
- Coordinating with federal, state, and local agencies as needed for technical assistance.

The DNRCD has identified five priority natural resource issues to focus their resource management services:

Aleutian Geese Depredation: The District is working with state and federal agencies in developing an overall goose management plan through a comprehensive, region-wide hazing program with neighboring counties. This program will alleviate the Aleutian Geese' impact on private lands by opening 500 acres of short grass habitat for the geese.

Water Quality (Erosion and Runoff): The District aims to achieve erosion control on 50% of lily bulb fields in the district. The program includes development and implementation of nutrient management plans for dairies including soil sampling and manure sampling as part of a non-point source pollution prevention program.

Noxious Weeds: The District is developing a County-wide Weed Management Program that includes a redemption program for tansy ragwort, reed canary grass, and scotch broom.

Stream Enhancement: The District will continue working on stream bank and riparian enhancements. This includes fencing livestock, implementing demonstration projects, resolving gravel issues, improving channels, and monitoring fish populations on the lower Smith River and its tributaries.

Gravel Extraction: The District provides technical and environmental assistance to rural gravel operators, including geomorphic and watershed studies.

The DNRCD aims to provide the following services County-wide for the purpose of facilitating and actively participating in achieving an improvement in the balance between the natural environment and resource productivity within our county.

Collaboration Lead: Lead, facilitate collaboration and participate as appropriate in projects within Del Norte County impacting agriculture, forestry, natural resources and land use.

Wildfire Resilience: Work closely with all entities engaged in wildfire management projects to prevent wildfires, increase resilience, maintain existing risk reduction efforts and reduce the risk of wildfires to communities, agriculture, forestry and resource lands. Evaluate opportunities for biomass utilization in agriculture, forestry, energy production, and carbon sequestration.

Water Quality: Effectively manage agriculture, forestry and natural resources towards improving water quality including improving drainage, erosion control and productivity on agricultural lands; restoring riparian habitat by establishing native vegetation; advocating on-site nutrient management; establishing buffer areas between tilled agriculture and natural stream corridors; and restoring natural fluvial processes for sediment transport.

Stream Restoration and Enhancement: Actively lead, advocate and provide financial support (grant applications) for stream restoration and riparian enhancements in support of aquatic and terrestrial species habitat; especially for the benefit of native fish populations.

Agricultural Lands Restoration: Advocate and work with agricultural property owners and renters to restore compromised agricultural lands to increase productivity. Actions to include noxious weed abatement, grazing recommendations for Aleutian Goose and Roosevelt Elk management, coordination with the Natural Resource Conservation Service for education and financial assistance, and advocacy towards maintaining and preserving the utilization of historical agricultural lands in the county.

Fish and Wildlife Adaptive Management: Advocate, lead and actively participate in fish and wildlife projects that provide a mutual benefit to agriculture, forestry production and species preservation. Examples include management of the Aleutian Goose and Roosevelt Elk populations.

Infrastructure Needs and Deficiencies

The District does not own or maintain equipment, vehicles, or buildings currently.

Shared Services

The DNRCD works in partnership with various government agencies including the Natural Resources Conservation Service (NRCS), the CA Department of Fish and Wildlife, and the State Water Resources Control Board (SWRCB). The District is a member of the North Coast Resource Partnership and participates in regional planning activities. The District maintains Memorandums of Understanding (MOUs) with the Del Norte Weed Management Area (WMA) and North Coast Integrated Water Management Plan (NCIWMP).

Del Norte RCD is a member of the Northwest California RC&D Area, which is sponsored by County Boards of Supervisors and RCDs representing Trinity, Humboldt and Del Norte Counties. The Northwest California RC&D Area was established in 1994, covering only Trinity County. In 2006, the RCD Area was expanded from one to three counties and officially changed its name to "Northwest California RC&D". The Northwest California RC&D Council is made up of 15 Board

members, five from each of the three counties. In addition to the two sponsoring members from each county that represent the RCDs and Board of Supervisors, nine “at-large” Council positions are available: three from each county. This local input and county representation make the RC&D program unique in its ability to solve problems at a regional level.

In 1997, Del Norte, Humboldt, Mendocino, Siskiyou & Trinity Counties agreed to collaborate on a proactive, positive response to the federal listing of Coho salmon as a Threatened species by forming the Five Counties Salmonid Conservation Program (5C). Upon the acquisition of 5C in 2009, the Council executed MOUs with neighboring RCD Councils - North Coast and NorCal - to facilitate 5C work outside Northwest RCD Council boundaries (Mendocino and Siskiyou Counties). The primary 5C goal is to strive to protect the economic and social resources of Northwestern California by providing for the conservation and restoration of salmonid populations to healthy and sustainable levels and to base decisions on watersheds rather than county boundaries.³

According to the District, the District has a close working relationship with HRCD. There is an existing contract with HRCD for wildfire resilience work and a potential upcoming project with HRCD under the State Healthy Soils Program.

4.0 FINANCIAL INFORMATION

Budget

DNRCD’s primary revenue sources are state and federal grants with reimbursable administrative and indirect costs. The District has been particularly successful at procuring grant funding for its programs. In 2024, the District reported \$34,285 in income from watershed restoration, invasive species removal and soil health management, and promotion. The District receives no property taxes, special assessments, or other local funding. Grants with reimbursable administrative and indirect costs are required. The district lacks a baseline funding source.

It would be beneficial to the District to have a local funding source to maintain operations when grant funding is not available. Grant funding can be cyclical in nature. As a result, many RCDs in the State have faced challenges in ensuring sufficient funding to maintain staff and minimum service levels. The District does not have outstanding debt. Budget decisions are made annually.

³ <http://northwestcarcdc.org/projects.html>
Del Norte Resource
Conservation District

Table 3: Del Norte RCD Revenues & Expenses

Revenues	Budget 2022	Budget 2023	Budget 2024
CASH	46,765	36,340	19,370
Cal Recycle		18,174	
Middle Fork Smith River (Invasive Plant Monitoring)	4,000	440	440
CA RCD Wildlife Conservation Board (WCB) Carbon Farming	0	5,039	4,800
Delilah Creek Plan Development	6,000	787	3,825
Total Revenues	56,765	60,780	28,435
Expenses	Budget 2022	Budget 2023	Budget 2024
<i>Project/Program Expenses</i>			
SRA PM Carbon Farming		11,785	11,785
Cal Recycle		15,170	3,360
Smith River Middle Fork Partners	2,500		
<i>Subtotal</i>	2,500	26,955	15,145
Rent \$350 per month at 12 months	4200	4200	4200
District Manager/Bookkeeping/other	10,000	6,650	7,880
Office Supplies/postage	200	850	440
Dues CARCD/NCRC	250		
Professional Fees/Accounting/Audit	750		
Prior year adjustment			(2,889)
Insurance – Liability	1,200	1,545	2,339
Internet	1,325	1,210	1,320
<i>Subtotal</i>	17,924	14,455	16,179
Total Expenses	20,425	41,410	31,324
Balance Forward	36,340	19,370	0

Audits

DNRCD requested that the Del Norte County Board of Supervisors (BOS) approve a change from the annual audit required by Government Code 26909 for Special Districts to an audit covering a 5-year period. This request was pursued by the District as a substantial revenue saving procedure and was approved unanimously by the BOS on December 11, 2018. The District still undergoes annual financial review without receiving a formal audit and this represents a large cost saving for the District on the order of thousands of dollars annually. The 5-year audit window has been exceeded, an updated audit should be completed.

5.0 MUNICIPAL SERVICE REVIEW DETERMINATIONS

This chapter addresses Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (California Government Code Section 56430) requirements. As part of the municipal service review process, LAFCo is required to make written statements of determinations in each of the categories listed below.

1) Growth and population projections

The current DNRCD SOI has an approximate population of 1762, based on 2020 Census Block data.

The District largely contains resource conservation area and prime agricultural lands and will likely continue to develop at or less than the current county-wide rates of 0.6 percent per year, putting the DNRCD population at approximately 1816 people in 2025.

2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the Sphere of Influence

The community of Smith River is adjacent to District boundaries and has been identified as a disadvantaged unincorporated community.

Because the DNRCD does not provide water, sewer or structural fire protection services, the District is not responsible for assuring that these services are adequately provided to communities that meet the DUC thresholds.

3) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies

The District provides valuable resource conservation services to landowners and collaborates with several other agencies. Countywide growth may increase pressure to convert resource lands; therefore, demand for services may increase due to this and other regulatory requirements.

The District currently does not own or maintain any facilities and consequently does not have any infrastructure needs or deficiencies associated with District-owned infrastructure.

4) Financial ability of agencies to provide services

The District relies on grant funding for its programs and does not receive a constant, reliable funding source. DNRCD has been successful at procuring grant funding as shown by the increase in revenue from 2018 to 2020. The District is saving money currently by only undergoing a full audit every five years upon approval by the Del Norte County Board of Supervisors December 11, 2018. An updated 5-year audit should be scheduled.

5) Status of, and opportunities for, shared facilities

According to the District, there are no current projects with Humboldt RCD. However, there are potential opportunities for shared services in the future as Humboldt RCD manages California Department of Fish and Wildlife contracts that could service the DNRCD.

Opportunities for shared projects with other organizations (including tribal governments) in Del Norte County and Crescent City should be considered.

6) Accountability for community service needs, including governmental structure and operational efficiencies

The DNRCD is governed by a seven-member Board of Directors appointed by the County Board of Supervisors. The District holds public meetings in accordance with the Brown Act. District staff is best reached by email.

7) Any other matter related to effective or efficient service delivery, as required by commission policy

Other RCDs in California cover larger portions of the Counties that they serve; for instance, the Humboldt County RCD boundary includes the entire County. As part of the MSR/SOI Update expanding the SOI to include more of Del Norte County's northern agricultural lands has been considered.

6.0 SPHERE OF INFLUENCE DETERMINATIONS

The Del Norte Resource Conservation District proposed SOI amendment included within the Municipal Service Review encompasses the entire County, including extensive resource and agricultural lands that may benefit from District conservation and restoration programs.

1) Present and planned land uses in the area, including agricultural and open-space lands.

The County contains resource conservation areas and prime agricultural lands. Little change in actual or designated land uses within the District is anticipated over the next 20 years.

2) Present and probable need for public facilities and services in the area.

The District appears to have experienced a fluctuation in demand for its services over the last few years, subject to grant funding for specific projects. An expanded SOI may increase opportunities for RCD services countywide.

3) Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

4) The District provides valuable resource conservation services to landowners and collaborates with several other agencies. RCD's generally are constrained by available funding sources; DNRCD has been successful in receiving grant funds to continue providing services.

5) **Existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.**

The District includes resource and agricultural lands. The communities of Smith River and Fort Dick are adjacent to District boundaries.

6) **For an update of a sphere of influence of a city or special District that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere.**

The RCD does not provide facilities or services related to sewers, municipal and industrial water, or structural fire protection.

7.0 REFERENCES

California Association of Resource Conservation Districts. <https://carcd.org/>

US Census Bureau. <https://www.census.gov>

Del Norte Resource Conservation District Municipal Service Review, January 2015. Del Norte Local Agency Formation Commission.

Del Norte Resource Conservation District Municipal Service Review Questionnaire.

Northwest California RC&D Area <http://northwestcarcdc.org/projects.html>

Personal communication with RCD General Manager, July 2025.

DEL NORTE LOCAL AGENCY FORMATION COMMISSION

RESOLUTION 25-06

**RESOLUTION OF THE DEL NORTE LOCAL AGENCY FORMATION COMMISSION APPROVING THE
DEL NORTE RESOURCE CONSERVATION DISTRICT SPHERE OF INFLUENCE AMENDMENT AND
MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE UPDATE**

WHEREAS, the Cortese Knox Hertzberg Local Government Reorganization Act of 2000 governs the organization and reorganization of cities and special districts by Local Agency Formation Commissions (LAFCO), as defined and specified in Government Code Sections 56000 et seq.; and

WHEREAS, the Del Norte Local Agency Formation Commission, hereinafter referred to as “Commission”, is authorized to conduct Municipal Service Reviews (MSR) and establish, amend and update Spheres of Influence (SOI) for local governmental agencies whose jurisdictions are within Del Norte County; and

WHEREAS, the Del Norte Resource Conservation District, hereinafter referred to as “Del Norte RCD” or “District”, filed a proposal with the Commission by resolution of application to update the District’s SOI pursuant to California Government Code Section 56425; and Commission conducted a MSR to evaluate the availability and performance of governmental services provided by the Del Norte RCD”, pursuant to California Government Code Section 56430; and

WHEREAS, the Commission conducted a SOI update for the District pursuant to California Government Code Section 56425, expanding the SOI to be Countywide; and

WHEREAS, the Executive Officer gave sufficient notice of a public hearing to be conducted by the Commission in the form and manner provided by law; and

WHEREAS, the Commission heard and fully considered all the evidence presented at a public hearing held on the MSR and SOI update on November 24, 2025; and

WHEREAS, the Commission considered all the factors required under California Government Code Section 56430 and 56425.

NOW, THEREFORE, IT IS RESOLVED, DETERMINED, AND ORDERED as follows:

1. This SOI Amendment proposal been appropriately informed by the MSR prepared by the Commission.
2. The Del Norte RCD’s SOI Amendment is approved, supported by determinations made in the MSR, in anticipation of future annexation of all territory within Del Norte County.
3. Commission, as Lead Agency, finds the MSR exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15306. This finding is based on the use of the MSR as a data collection and service evaluation study.

The information contained within the MSR may be used to consider future actions that will be subject to additional environmental review.

4. The Commission, as Lead Agency, finds the SOI Amendment is exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15061(b)(3). This finding is based on the Commission determining the amendment will have no possibility of significantly affecting the environment given no new land use or municipal service authority is granted.
5. The MSR and SOI Update is assigned the following distinctive short-term designation: "Del Norte RCD SOI Amendment and MSR/SOI Update 2025".
6. Pursuant to Government Code Section 56425(e), the Commission makes the written statement of determinations for the agency under review included in the MSR/SOI Amendment, hereby incorporated by reference.
7. The Executive Officer shall revise the official records of the Commission to reflect this MSR/SOI update and is authorized to make non-substantive changes to the document as necessary.

BE IT FURTHER RESOLVED that the Del Norte RCD MSR/SOI Update 2025 is hereby approved and incorporated herein by reference and the District SOI is amended to include all lands in Del Norte County, as shown in Exhibit A, attached hereto.

THE FOREGOING RESOLUTION was introduced at a regular meeting of the Del Norte Local Agency Formation Commission on the 24th day of November 2025, and adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Attest:

Lyle Armstrong, Chair
Del Norte LAFCo

George Williamson, AICP, Executive Officer
Del Norte LAFCo

EXHIBIT A – Del Norte RCD Boundary and SOI Amendment Map



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AGENDA ITEM 4C

MEETING DATE: November 24, 2025
TO: Del Norte Local Agency Formation Commission
FROM: George Williamson AICP, Executive Officer
SUBJECT: Public Hearing: Del Norte County Library District 2025 MSR/SOI Update

BACKGROUND

The Del Norte County Library District (District) is a county-wide, independent special district, formed to establish, maintain, and operate free public library services for residents of Del Norte County in accordance with California Education Code §§19400-19532. The District provides literacy and educational resources through two facilities and oversees the Del Norte Reads literacy program, which provides adult, family, and English-language learning services across the county.

Del Norte LAFCo has prepared a 2025 Municipal Services Reviews (MSR)/Sphere of Influence (SOI) Update for the District. The Update evaluates governance structure, financial capacity, and the adequacy of services. The Draft MSR reviews topics such as district operations, staffing, transparency, fiscal trends, and intergovernmental partnerships to identify both strengths and challenges in the District's operations. This was done by gathering publicly accessible information as well as collecting data directly from District staff and District Board Members. District staff and Board Members also reviewed the draft for accuracy.

The Draft MSR was presented as an informational item at the September 29, 2025 LAFCo meeting, where commissioners received an overview of findings and recommendations but took no formal action pending final review and comment. Since that meeting, additional public correspondence and supporting materials have been received for consideration in the Update. Documentation submitted included concerns regarding recent efforts by the District to expand partnerships including a newly established collaboration with the Yurok Tribe's Klamath Promise Neighborhood (KPN) initiative.

DISCUSSION

LAFCo must consider long term District viability as part of its municipal service and sphere of influence determinations. This could include other revenue sources and/or expanded services that can be offered by the District. Overall, the MSR shows that the District is a critical resource utilized by a large portion of Del Norte County (as of March 2025, the District reported 14,272 registered library cardholders, representing approximately 53% of the County's 27,743 residents). Despite its strong community reach, the MSR identified the District's financial capacity as constrained due to its limited property tax base, high reliance on grant funding, and restricted staffing model as ongoing challenges to long-term stability. Most library personnel serve part-time and are supported by a small but active volunteer base. Of particular concern is the high turnover rate for the Library Director position over the last decade. While the District was found to maintain compliance with the Brown Act, Form 700, and annual audit requirements, it has faced scrutiny in 2024 and 2025 for its handling of California Library



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Literacy Services (CLLS) funds. The County Auditor confirmed that the reported discrepancy was due to unspent grant allocations rather than misappropriation of funds. However, the District's failure to fully expend CLLS funding in a timely manner led to its removal from the state program. District staff have since resolved the situation and are actively pursuing reinstatement in the grant program to restore this key funding source and ensure continued delivery of literacy services.

The recent loss of CLLS funds has prompted the Board to strengthen internal controls and improve financial reporting transparency. The District has also taken steps to clarify staff responsibilities and strengthen program oversight, particularly within its Del Norte Reads literacy program, which now provides regular reports to the Board through the Literacy Coordinator. These conditions underscore both financial constraints and organizational instability. Accordingly, LAFCo recommended that the District continue to pursue strategies that enhance financial resilience and service efficiency. These may include diversifying revenue through partnerships, grants, and potential voter-approved funding measures, as well as exploring shared administrative services or joint-use agreements with other local entities. The MSR concluded that while the District delivers highly valued services to a broad segment of the community, its long-term viability will depend on proactive fiscal planning, stabilized leadership, and continued collaboration with regional and tribal partners to expand access and financial capacity.

There has been public testimony and correspondence received on this item, included as Attachment B for reference. The public correspondence raised concern about the Del Norte Reads partnership with the Yurok Tribe's KPN initiative, questioning fund management, oversight, and reporting accuracy for grant-funded literacy programs. It also notes broader concerns about fiscal transparency, the District's handling of prior CLLS grant issues, and the need for clearer public communication regarding program activities and District decision making. Additional correspondence received on November 18 and 19, 2025 expresses further concern regarding District governance, public access to Del Norte Reads services, and the adequacy of LAFCo's review of information provided for the MSR. Collectively, the testimony reflects sustained public scrutiny of the District's financial practices, literacy program oversight, and overall accountability, which relates directly to the MSR's Financial Ability and Accountability determinations. Pertinent information from public testimony and correspondence has been incorporated into the most recent draft of the MSR/SOI Update.

RECOMMENDATION

The following procedures are recommended for Commission's consideration of this item:

- Receive staff report and invite District representatives to speak;
- Open the continued public hearing and invite testimony; and
- Discuss item and consider Resolution 2025-07 for the 2025 MSR/SOI Update.

ATTACHMENTS

Attachment A: District 2025 MSR/SOI Update

Attachment B: Public Testimony and Correspondence Received

Attachment C: LAFCo Resolution 2025-07

Municipal Service Review
and Sphere of Influence Update for
Del Norte County Library District



Del Norte
Local Agency Formation Commission

Commission Draft November 2025

Del Norte Local Agency Formation Commission

Commissioners

Lyle Armstrong, Chair & Public Member
Dean Wilson, Vice Chair & County Member
Jason Greenough, City Member
Isaiah Wright, City Member
Darrin Short, County Member
Donna DeWolf, Alternate Public Member
Valerie Starkey, Alternate County Member
Vacant, Alternate City Member

Staff

George Williamson, AICP, Executive Officer
Sarah Wickman, Services Analyst
Amber Chung, Services Analyst
Nikole Trinidad, Clerk
Jacqueline Roberts, Legal Counsel

Acknowledgements

LAFCo staff would like to thank the contributors to this Municipal Service Review. Input on this report was provided by the Del Norte County Library District staff and Board of Directors.

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INTRODUCTION

This Municipal Service Review for the Del Norte County Library District (hereafter referred to as DNCLD or the District) and its sphere of influence has been prepared by the Del Norte Local Agency Formation Commission (LAFCo) to assess existing and future public service conditions and to evaluate organizational options for accommodating growth and ensuring critical services are provided efficiently. This Municipal Service Review will be available for use by LAFCo, the Del Norte Library District, special districts, and the public to better understand how public services are provided within the district.

Review Methods

This Municipal Service Review was prepared by Del Norte LAFCo staff. The current Library Director was contacted to obtain information concerning the current status of District operations. LAFCo staff reviewed pertinent resource documents such as the District website and Financial Statements to obtain detailed descriptions of existing infrastructure and services provided by the District. The draft Municipal Service Review was provided to the Del Norte Library District staff for review and clarification. All information gathered for this report is stored in Del Norte LAFCo files for future reference.

Statutory Authority

The fundamental role of the Local Agency Formation Commission (LAFCo) is to implement the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 consistent with local conditions and circumstances. The major goals of LAFCo as established by the Cortese-Knox-Hertzberg Act are to:

- Encourage orderly growth and development;
- Discourage urban sprawl;
- Preserve open-space and prime agricultural lands by guiding minimizing resource loss;
- Exercise its authority to ensure that affected populations receive efficient services;
- Promote logical formation and boundary modifications that direct the burdens and benefits of additional growth to those local agencies that are best suited to provide services;
- Make studies and obtain and furnish information which will contribute to the logical and reasonable development of local agencies to provide for present and future needs;
- Establish priorities by assessing and balancing community service needs with financial resources available to secure and provide community services and to encourage government structures that reflect local circumstances, conditions and financial resources; and
- Determine whether new or existing agencies can feasibly provide needed services in a more efficient or accountable manner and, where deemed necessary.

Special Districts in Del Norte County

A special district is a local governmental agency that delivers public services to a specific area. They are most often established by residents to supply local services in areas not being served by another service provider. In California, there are 58 counties, 483 cities and approximately 3,400 special districts, exclusive of school districts. Special districts provide critical services such as fire protection and emergency response and are governed by a board of directors and have defined boundaries in which they provide services and facilities. Special districts must have statutory authority in order to be established. This authority can take the form of a generic statute which applies to all special districts of that type or may be formed by a special act tailored to the unique needs of a specific area. In Del Norte County, there are 20 special districts providing water, wastewater, fire protection, recreation and other services.

Service Review Determinations

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (California Government Code Section 56000 et seq.) requires LAFCo to review and update spheres of influence not less than once every five years and to review municipal services prior to or in conjunction with sphere updates. The requirement for service reviews arises from the identified need for a more coordinated and efficient public service structure to support California's anticipated growth.

Effective January 1, 2008, Government Code Section 56430 requires LAFCo to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determination with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence (effective July 1, 2012);
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies (including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence);
- Financial ability of the agency to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.

Sphere of Influence Determinations

A sphere of influence is a plan, adopted by LAFCo, for the probable future boundaries and service area of an agency, such as the DNCLD. State law requires LAFCo to periodically review each agency's sphere of influence and make any amendments LAFCo determines to be advantages. All subsequent boundary change decisions must be consistent with the adopted sphere (i.e., territory cannot be annexed by an agency unless it is within that agency's sphere). When adopting or amending a sphere of influence, the law requires LAFCo to make determinations on a series of topics:

1. The present and planned land uses in the area, including agricultural and open-space lands;
2. The present and probable need for public facilities and services in the area;
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; and
5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

The Municipal Service Review and Sphere of Influence determinations are included at the end of the report.

California Environmental Quality Act

The California Environmental Quality Act (CEQA) is contained in Public Resources Code § 21000 et seq. Public agencies are required to evaluate the potential environmental effects of their actions. MSRs are statutorily exempt from CEQA pursuant to § 15262 (feasibility or planning studies) and categorically exempt pursuant to CEQA Guidelines § 15306 (information collection). CEQA requirements are applicable to SOI Updates. The CEQA lead agency for SOI Updates is most often LAFCo, unless an agency has initiated an SOI expansion or update.

AGENCY PROFILE

The Del Norte County Library District (DNCLD or District) serves all of Del Norte County, California, which is just south of the Oregon border along the Pacific coast. It serves a sparsely populated rural county with many low-income residents. The District lies entirely within the unincorporated area of Del Norte County and includes the incorporated City of Crescent City.

The DNCLD is composed of the main library in Crescent City, a branch library in Smith River, and the library literacy program, Del Norte Reads. The main library was established as the Ladies Library by volunteers in 1906. The main library moved to its current location in February 1983 which was remodeled in 2020. The Smith River branch opened in April 2002 and is staffed entirely by one part-time employee. The library space in Smith River has been donated to the Library District so the District does not pay rent for that space. The DNCLD provides free library services to all residents living within the boundaries of Del Norte County with services available to all others for an annual fee. The library system holds over 82,000 materials: books, magazines, DVDs, videocassettes, compact discs, audio books, and more.

Vision Statement

The Del Norte County Library provides collections, programs, and leadership to promote the development of literate and informed citizens through open and equal access to cultural, intellectual, recreational, and informational resources.

Mission Statement

The existence of the Del Norte County Library District assures public ownership of print collections, digital resources, and a gathering space for the citizens of the District. The District is committed to sustaining the value of public library services for the greater Del Norte County community through the use of traditional and innovative technologies.

Del Norte County Library Values

- Excellence in customer service
- Providing, supporting and advocating access for all
- Acting with flexibility, creativity and initiative
- Working together with enthusiasm and optimism to reach goals
- Responsible stewardship of resources

Table 1: Del Norte County Library District Contact Information

Del Norte County Library District	Contact:	Andrew Napier, Board President
	Physical Address	190 Price Mall Crescent City, CA 95531
	Mailing Address:	Same as above
	Phone Number:	(707) 464-9793
	E-mail:	andrewn@delnortecountylibrary.org
	Website:	http://www.delnortecountylibrary.org

Governance

The District was formed to maintain and operate library services within the Del Norte County boundaries. In 1978, the Del Norte County Board of Supervisors granted formation for the Del Norte County Library District and its commission under California Education Code §§ 19400-19532. This chapter empowers the District to “establish, equip, and maintain” public libraries and sets out the election, powers, and reporting duties of trustees.

The District’s governing body is an elected Board of Trustees consisting of five members who must be residents of the District/County. Although Board members are elected at-large, geographic representation within the county-wide service area is welcomed. During general elections, candidacy may be declared with the Del Norte County Registrar of Voters. Board members are elected to four-year terms under the terms of the California Election Code.

Table 2: Del Norte Library District Board of Trustees

Board Member	Title	Standing Committee	Term Expiration
Andrew Napier	Board President	Budget Committee	12/26
Meaghan McGlasson	Board Member	Partnerships Committee and Government Liaison Committee	12/26
Andrew Murphy	Secretary	Partnerships Committee and Policy and Strategic Planning Committee	12/28
Tamara Brooks	Board Member	Government Liaison Committee and Policy and Strategic Planning Committee	12/28
Helen DuVernay	Board Member		12/28

There was one seat on the Board that had been vacant since February 2025 after the resignation of Jamie Daugherty but is now filled by Helen DuVernay. There was a delay in filling the position as the Board had received applications from three candidates but had to postpone an appointment after none attended the meeting to confirm their appointment (DNCLD Board of Trustees, 2025; Napier, 2025). There are four standing committees for the District: Budget Committee, Partnerships Committee, Government Liaison Committee, and Policy and Strategic Planning Committee.

The DNCLD Board of Trustees set policy, adopt budgets, and hire and evaluate the Library Director who acts as the chief administrative officer for the District. The Library Board follows the rules of the Brown Act, California Statement of Economic Interests Disclosure, and the State of California Special Districts Financial Reports including an annual audit. Meetings are held the second Monday of each month at 5:15 p.m. and are noticed at least 72 hours in advance online and at the main library. Draft agendas, packets, minutes, and bylaws are publicly available on the District’s website. Meetings are held at the library. Board meetings are recorded and can be requested on the District’s website.

The District employs 12 staff: one full-time Library Director, six regular-part-time (RPT) library technicians, two relief technicians, one RPT bookkeeper, one Del Norte Reads literacy coordinator, one assistant, and one Smith River branch technician (Andrews J. C., 2025; Goodeill, 2025). The Library Director is the only full-time employee while the remaining staff members have 19 or less hours a week. The District has hired a new Library Director following the resignation of former Director Phyllis Goodeill. Volunteer support fluctuates between five and ten individuals. One current Library Board of Trustees member is active with the California State Library Association and the Association for Rural & Small Libraries and has stated she can help the Board with recruitment.

Transparency and Accountability

DNCLD demonstrates a basic commitment to transparency and public accountability through its governance practices, public meeting protocols, and financial reporting. The District is governed by a five-member elected Board of Trustees, which complies with the Brown Act (California Government Code § 54950 et seq.), ensuring that all meetings are open to the public, properly noticed, and conducted in a manner that allows for community participation. Regular meetings are held on the second Monday of each month at 5:15 p.m. at the Crescent City main library, with agendas posted at least 72 hours in advance at the facility and on the District's website.

The Board is responsible for approving budgets, setting library policy, hiring and evaluating the Library Director, and overseeing high-level administrative decisions.

Financial transparency is maintained through compliance with the California State Controller's Office Special Districts Financial Transactions Report and an independent annual audit. The District prepares and submits audited financial statements, budget reports, and state-mandated financial disclosures. Trustees and designated staff are required to complete Form 700 Statements of Economic Interest, as mandated by the Fair Political Practices Commission (FPPC). Additionally, the District reports program metrics to the California State Library as part of its participation in state-funded literacy and resource initiatives.

The District maintains a website (www.delnortecountylibrary.org) where the public can access board meeting agendas, service descriptions, policies, contact information, and links to financial documents. In-person board meeting attendance is welcomed, and information about vacant Board seats, policies, and staff contacts is readily available online. Contact information such as branch addresses, phone numbers, and hours are located on the District's website.

Recent developments have highlighted the importance of enhancing internal accountability. In 2024 and 2025, the California State Library raised concerns over inconsistencies in financial reporting related to the District's management of California Library Literacy Services (CLLS) funds. In response, the Board has committed to strengthening financial controls, pursuing an independent audit, and improving documentation and reporting standards. The District has also taken steps to clarify staff roles and program oversight, particularly within its Del Norte Reads literacy program, which now reports directly to the Board through regular updates from the Literacy Coordinator.

DNCLD files annual State Controller's Special Districts Financial Reports, completes independent audits, and requires trustees and designated employees to file Form 700 Statements of Economic Interests. Board actions follow Brown Act open-meeting requirements, and the District advertises vacancies and recruitment processes to ensure public engagement.

The District Board was contacted about financial assertions made by the public and responded:

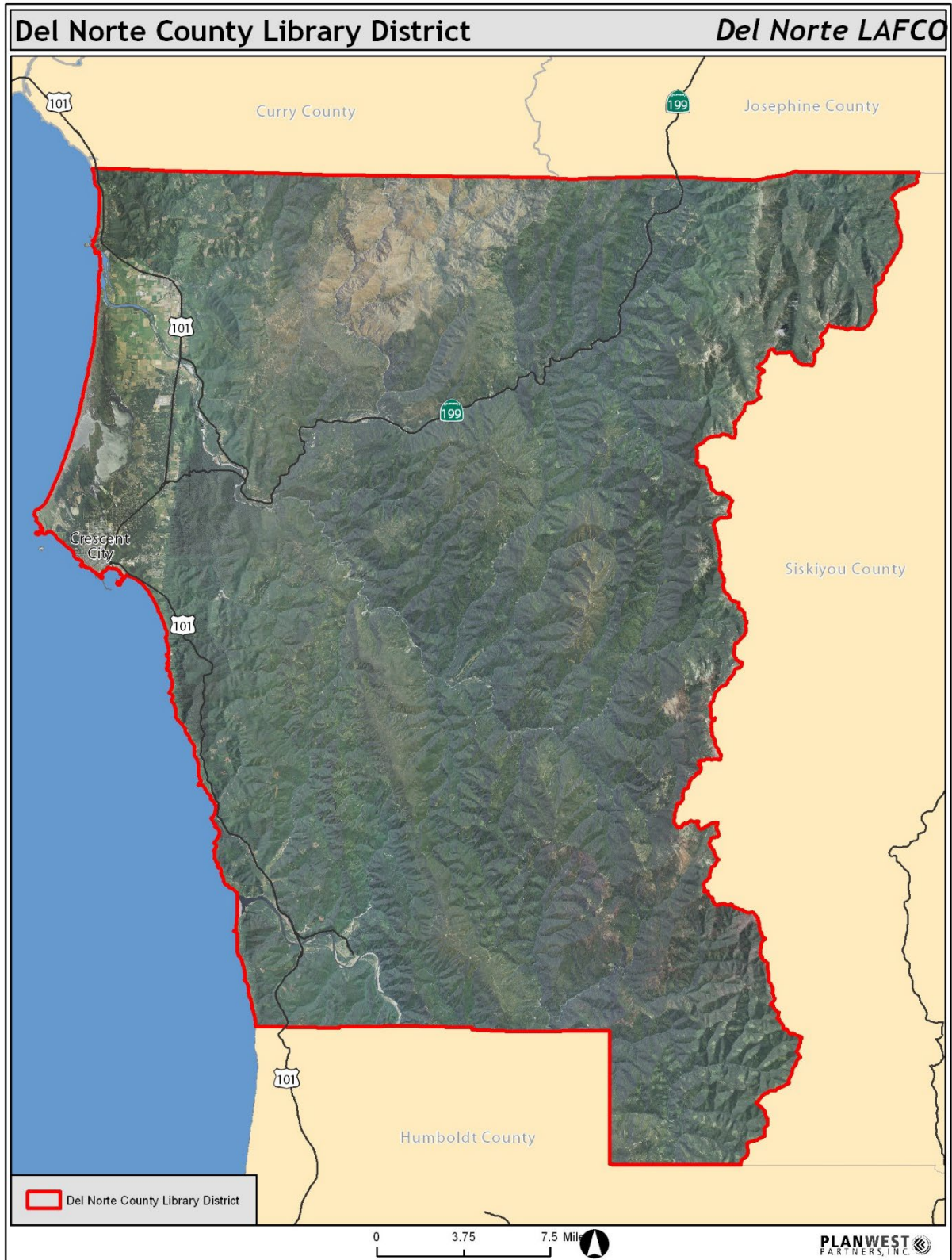
The funds discrepancy is due to DNCL not spending the full grant amount. The County Auditor verified that at a 2025 Board meeting. The grant funds budget line in question had unused funds. The current Board inherited this situation and it is being resolved by the current staff. It is also important to note the reporting discrepancy is because funds were not spent. There is no State assertion of funds misuse, or going over budget from the grant. In years past, the funds from the full grant were not spent and funds remained in the budget line.

There have been no other assertions regarding the District's budget from the General Fund or any other grant the Library has received. The District is operating on an incredibly small budget. The recently adopted budget reduced multiple line expenses.

District Boundary

The DNCLD's service area and sphere of influence are coterminous with the Del Norte County boundary as shown in Figure 1 on the next page.

Figure 1: Del Norte County Library District



Growth and Population

Del Norte County has experienced fluctuating population trends over the past two decades. Historically, the population for Del Norte County has increased from 27,507 in 2000 to 28,610 in 2010 for a 4.0% percent growth rate over 10 years (2000 and 2010 U.S. Census). However, the most recent 2020 Census reported the population dropped to 27,743 which is a -3.1% growth rate over 10 years (U.S. Census Bureau, 2025). The only incorporated city in the county is Crescent City, which actually grew in population by 14.5% between 2010 to 2020, growing from 4,673 to 5,886 (US Census Bureau, 2025). The most recent population estimate for Crescent City was 6,209 which is a -7.5% drop in population from 6,675 in 2020 (US Census Bureau, 2025). The main library branch is located at 190 Price Mall in Crescent City.

Projections for Del Norte County show a county-wide rate of -0.3% average annual loss in population from 2025-2070 (California Department of Finance, 2025). As a Countywide District, the overall service population is expected to decline with County projections at -0.3%.

As of March 2025, the Del Norte County Library District reported 14,272 registered library cardholders (Goodeill, 2025). With 14,272 cardholders and 27,743 residents in its service area, about 53% of county residents hold active library cards. The main facility receives approximately 1800-2300 visits per month, and around 3,000 checkouts. Special event attendance is estimated to bring 800 patrons a month with overall visits estimated at more than 1,000 (Murphy, 2025).

Existing and Planned Uses

The District covers the entire unincorporated area of Del Norte County and the incorporated area of City of Crescent City. Land uses within the District boundaries are subject to the Del Norte County General Plan and the Crescent City General Plan. A majority of the District is identified as resource and rural residential land. Del Norte County is comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned.

SERVICES PROVIDED

Current Services

The District was formed to maintain and operate library services within the County boundaries. DNCLD provides a wide range of public services that go well beyond traditional book lending, positioning the library as a cornerstone of education, digital access, workforce development, and community engagement in one of California's most rural counties. At the heart of DNCLD's services is its lending program. With a library card, patrons can freely borrow books, DVDs, audiobooks, music CDs, and magazines. Digital materials (including eBooks, audiobooks, and streaming content) are available through OverDrive and Libby and can be downloaded at home at any time.

The District further provides computer and internet access, printing, and community meeting space at two physical public library locations. The Main Library, located at 190 Prince Mall, in Crescent City, is open Monday through Saturday from 10:00 a.m. to 6:00 p.m. The Smith River Branch, located at 241 First Street in Smith River, is operational Wednesday through Saturday from 11:00 a.m. to 3:00 p.m. The Crescent City branch houses the bulk of the District's collection and staff, while the Smith River location expands access for North County residents and is run by a single part-time employee. Patrons can use library computers for internet access, printing, and catalog searches. These computers are available on a first-come, first-served basis and are essential for residents without reliable internet access at home.

In addition to DNCLD's lending program, the library plays a central role in local workforce readiness and professional development through its participation in the California State Library's CAREer Pathways initiative. Whether a resident is seeking to upskill, reskill, or prepare for new employment, CAREer Pathways equips patrons with a robust suite of workforce readiness tools. Services include access to Coursera, LinkedIn Learning, Learning Express Library, and Northstar Digital Literacy. These tools, many of which would otherwise cost individuals \$1,000.00 or more annually, are completely free to library cardholders. In addition to digital access, patrons can receive in-person support at the main library, where staff assist with account setup, career navigation, resume development, and job interview preparation.

The District also oversees Del Norte Reads, a dedicated adult literacy program for individuals 16 and over funded by the California State Library (CSL). Del Norte Reads provides free one-on-one services including English as a Second Language (ESL) classes, GED preparation classes, basic computer classes, and literacy tutoring. The Del Norte Reads Learning Center is located at 1080 Mason Mall #9, Crescent City and office hours are available by appointment.

However, the CSL raised serious concerns in April 2025 about Del Norte Reads' fiscal reporting and use of CLLS funds (California State Library, 2025; Andrews J. C., 2025). Discussion of the report is further detailed in the Financing Section of this MSR. As part of the CSL review and report on DNCLD's expenditures, CSL recommended a temporary suspension of CLLS participation and requested the return of unspent funds and the commissioning of an independent audit. The State Library affirmed its commitment to supporting literacy in Del Norte County and encouraged the

district to reapply for CLLS funding once it demonstrates improved fiscal capacity and documentation standards.

In response, the DNCLD Board of Trustees has committed to supporting the audit and partnered with Del Norte Reads Coordinator Terrin Musbach to petition for reentry into the CLLS program. Musbach has outlined new accountability procedures, regular Board reporting, and community outreach to Native American and low-income families. As of May 2025, the program has 27 enrolled learners and 11 active tutors, with 56 tutoring sessions logged between April 14 and May 19 (Andrews J. C., 2025).

In October 2025, the District demonstrated a concerted effort to diversify and expand their financial resources beyond CLLS funds by officially entering into an agreement with the Yurok Tribe to administer and implement the Del Norte Reads – Klamath Promise Neighborhood (KPN) Literacy initiative (Yurok Tribe, 2025). The agreement establishes the District as an independent contractor responsible for program management, staffing, data reporting, and outcomes evaluation in alignment with Promise Neighborhood performance indicators related to academic achievement, family engagement, and community stability. Operations documents provided for the Library Board's October 2nd Special Meeting regarding the partnership contract identified approximately 40 potential partnership pathways. These prospective partnerships include entities capable of providing tutoring spaces, volunteer recruitment pipelines, literacy materials, and specialized services such as citizenship classes and family literacy workshops. Some partners were identified for their capacity to fund or sustain program components such as EPIC Program's \$15,000 commitment to youth tutoring and Del Norte County Office of Education's (DNCOE) Adult Ed's contribution toward high school equivalency pathways while others offered in-kind support such as space, translation, and community outreach. Collectively, identifying these partnerships demonstrate an effort by the District to implement a comprehensive and collaborative approach to expanding literacy and educational access across Del Norte County while strengthening the Library's long-term fiscal sustainability and service delivery capacity.

In the meantime, the District continues to provide value through its robust non-CLLS offerings and partnerships. Recent partnerships include 3Reads23 (a local literacy collaborative), Resilient Del Norte & Tribal Lands DNATL (a community resilience initiative), and the Gardening Group which helped launch a seed library. The District also provides access to educational tools such as Gale Interactive Science and National Geographic Kids, as well as environmental studies databases that support academic research and youth engagement. The District further offers access to the Career Online High School, an 18-month program that helps adults earn an accredited high school diploma alongside a career certificate, with the support of an assigned academic coach.

Their Zip Books program (when available) allows users to request titles not held in the collection and have them delivered directly to their home, free of charge. Returned books are considered for addition to the collection. The library supports local authors by adding qualifying manuscripts to its shelves and hosting book readings and signings. Patrons can also subscribe to the District's email newsletter to stay informed about programs, events, and new materials.

For those who prefer not to enter the building, the District even provides curbside pickup services. Patrons may request items ahead of time and have them delivered to their vehicle upon arrival, offering a safe and accessible option for families, seniors, and individuals with mobility challenges.

Infrastructure Needs

The District has recognized pressing infrastructure needs to support current and future community services. According to a 2019 article from the Lost Coast Outpost, District leadership and the Board of Trustees reported they had begun exploring options for a new library location outside the Crescent City tsunami zone while also planning upgrades to the existing 190 Price Mall building at its June 27, 2019 meeting (Andrews J. C., 2019). The goals included expanding young adult and children's spaces, consolidating literacy and nonprofit program areas (like Del Norte Reads and the Friends of the Library), enhancing cultural programming, and improving curb appeal and structural resilience. Trustees established a five-year strategy, initiated engineering assessments (examining foundation integrity and the feasibility of adding a second story), and earmarked over \$300,000 in a building improvement fund. The Board in 2019 reported it had already collected the building fund for several years, but trustees had been unable to decide how to use it. They had committed to begin fundraising and looking for possible alternative facilities, particularly a building between 10,000 and 12,000 square feet.

In March 2020, the District was faced with the immediate and unprecedented challenge of closing all three library branches in response to California's COVID-19 stay-at-home order (David Hayes, 2020). Although all staff were initially furloughed, the Library Manager at the time successfully rehired the entire team within a month and began transforming library operations to continue serving the public under pandemic restrictions.

The pandemic closure also provided time for facility improvements and operational projects (David Hayes, 2020). The renovation of modernized interior finishes, expanded Wi-Fi capability, and refreshed public spaces to better support community programs and user comfort. During this period, the District received a generous donation to replace the library's non-functioning security gate, which allowed the District to track patron usage more accurately and strengthen the District's grant reporting.

While this remodel brought the facility up-to-date in key areas, the main library is still in need of repair and expansion and the District lacks a formal Capital Improvement Plan (CIP), which hampers its ability to systematically prioritize necessary building repairs and upgrades (Goodeill, 2025). Building needs identified include more accessible and flexible programming spaces, modernization of aging infrastructure, and relocation to a safer, more functional site. Seismic and tsunami safety concerns are of particular concern for relocation. In addition to possible building upgrades, the District also hopes to obtain a book mobile, lower the cost of the 10GB fiber optic network, and upgrade all computers staff and patron.

Supporting Nonprofits

Del Norte Library Foundation

Established in 1983, the Del Norte Library Foundation is a community-driven nonprofit organization formed on the belief that a strong public library is crucial to enriching the lives of Del Norte County residents (Del Norte County Library District, 2025). Operating alongside the District, the Foundation provides a vital funding stream to enhance public collections, upgrade facilities, and support ongoing library operations.

The Foundation's mission centers on maintaining and growing a sustainable endowment fund. Earnings from this fund are used to purchase books, equipment, and contribute to facility maintenance thus ensuring long-term stability for the DNCLD. While economic fluctuations have occasionally limited contributions, leaders have emphasized the ongoing need to build the endowment and welcome community gifts of any size.

Donations are tax-deductible, and the Foundation provides convenient giving options through mailed forms or in-person drop-off at the library. These contributions directly support improvements in library services and physical infrastructure, aligning with the Foundation's vision to enhance intellectual and cultural access across the county.

Friends of the Del Norte Library

The Friends of the Del Norte County Library (hereafter referred to as the Friends) is a dedicated nonprofit organization that plays a vital role in supporting the Library District's mission through fundraising, advocacy, and community outreach (Del Norte County Library District, 2025; Goodeill, 2025). In recognition of its impact, the organization was named 2024 Nonprofit of the Year by the Del Norte County Chamber of Commerce. They are the only civic group the District works with.

The Friends have significantly advanced literacy in Del Norte County by distributing over 6,000 free books to children and families, helping to build home libraries and support early literacy development. As part of its commitment to increasing access to reading materials in underserved areas, the Friends have also donated seven Little Free Library boxes across the region:

- Two boxes to Elk Valley Rancheria Head Start and the Head Start office in Crescent City
- Two boxes to the Hoopa Valley Tribe—at the elementary school and high school
- Three boxes to the Tolowa Dee-ni' Nation, distributed as part of a broader Indigenous literacy outreach effort

These initiatives reflect the Friends' strong emphasis on equity, inclusion, and community partnership, particularly in collaboration with local tribes and early childhood education programs. Through their work, the Friends of the Library help extend the District reach far beyond its physical branches, ensuring books and resources are available to all members of the community.

Other Service Providers

General Governmental Services

The County of Del Norte provides general governmental services, which include social services, emergency services, planning, public works, county roads and parks, etc. to the unincorporated areas of Del Norte County. The City of Crescent City provides similar general governmental services within city limits.

FINANCING

Revenues and Expenditures

Over the past several years, the Del Norte County Library District has operated with a modest and fluctuating budget. The most recent proposed budget for FY 2025-26 had a positive net balance of \$21,494. Overall, the budgets show repeated budgeting for surpluses followed by actual deficits in recent years, with increasingly large swings in both directions. Revenues have steadily increased, rising from approximately \$283,000 in FY 2021–22 with a high of \$404,000 in FY 2024–25, representing a 43% increase. Much of this growth can be attributed to rising property tax revenues, the District’s most stable funding source, as well as expanded grant opportunities from the California State Library and increased community contributions from organizations such as the Friends of the Del Norte Library and the Del Norte Library Foundation. Additional funding from programs like Zip Books and the CArer Pathways initiative have further supported the expansion of library services. Overdue fines and fees are a minor revenue source, totaling between \$300–\$705 annually for late returns, with additional lost item reimbursements ranging from \$57–\$350. These contributions make up less than 0.3% of the total annual budget. The DNCLD statement of revenues and expenditures is on the next page (Table 3).

At the same time, the District’s expenditures have grown at an even faster pace, climbing from \$270,812 in FY 2021–22 to a revised \$462,612 in FY 2024–25, a 71% increase. This rise is largely driven by higher personnel costs, including expanded staffing, payroll, and retirement contributions. For example, full and part-time payroll grew from \$151,380 in FY 2021–22 to nearly \$199,000 by FY 2024–25. Program and outreach costs have also grown substantially as the District continues to expand services, particularly in literacy, workforce development, and community engagement. New investments include the Summer Reading Program, the Lunch with Library Books initiative, and increased support for digital and physical infrastructure.

Overall, the Del Norte County Library District has updated fiscal management practices, using strategic investments and community partnerships to expand services and increase access. However, expenditure growth has begun to outpace stable revenue suggesting a need for long-term financial planning, including capital improvement strategies and diversified funding sources, to support the District’s evolving role as a hub of education, digital equity, and community resilience. While the District managed to maintain a balanced budget or modest surplus in several recent years (such as in FY 2022–23 and FY 2023–24) the revised budget for FY 2024–25 projects a deficit of approximately \$58,000. This signals emerging financial pressures that may require either additional revenue sources or careful cost containment to ensure continued fiscal health.

Table 3: Statement of Adopted and Actual Budget Revenues & Expenditures for the Del Norte County Library District

Del Norte County Library District Multi-Year Budgets										
	Intra/Inter	Fund	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25	FY 2025-
Line	Transfers		Actual	Adopted	Actual	Adopted	Actual	Adopted	Revised	26
70901	Intrafund Trans In Library District (Reads)			\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
70902	Intrafund Trans Out Library District (371)		(\$16,133)							
	Total Fund Transfers		(\$16,133)	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Revenues										
90010	Property Tx-Current Sec		\$214,538	\$214,000	\$237,283	\$214,500	\$256,614	\$226,867	\$226,867	\$226,867
90011	Prop Tax-Sec Supplemental		\$8,544	\$3,225	\$11,595	\$7,000	\$7,658	\$7,000	\$7,000	\$7,000
90020	Property tx-Current Unse		\$4,542	\$4,300	\$5,615	\$6,000	\$5,470	\$6,000	\$6,000	\$6,000
90091	Yield Tax		\$6,434	\$6,400	\$5,652	\$5,035	\$7,516	\$5,035	\$5,035	\$5,035
90300	Interest - DN Library		\$2,946	\$2,000	\$7,664	\$5,592	\$11,723	\$5,592	\$5,592	\$5,592
90601	Hoptr-Secured/Unsecured		\$3,280	\$3,200	\$3,187	\$3,300	\$3,119	\$3,300	\$3,300	\$3,300
90620	Pub Lib Fund/St Aid Gran		\$1,000						\$25,000	
90622	Library Outreach Grant						\$17,282	\$12,782	\$12,782	
90623	State Grants			\$20,000	\$20,000	\$25,000	\$3,400		\$10,221	\$10,221
90624	Northnet Library Grant		\$8,429	\$8,429	\$6,740	\$6,740	\$9,277	\$9,277	\$9,277	\$9,277
90741	Redevelopment Pass Thru		\$18,279	\$18,000	\$18,884		\$21,248	\$21,247	\$21,247	\$21,247
90909	Spec Dist Augmentation								\$1,000	\$1,000
91040	Book Fines		\$391	\$300	\$705	\$500	\$537	\$300	\$300	\$300
91042	Lost Book Reimbursement		\$57	\$50	\$60	\$70	\$350	\$200	\$200	\$200
91043	Postal Reserve		\$1		\$2					
91060	Photo Copies		\$1,060	\$500	\$1,613	\$1,500	\$1,326	\$900	\$900	\$900

91124	Gifts - Unspecified	\$507	\$1,000	\$16,017	\$5,000	\$1,899	\$1,500	\$1,500	\$1,500
91124	002 Gifts - Specified	\$625		\$536		\$16,718		\$50,000	\$50,000
91124	003 Zip Book Program	\$10,800		\$12,510		\$10,995		\$9,000	\$9,000
91125	Travel Reimbursements			\$2,288	\$1,500	\$3,943	\$1,000	\$4,030	\$4,000
91127	Friends of DNL	\$776	\$6,000	\$6,323	\$6,000	\$972	\$500	\$3,031	\$10,000
91128	DNC Library Foundation			\$2,800	\$500	\$2,351	\$1,000	\$1,000	\$1,000
91129	Misc Revenue	\$741	\$300	\$544	\$500	\$8,281	\$1,000	\$1,000	\$1,000
91132	Donation/New Building	\$67	\$100	\$35	\$40	\$135	\$100	\$100	\$100
91133	Wild Rivers Foundation-SR Branch			\$3,525	\$100				
91134	Cancelled Prior Year Expenses					\$52	\$52	\$52	
	Total Revenue	\$283,015	\$287,804	\$363,578	\$288,877	\$390,866	\$303,652	\$404,434	\$373,539
Expenditures									
Salaries & Benefits									
10010	Payroll	\$48,320	\$54,000	\$57,984	\$67,000	\$70,434	\$108,309	\$108,309	\$108,309
10015	Part-time/Temporary	\$103,060	\$115,000	\$119,682	\$120,185	\$108,848	\$90,783	\$90,783	\$90,783
10020	Retirement	\$15,917	\$19,439	\$18,008	\$15,356	\$20,311	\$22,972	\$21,620	\$21,620
10022	Retirement - CalPERS Unfunded				\$3,400	\$3,400	\$3,400	\$4,752	\$4,752
10030	Employee Benefits	\$2,400	\$2,500	\$1,932	\$2,100	\$1,542	\$2,288	\$2,288	\$2,288
10040	Workers Comp	\$788	\$1,200		\$1,000		\$1,000	\$1,000	\$1,000
Services & Supplies									
20121	Communications	\$3,099	\$2,580	\$3,379	\$3,343	\$30,138	\$10,000	\$19,297	\$19,297
20140	Household Expense	\$1,841	\$1,500	\$3,338	\$2,000	\$4,133	\$3,000	\$4,500	\$3,500
20141	COVID 19 PPE	\$549	\$100	\$89					
20150	Insurance	\$9,877	\$10,000	\$10,580	\$10,600	\$12,203	\$13,360	\$13,360	\$13,360
20170	Maintenance Equipment			\$195					
20180	Building Maintenance		\$5,000	\$11,782	\$5,000	\$11,053	\$5,000	\$3,203	\$3,203
20181	Building Maintenance - SR Library	\$58							

20200	Membership	\$2,685	\$1,700	\$3,262	\$3,000	\$3,123	\$3,000	\$3,900	\$3,900
20223	Postage	\$45	\$50	\$26	\$35	\$31	\$35	\$85	\$85
20224	Office Supplies	\$2,256	\$2,500	\$2,797	\$2,930	\$2,504	\$3,000	\$2,980	\$2,000
20227	Craft Supplies			\$116		\$1,425	\$1,500	\$305	\$405
20228	Promotional items			\$7,318		\$11,071	\$2,000	\$21,684	\$5,000
20230	Professional Services	\$16,480	\$20,000	\$17,023	\$18,000	\$21,167	\$18,000	\$16,150	\$3,000
20231	Prof Serv-Election		\$700	\$225	-\$275		\$500	\$500	
20232	Data Processing - Software	\$3,046	\$3,000	\$3,183	\$3,850	\$3,394	\$3,200	\$3,200	\$3,200
20233	Prof Services - County	\$16,182	\$25,000	\$15,063	\$15,100	\$13,466	\$13,500	\$15,643	\$15,643
20234	Audit Services	\$4,500	\$4,500	\$9,845	\$10,000	\$8,904	\$9,500	\$3,053	\$3,053
20236	Office Supplies-SR Branch			\$304	\$300	\$328	\$250	\$220	\$200
20240	Publications- Advertising	\$520	\$500	\$120	\$250	\$107	\$150	\$221	\$221
20250	Rents & Leases- Equipment	\$3,854	\$4,000	\$4,133	\$4,000	\$3,433	\$3,000	\$2,790	\$2,790
20260	Rent/Lease							\$366	\$366
20270	Minor Equipment	\$108	\$500						
20278	Team Building	\$1,106	\$1,200	\$367	\$500	\$477	\$500	\$200	\$200
20279	Summer Reading Prg	\$3,157	\$8,000	\$8,000	\$20,000	\$2,374	\$2,500	\$2,930	
20280	Spec Dept Expense	\$2,903	\$3,000	\$9,519	\$5,500	\$323	\$200	\$200	
20281	Volunteer Program	\$77	\$200						
20282	Magazines/Newspapers	\$239	\$500	\$175	\$250	\$145	\$100	\$130	
20284	Books 18yrs-up	\$38		-\$357		\$106			
20284-003	Zip Book Payments	\$10,157		\$10,977		\$10,729		\$17,112	\$17,112
20284-004	Munson Books	\$4,238		\$3,740		\$6,374		\$57,000	\$5,700
20286	Spec Dept Exp - Employee	\$554	\$600	\$550					
20288	Cataloging	\$2,650	\$2,000	\$1,499	\$1,500	\$462	\$1,050	\$3,624	\$3,600
20290	Travel & Training	\$541	\$700	\$2,419	\$2,734	\$5,588	\$2,500	\$5,902	\$2,000
20292	Training/Education	\$1,513	\$1,000	\$2,932	\$2,000	\$1,998	\$2,000	\$3,847	\$2,000

20294	Lunch with Library Books					\$20,725	\$12,621	\$23,958	\$23,958
20300	Utilities	\$8,051	\$23,822	\$9,790	\$10,500	\$7,056	\$7,500	\$7,500	\$7,500
	Total Expenditures	\$270,812	\$314,791	\$339,994	\$330,158	\$387,374	\$346,718	\$462,612	\$370,045
	Net Cost (formula)	\$(3,929.37)	\$(8,987.00)	\$41,583.88	\$(23,281.00)	\$21,491.73	\$(25,066.00)	\$(40,178.00)	\$21,494

Audits

For this MSR, audits of the District by Harshwal & Company LLP CPAs were provided for FY 2022-23 and FY 2023-24. The auditors found no material misstatements, no disagreements with management, and no significant difficulties during the audit. Existing accounting policies were applied consistently, financial disclosures were clear, and key estimates such as depreciation and pension liabilities were reviewed and found reasonable. Minor routine adjustments were made to update balances for depreciation, pension liabilities, and fund balances, but these were not material. Overall, the audit confirms that the District's financial statements for FY 2022-23 and FY 2023-24 present a fair and accurate picture of its finances.

These audits confirm that DNCLD is experiencing continuing operating deficits, declining net position, and significant pension liabilities (Table 4). While cash reserves remain, unrestricted resources are negative and the pension obligation dwarfs net assets. Unless revenues increase or expenses are reduced, the District's ability to sustain operations without drawing down reserves will continue to erode.

Table 4: Recent Audits for the Del Norte County Library District

Budget Category		2022-23	2023-24
Unrestricted Fund Balance		\$32,797	\$97,512
Assets	Cash and investments	\$415,761	\$380,468
	Receivables	\$2,113	\$1,368
	Assets Total	\$417,874	\$381,836
Deferred Outflow (Pension)		\$159,517	\$147,459
Liabilities	Accounts payable	\$28,471	\$27,162
	Salaries and benefits payable	\$22,892	\$22,495
	Liabilities Total	\$51,363	\$49,657
Deferred Inflow (Pension)		\$84,173	\$77,538
Revenue	Tax revenue and assessments	\$260,145	\$277,258
	Intergovernmental revenues	\$116,366	\$154,373
	Charges for services	\$2,318	\$1,864
	Interest and investment earnings	\$7,664	\$11,723
	Misc revenues	\$32,327	\$40,740
	Revenue Total	\$418,820	\$485,958
Expendit	Salaries and benefits	\$275,130	\$287,426
	Services, supplies, and other	\$167,958	\$232,864
	Capital Outlay	\$4,881	
	Expenditures Total	\$447,969	\$520,290
Net change in fund balance		\$(29,149)	\$(34,332)

Grants and Grant Concerns

The Del Norte County Library District is actively seeking new funding sources and pursuing multiple grant opportunities. However, it currently faces uncertainty in sustaining and managing its existing grants. The District is the recipient of three active grants funded through the Institute of Museum and Library Services (IMLS), which are administered by the State of California as part of the Library Services and Technology Act (LSTA) program. These grants support a variety of library services but require timely and accurate reporting to maintain eligibility.

To expand services and improve infrastructure, the District has reached out to the Klamath Promise Neighborhood, which has expressed willingness to support the purchase of a bookmobile, new library computers, and possibly to continue funding book distribution at community events. The District is also part of the NorthNet Library System, a regional consortium that provides shared resources and support for public libraries across Northern California.

Despite these efforts, DNCLD has faced challenges in managing certain grant funds. Specifically, concerns have arisen regarding its participation in the CLLS program as mentioned previously. In 2022, the CSL worked with the District to develop a plan to spend \$7,567 in remaining FY 2021–22 CLLS funds by April 2023. CSL also helped the District create a plan to expend its FY 2022–23 funds and reduced its eligible award for FY 2023–24 to allow time to use up previous allocations.

The Library's Mid-Year Report for FY 2023–24 stated there were no remaining CLLS funds from FY 2021–22 or 2022–23 and that the District was projected to spend its current allocations for adult literacy, family literacy and ESL services. The Library Director subsequently contacted CSL in May 2024, with concerns the District would not fully expend its FY 2023–24 ESL funding.

Further conversations between July and August 2024 revealed inconsistencies between the District's verbal updates and its written financial reports. CSL staff discovered that not all literacy funds from previous years had been spent and that unreported balances remained. These findings raised concerns about the District's financial tracking and reporting practices.

CSL staff reviewed the District's internal reports, budget modifications, and documents from the County Auditor-Controller's Office. The discrepancies suggested that the DNCLD may have difficulty accurately tracking and reporting fund usage, and that earlier reports may not have reflected actual expenditures. As a result, the State Library questioned the District's fiscal accountability and the reliability of its grant administration.

These discrepancies emerged despite prior efforts by the State Library to assist with budget modifications and expenditure plans. CSL has since recommended temporary suspension from the CLLS program and requested repayment of unspent funds. The District is now working to implement corrective measures, including an independent audit.

The program's new coordinator, Terrin Musbach, who was hired in August 2024, has led efforts to rebuild integrity and programming (Andrews J. C., 2025). Under her leadership, Del Norte Reads has expanded from 3 tutors and 9 learners to 10 tutors and 28 learners and aims to restart family

literacy programs. In the meantime, the program is being sustained by local grants and contributions (Andrews J. C., 2025).

Del Norte Reads

Del Norte Reads is the Library District's adult and family literacy program funded through CLLS. This program provides free tutoring in reading, writing, basic math, and English as a Second Language. Services include one-on-one tutoring, ESL conversation groups, and family literacy activities, with instruction delivered by trained volunteers under the coordination of the Literacy Coordinator.

A February 7, 2025 letter from the California State Library placed the program on a funding hiatus for the 2024–2025 period because of difficulties in timely spending and expense tracking (CLLS, 2025). Although no new CLLS Adult Literacy Services funding will be issued for that year, Del Norte Reads remains an active CLLS participant and must continue services using local funds and unspent prior-year CLLS funds while completing required reports and regular check-ins with state library staff.

The Del Norte Reads multi-year budgets show a significant contraction in both revenues and expenditures as the program transitions from full CLLS funding to a reduced funding environment (see Table 5 on the next page). In FY 2024-25, the adopted and revised budgets each included \$18,000 in intrafund transfers and \$71,620 in CLLS grant revenue, supporting total expenditures of about \$124,556 (revised to \$121,398). Most costs were for part-time staffing and benefits, rent, books and educational materials, and program supplies. By FY 2025-26, projected revenues drop sharply to \$10,000 from the Del Norte County Library Foundation with no CLLS grant, while expenditures are expected to fall to \$34,136, reflecting reductions in salaries, benefits, and program supplies. The net cost decreases from roughly \$31,800 to about \$6,100 as the program scales back operations to match the loss of state grant funding.

To address this fiscal challenge and sustain literacy programming, the District recently demonstrated a focused effort to diversify and expand its financial resources by entering into an agreement with the Yurok Tribe to administer and implement the Del Norte Reads – KPN Literacy Partnership (Yurok Tribe, 2025). The contract, valued at \$411,237.69 for the period of September 2025 through December 2026, funds an expansion of youth, family, and adult literacy services under the KPN initiative. The agreement establishes the District as an independent contractor responsible for program management, staffing, data reporting, and outcomes evaluation in alignment with Promise Neighborhood performance indicators related to academic achievement, family engagement, and community stability. The program is supported by a local match of approximately \$18,000 from the Library District and includes funding for personnel, consulting services, curriculum materials, and technology improvements. The Del Norte Reads Operations Budget allocates roughly \$264,000 for staffing, \$12,500 for consultants, \$35,000 for travel and outreach, \$54,000 for materials and supplies, and \$6,700 for equipment, with remaining funds covering program services and subscriptions. All expenditures are subject to quarterly reporting, Results-Based Accountability (RBA) tracking, and Yurok Tribe audit provisions, ensuring transparent financial management and measurable program performance.

Table 5: Adopted/Revised Budget Revenues & Expenditures for Del Norte Reads

Del Norte Reads Multi-Year Budgets			
	FY	2024-25	FY
Intra/Inter Fund Transfers	Adopted	FY 2024-25 Revised	Adopted
Intrafund Trans In Library District	\$18,000	\$18,000	\$18,000
Total Fund Transfers	\$18,000	\$18,000	\$18,000
Revenues			
CLLS Grant	\$71,620	\$71,620	
DNC Library Foundation			\$10,000
Total Revenue	\$71,620	\$71,620	\$10,000
Expenditures			
Salaries & Benefits			
Part-time/Temporary	\$60,000	\$60,000	\$22,200
Retirement	\$3,000	\$3,000	\$1,682
Employee Benefits	\$500	\$500	\$352
Services & Supplies			
Communications	\$1,500	\$1,500	\$894
Membership	\$500	\$500	
Office Supplies	\$1,000	\$2,261	
Craft Supplies	\$1,817	\$1,680	
Prof Serv- Special Events		\$263	
Publications-Advertising	\$3,000	\$3,000	
Rent	\$11,824	\$11,824	\$9,008
Minor Equipment	\$3,177	\$3,176	
Special Department Expense		\$57	
Spec Dept Expense	\$200	\$239	
Books-ESL	\$14,443	\$14,443	
Books	\$9,356	\$6,179	
Manipulatives & Software	\$984	\$984	
Books- Familt Literacy	\$5,755	\$4,292	
Promotional Items	\$4,500	\$4,500	
Educational Workbooks	\$1,000	\$1,000	
Travel & Training	\$2,000	\$2,000	
Total Expenditures	\$124,556	\$121,398	\$34,136
Net Cost (formula)	\$ (34,936.00)	\$(31,778.35)	\$(6,136.00)

MUNICIPAL SERVICE REVIEW DETERMINATIONS

As set forth in §56430(a) of the CKH Act, in order to prepare and to update the SOI in accordance with §56425, the commission shall conduct a service review of the municipal services provided in the county or other appropriate area designated by the commission. The commission shall include in the area designated for a service review the county, the region, the sub-region, or any other geographic area as is appropriate for an analysis of the service or services to be reviewed, and shall prepare a written statement of its determinations with respect to each of the following:

1) Growth and population projections for the affected area.

According to the US Census, the total population in Del Norte County was 28,610 in 2010. The US Census Population Estimates Program in 2020 gave the population as 27,743 indicating a loss of 867 in population since the last Census estimate (U.S. Census Bureau, 2025). The District largely contains resource and rural residential land and will likely continue to decrease at the projected county-wide rate of -0.31% average annual loss in population (California Department of Finance, 2025). Del Norte County's projected population is 26,488 in 2025 and 26,074 in 2030 (California Department of Finance, 2025). Del Norte is one of the counties with the least growth in comparison with the state and other counties. The DNCLD serves the entire County and has the capacity to accommodate its current population and the projected population loss, however, continued population loss may affect service demand, staffing pools, and revenue bases. Long-range MSR planning should account for possible declining tax revenue and excess facility capacity unless offset by economic-development initiatives.

2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere.

Eighty percent of the statewide annual median household income is \$77,067 (U.S. Census Bureau, 2025). The Del Norte County median household income is \$66,780, which is below the 80% threshold referenced above. This prompts the Commission to prepare a written determination on infrastructure needs or deficiencies within or contiguous to the DNCLD's sphere of influence.

The District serves the entire unincorporated area of Del Norte County and the incorporated City of Crescent City. There are a number of small unincorporated communities in the County including Klamath to the south of Crescent City, Bertsch–Oceanview to the north of Crescent City, Hiouchi and Gasquet to the east, Fort Dick and Smith River to the north. These areas are rural, have low household incomes (44–79% of California's MHI), and lack urban services, marking them as priority zones for public infrastructure and environmental justice investments (North Coast Water Board, 2023). Del Norte County is largely rural in character comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned.

The District offers free services to County residents who can check out books, audio, digital resources, and use computers with internet access and printing capabilities. Meeting space is also available for use by library patrons. The District operates the main library in Crescent City and a

branch in Smith River; however, there are no library services in Klamath, Hiouchi, or Gasquet. However, there have been seven Little Free Library boxes across the region by the Friends of the Del Norte Library to extend the reach of Library services. The Del Norte Reads program also provides free services including English as a second language classes, GED preparation classes, basic computer classes, and literacy tutoring. The Del Norte Read's recently expanded their capacity to deliver family and youth literacy programs by entering into a partnership with the Yurok Tribe's KPN initiative. This collaboration enhances the District's reach into underserved communities.

3) Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere.

The District provides library services to County residents from branches in Crescent City and Smith River and operates the Del Norte Reads program. These locations adequately serve County residents and fulfill the District's mission to assure public ownership of print collections, digital resources, and gathering space for the citizens of the District. Therefore, the District meets current and projected future demand for services.

4) Financial ability of agencies to provide services.

The District has limited funding to finance desired programs. The District receives most of its funding through property taxes, grant funding contributions, and fines. The Board of Trustees make budget decisions for the District. The District notes that as a special district they are not as dependent on state and federal funding as many other rural libraries, which has been an asset during the recent budget crisis. The District has recently demonstrated a concentrated effort to diversify its revenue sources by having their Del Norte Reads program enter into a formal partnership with the Yurok Tribe's KPN initiative to deliver family and youth literacy programs as a contractor for the Tribe.

5) Status of, and opportunities for, shared facilities.

The main library in Crescent City offers a community group meeting space. The Smith River branch library is provided space to operate rent free in the Smith River Community Hall and is staffed by a single part-time employee. Del Norte Reads is a library Literacy Program in partnership with the Del Norte County Library District. It is a grant/donation funded program through the California Library Services and it receives donations and funding through various community partnerships.

6) Accountability for community service needs, including governmental structure and operational efficiencies.

The District is staffed by a combination of 12 paid staff and 5-10 volunteer staff. The District has shown the ability to operate efficiently with minimal staff and budget. The interim Library Director is currently only working 30 hours and it is hoped the replacement will be a full-time 40 hours position, however this could be affected by budget and candidate availability. In addition, there are six regular-part-time (RPT) library technicians, two relief technicians, one RPT bookkeeper, one Del Norte Reads Literacy Coordinator, one assistant, and one branch technician at the Smith River

branch. The Literacy Coordinator is a part-time hourly position which is entirely grant funded and will need alternate funding if CLLS funds are not renewed. No other potential options were identified with regard to DNCLD's government structure that would allow for more effective or efficient service provision.

The DNCLD has a Board of Trustees that are elected by registered voters within the district. The Board approves the Library Director who acts as the chief administrative officer for the District. The Board meets regularly, and district board meetings comply with the provisions of the Brown Act. The District has a website where information is made available to the public, such as board meeting agendas and minutes, and the activities of the District. The District demonstrated full accountability in its disclosure of information and cooperation with LAFCo. The agency responded to LAFCo's written questionnaires and cooperated with LAFCo inquiries and document requests.

7) Any other matter related to effective or efficient service delivery, as required by commission policy.

To expand services and improve infrastructure, the District has reached out to the Klamath Promise Neighborhood, which has expressed willingness to support the purchase of a bookmobile, new library computers, and possibly to continue funding book distribution at community events. There are no further matters related to effective or efficient service delivery to report at this time.

SPHERE OF INFLUENCE DETERMINATIONS

In order to carry out its purposes and responsibilities for planning and shaping the logical and orderly development of local governmental agencies to advantageously provide for the present and future needs of the county and its communities, the commission shall develop and determine the sphere of influence of each district, as defined by Government Code §56036, and enact policies designed to promote the logical and orderly development of areas within the sphere. In determining the sphere of influence of each local agency, the commission shall consider and prepare a written statement of its determinations with respect to the following:

1) The present and planned land uses in the area, including agricultural and open-space lands.

The DNCLD's service area and sphere of influence are coterminous with the Del Norte County boundary as shown on Figure 1. The District covers the entire unincorporated area of Del Norte County and the City of Crescent City. Land uses within the District boundaries are subject to the Del Norte County General Plan and Crescent City General Plan. Del Norte County is comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned. As the DNCLD sphere is coterminous with the District boundary and the Del Norte County boundary, there is no opportunity to expand the SOI and therefore no recommended changes.

2) The present and probable need for public facilities and services in the area.

The DNCLD provides the only public library services in Del Norte County. As stated in the mission statement their existence assures public ownership of library materials and collections. The District will continue to serve the present and projected future library services needs in Del Norte County.

3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The DNCLD provides library services to Del Norte County. Overall, the district currently functions efficiently. The DNCLD budget demonstrates that the District has the ability to acquire sufficient revenues to cover expenses and sustain the district at its current capacity.

4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The district serves all of Del Norte County including unincorporated communities and the City of Crescent City. No areas of social or economic interest are known that are not already being served by the district. The Del Norte Reads program provides free services including ESL classes, GED preparation classes, basic computer classes, and literacy tutoring.

5) For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere.

The District SOI has no ability to expand due to it already covering the entire County and therefore it is not proposed to be updated. The Municipal Services Review determination made for disadvantaged unincorporated communities applies to this determination as well.

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Public Testimony and Correspondence Received

1. Del Norte County Library District Special Board Meeting Agenda
2. Standard Service Agreement: Yurok Tribe and Del Norte County Library District
3. Del Norte Reads Operations Documents
4. Del Norte Reads Presentation Slides
5. Del Norte Reads & Klamath Promise Neighborhood Partnership Scope of Work
6. Calm Kidz Program Poster
7. Del Norte Reads Window and Office Sign
8. November 18, 2025 Letter
9. November 19, 2025 Email

1. Del Norte County Library District Special Board Meeting Agenda

The Special Meeting Agenda formally notices a meeting of the Del Norte County Library District Board of Trustees on October 2, 2025, to review the Del Norte Reads program and proposed partnership with the Yurok Tribe through the Klamath Promise Neighborhood (KPN) initiative. The meeting was held at the Crescent City library and available virtually via Google Meet, for public accessibility. The October 1st Special Meeting Agenda announcement can be found at <https://www.facebook.com/photo?fbid=1207627461400215&set=pcb.1207627491400212>.

Agenda items included four major topics: a presentation by Del Norte Reads Coordinator Terrin Musbach on the program's mission and proposed restructuring, review of the current Reads budget and KPN funding proposal, consideration of the Scope of Work outlining activities and outcomes, and discussion and potential approval of the formal KPN contract. These agenda topics collectively signify a major program expansion to include youth and family literacy initiatives supported by external funding, an area of improvement identified in the MSR. Meeting minutes are publicly available at <https://delnortecountylibrary.org/library-board>.

2. Standard Service Agreement: Yurok Tribe and Del Norte County Library District

This 28-page Independent Contractor Agreement outlines the establishment of a bilateral fixed-price contract between the Yurok Tribe and the Del Norte County Library District for \$411,237.69, covering the period from September 1, 2025, through December 31, 2026. This contract authorizes the District, through its Del Norte Reads program, to develop and implement a youth and family literacy and tutoring initiative aligned with KPN performance indicators related to academic achievement, family engagement, and community stability.

The agreement specifies deliverables such as the creation of a peer tutoring model, cross-age tutor training, family literacy workshops, English language learning support, and trauma-informed "Brain Basics" training for staff and participants. It also includes provisions on confidentiality, cultural clearance, insurance, and intellectual property, emphasizing adherence to Yurok Tribe standards and Results-Based Accountability (RBA) data reporting. This partnership expands the District's role as an educational partner in a tribally led initiative to strengthen literacy, health, and well-being in Del Norte County communities which is in line with the MSR's recommendation to expand partnerships for diversified funding sources. It is not clear from this document whether it complies with California public contracting laws or if it

had undergone legal vetting. However, Item 1. the Del Norte County Library District Special Board Meeting Agenda from October 2, 2025 shows that the KPN-Del Norte County Library District contract was indeed publicly agendaized for Board discussion and potential approval, confirming that the Board was formally notified and the action complied with Brown Act requirements.

3. Del Norte Reads Operations Documents

This document provides the financial breakdown for the KPN-funded Del Norte Reads program covering September 2025 through December 2026. The projected budget of approximately \$411,000 details personnel costs, consultant fees, travel, materials, equipment, and services, all directly linked to specific Promise Neighborhood performance indicators.

Major expenses include \$264,320 for personnel (Program Manager, two Learning Facilitators, and an Assistant), \$12,500 for consultants, and \$35,000 for travel and outreach activities such as site visits and conferences. Supplies and materials total \$54,214, including curriculum development, furniture, and branding items. The plan also includes \$6,683 for technology upgrades and \$19,000 for program services and subscriptions.

While this particular PDF does contain informal notations, they are consistent with internal working drafts rather than finalized financial records, and the formal budget that was subsequently incorporated into the \$411,237.69 Independent Contractor Agreement approved at the October 2, 2025 Special Meeting. Other documents provided such as the Standard Service Agreement (Item 2), Scope of Work (Item 5), and Operations Budget together provide a clear fiscal framework outlining personnel costs, deliverables, and oversight requirements under KPN administration, including quarterly reporting and audit compliance provisions. There is no indication that expenditures occurred outside of authorized funding streams or that public funds were misused. However, to maintain transparency and public confidence, the District should continue working on standardizing how internal planning documents are presented to the Board to ensure that working drafts and partner communications are clearly distinguished from Board-approved budgets and official fiscal records for the public.

4. Del Norte Reads Presentation Slides

The Del Norte Reads presentation slides, used by Coordinator Terrin Musbach during the October 2, 2025 meeting, introduce the program's educational philosophy and operational structure. The slides describe Del Norte Reads as a "learning program" rooted in the neuroscience of learning, guided by Dr. Bruce Perry's Neurosequential Model. The presentation highlights the trauma-informed approach as the foundation for literacy instruction, emphasizing emotional regulation, relationship-based learning, and inclusivity.

The deck categorizes services into four learner groups: Youth, Adults, Families, and Immigrants (ELL). Slide 5 identifies rules for CLLS funding that would need to be tracked for re-application at a later date, indicating the Del Norte Reads programs understanding of fiscal responsibilities and its current independence from CLLS funds. It also outlines program offerings such as peer tutoring, citizenship classes, technology instruction, book clubs, and family literacy events. It maps partnerships with key local organizations, including EPIC, DNCOE, Trillium, Open Door, and California Cooperative Extension. Finally, the slides summarize the learner intake process, from setting SMART goals through ongoing tutoring and progress monitoring, illustrating the structured and data-driven methodology that underpins Del Norte Reads' work within the KPN framework.

The Del Norte Reads presentation slides were developed to provide the Library Board with a visual overview of the program's educational philosophy, community partnerships, and alignment with the Klamath Promise Neighborhood (KPN) grant objectives. While the slides included examples of trauma-informed learning models and referenced local partner organizations, these appear to be intended to illustrate the program's conceptual framework rather than to present new or unauthorized commitments. The Neurosequential Model and other referenced approaches are widely recognized literacy support methods used in public education and likely included to contextualize the program's trauma-informed teaching practices. Regardless, all proposed activities and partnerships were subsequently formalized through the Board-approved KPN contract and Scope of Work on October 2, 2025. The presentation served its purpose as an informational tool, and no evidence suggests that unapproved agreements or expenditures occurred as a result of its content.

5. Del Norte Reads & Klamath Promise Neighborhood Partnership Scope of Work

This Scope of Work document defines the activities and objectives for the KPN-funded Del Norte Reads partnership for Fiscal Year 2025-26. It describes the initiative as an expansion of the Library District's adult and family literacy programming to include youth tutoring and academic support for 187 K-12 students and 43 adults, at an average cost of \$1,756 per participant. The program is directly tied to KPN performance indicators for academic proficiency, high school completion, postsecondary readiness, student health, and family engagement.

Six core activity areas are outlined: peer tutoring, flexible tutoring access, tutoring site development in Klamath, Smith River, and Gasquet, family literacy workshops, multilingual support for English language learners, and integration of health and life literacy. A Results-Based Accountability (RBA) model will guide evaluation, tracking both quantitative outcomes (sessions, students served) and qualitative outcomes (tutor readiness, satisfaction, reading growth). It positions the Library District as a collaborative hub for literacy and youth development in alignment with tribal and regional educational priorities.

6. Calm Kidz Program Poster

The "Calm Kidz" poster promotes a program separate from the Library District led by Terrin Musbach, the Coordinator of the Del Norte Reads literacy program. The initiative focuses on youth emotional regulation, mindfulness, and social-emotional learning. It is not inherently clear from the poster provided if the program was officially authorized by the Library District or if it is operating independently, although the poster does identify Resilient Del Norte and Tribal Lands (DNATL) as a funder for the program. The poster does not mention the Library nor suggest either branch of the Library as a location for the program. Contact information for Calm Kidz is also independent of the Library District. Correspondence for this flyer noted it is distributed by the Childcare Council which is lead by Amber Weir of Resilient DNATL which is separate from the Library District as well. While not a formal District program, Calm Kidz aligns with the District's values of providing, supporting, and advocating access as a program that provides learning resources to families and organizations wherever they are within Del Norte County.

7. Del Norte Reads Window and Office Sign

This picture of the signage in the window of the Del Norte Reads office provides contact information including the office's address, two contact numbers, and two email addresses for

staff. However, the sign does not display the Library District's logo, official branding, or posted hours of operation. It is also noteworthy that the contact information listed on the window sign differs from that shown on the Calm Kidz poster, suggesting that the two materials were produced independently and are associated with separate outreach efforts.

8. November 18, 2025 Letter

This letter by concerned citizen outlines concerns about the Del Norte County Library District and LAFCo's oversight of it. She states that the Library Board and staff have repeatedly demonstrated misconduct, dishonesty, poor management, and retaliation. She further asserts LAFCo has failed to adequately verify information or address these issues in past or current MSRs. The concerned citizen describes what she has identified as inaccurate reporting of financial information by the former library manager, lack of response to public inquiries, high trustee turnover, unprofessional conduct during board meetings, payroll irregularities, and the mishandling of the Del Norte Reads literacy program.

She also provides a list of twelve reforms she believes are urgently needed to restore transparency, accountability, and basic functionality within the District. These include (1) implementing time clock software to prevent payroll fraud, (2) creating a third party grievance process, (3) requiring trustee training, (4) requiring staff training with evaluations, (5) updating and enforcing standards and procedures, (6) improving and maintaining the library website, (7) establishing a four day response requirement for all inquiries, (8) ensuring programs reflect broad community needs, (9) creating a coordinated referral system with partner agencies, (10) improving public access to materials and information, (11) major reforms to the Del Norte Reads program along with reopening the Del Norte Reads program, and (12) allowing public use of the Del Norte Reads office. The author argues that the District should be changed to a dependent district under county government to ensure proper supervision, accountability, and adherence to laws. She urges LAFCo to take corrective action, warns that she is prepared to escalate concerns to the Grand Jury, and emphasizes the broader social harm caused by ongoing neglect and corruption.

9. November 19, 2025 Email

This email is a request by a concerned citizen to obtain a District record regarding Neurosequential Model in Education (NME) training.

DEL NORTE COUNTY LIBRARY DISTRICT

Notice of Special Board Meeting

Date: October 2, 2025

Time: 5:15 pm

**Place: 190 Price Mall, Crescent City CA 95531
(707) 464-9793**

Google Meet joining info

Video call link: <https://meet.google.com/cxt-sidv-shh>

Or dial: (US) +1 607-397-3192 PIN: 779 103 654#

More phone numbers: <https://tel.meet/cxt-sidv-shh?pin=9946991703830>

Public Comment

ANY MEMBER OF THE AUDIENCE MAY ADDRESS THE BOARD ON ANY MATTER EITHER ON OR OFF THE AGENDA THAT IS WITHIN THE BOARD'S JURISDICTION. Public comment on items of interest to the public, within the subject matter jurisdiction of the committee and not otherwise appearing on the agenda are accepted. Note, however, that the Library Board is not able to undertake extended discussion or act on non-agenized items. Such items can be referred to staff for appropriate action, which may include placement on a future agenda. If you intend to address a subject that is on the Agenda, please hold your comments regarding that item unless we announce it so that we may properly address all comments on that subject at the same time. After receiving recognition from the Chair speakers, please limit your comments to three (3) minutes.

A CLOSED SESSION may be called at any time during a meeting, as permitted by the 1994 Ralph M. Brown Act for the following purposes: pending litigation (Sec. 9495639), personnel (Sec. 54957), labor negotiations (Sec. 54957.6) or any other exceptions to open session as described by the Act.

Anyone requiring reasonable accommodation to participate in the meeting should contact the Library Manager at (707) 464-9793 prior to the meeting.

AGENDA

I. Call to Order

II. Communications

1) Public Comment Period

III. Consent Agenda

IV. Committee Reports

V. Unfinished Business

VI. New Business

1) Review proposed DN Reads overview and proposed re-structure (Discussion)

The Board will hear a presentation by Del Norte Reads Coordinator Terrin Musbach about the current mission of Reads and how Klamath Promise Neighborhoods funding might allow that mission to expand.

2) Reads Budget and proposed KPN spending (Discussion)

The Board will review the current Del Norte Reads Budget and expenditures, as well as proposed expenditures with Klamath Promise Neighborhoods Funding.

3) DN Reads and KPN Scope of Work (Discussion)

The Board will review the proposed scope of work for a re-configured and KPN funded Del Norte Reads.

4) KPN-Del Norte County Library District Contract (Discussion/Action)

The Board will review and potentially approve the contract between the Library District/Del Norte Reads and Klamath Promise Neighborhoods.

VII. Adjournment

The next regular meeting of the Del Norte County Library District Board is scheduled for October 13th, 2025 at 5:15 pm.

Posted:

Andrew Napier Chair



STANDARD SERVICE AGREEMENT BETWEEN

Yurok Tribe PO Box 1027 190 Klamath Boulevard Klamath, California 95548 (707) 482-1350	AND	Del Norte County Library District Del Norte Reads 190 Price Mall Crescent City, CA 95531 (707) 464-7072
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FOR THE YUOK TRIBE

Department: Klamath Promise Neighborhood

Contact Person, Title: Josh Norris, Director

Phone Number: (707) 951-6806



Brief Description of Contract:

Contractor will develop youth and family literacy, and tutoring initiative aligned with Klamath Promise Neighborhood performance indicators and community needs.

Contract Provisions At-a-Glance:

Contract Amount: <u>\$411,237.69</u>	Project Period: <u>9/1/25-12/31/26</u>
Department Code: <u>245</u>	Project Code: <u>7148</u>
Account Code: <u>6040</u>	TERO Permit #: <u>S25-</u>
Agenda Item No.:	

Department Review (please submit to departments in order listed):

Department Director: _____	Date: _____
1) PROCUREMENT: _____	Date: _____
2) COMPLIANCE: _____	Date: _____
3) CULTURE: _____	Date: _____
4) TERO: _____	Date: _____
5) RISK MANAGEMENT: _____	Date: _____
6) FISCAL: _____	Date: _____
7) LEGAL: _____	Date: _____
8) EXECUTIVE: _____	Date: _____



INDEPENDENT CONTRACTOR AGREEMENT

This Agreement, entered into as of the date of last signature ("Effective Date"), is between **YUROK TRIBE**, a federally recognized Indian tribe and **DEL NORTE COUNTY LIBRARY DISTRICT DEL NORTE READS** ("Contractor"), collectively referred to as "The Parties" and each non-specifically referred to as a "Party."

The Parties agree as follows:

1. **Contract Type.** The Parties enter into this Agreement, which is best described as a bilateral fixed-price contract.
2. **Project Activities.** Yurok Tribe hereby engages Contractor to develop youth and family literacy, and tutoring initiative aligned with Klamath Promise Neighborhood performance indicators and community needs (the "Project").
3. **Compensation.** Contractor's compensation for the Project will not exceed the amount of four hundred eleven thousand two hundred thirty-seven dollars and sixty-nine cents (\$411,237.69).
 - A. The total amount includes TERO fees of one percent (1%) of the total contract amount.
 - B. The Project costs will be consistent with the Contractor's Budget Proposal attached hereto as Exhibit "A" and incorporated by reference as though fully set forth herein.
 - C. Contractor is solely responsible for all costs incurred in connection with the accomplishment of the Project.
 - D. Upon receiving each invoice for this contract, the Yurok Tribe Fiscal Department will have thirty (30) working days to process payment.
 - E. Final payment of the contract will not be paid until the Project has been completed, approved, and signed by Yurok Tribal Council.
4. **Project Period.** The starting date of this Project is September 1, 2025. Contractor agrees to complete the Project by no later than December 31, 2026.
 - A. Contractor represents that Contractor has sufficient resources to complete project within the specified time period.



B. Failure to perform services of the Project through December 31, 2026, will subject Contractor to a financial obligation of the greater of:

- i. actual cost of any damages resulting from Contractor's failure, plus any additional administrative costs resulting;
- ii. actual cost of alternative services rendered;
- iii. one percent (%1) of the total contract price per day; or,
- iv. one hundred fifty dollars (\$150) per day.

C. This Agreement expires upon completion of the Project unless otherwise terminated pursuant to the terms of this Agreement.

5. Scope of Work. Contractor shall develop youth and family literacy, and tutoring initiative aligned with Klamath Promise Neighborhood performance indicators 2, 4, 5, 6, 8, 9 and community needs, as detailed in Exhibit "B", Scope of Work. The intended outcomes include increased academic support and reading proficiency for K-12 students, improved family literacy engagement across generations, expanded trauma-informed, community-based learning environments, and stronger youth leadership, confidence, and pathways to post-secondary success. Services will be provided as detailed in the Project's Scope of Work, attached hereto as Exhibit "B", which is incorporated by reference into this Agreement as though fully set forth herein.

A. The project objectives include but are not limited to the following:

- i. Develop and implement a youth tutoring and literacy support model in partnership with local schools and community organizations.
- ii. Train and support 2-12 students to serve as peer and cross-age tutors.
- iii. Engage families in literacy and college/career readiness activities.
- iv. Provide tailored support to K-12 students at risk of falling behind in reading and writing proficiency.
- v. Infuse a trauma-informed approach across all programming through Brain Basics Training.

B. Contractor's tasks include but are not limited to the following:



- i. Peer Tutoring Support Program;
- ii. Flexible Tutoring Access;
- iii. Tutoring Site Development;
- iv. Family Literacy Engagement;
- v. ELL and Multilingual Literacy Support; and,
- vi. Integration of Life and Health Literacy.

- C. Contractor will adopt a Results-Based Accountability (RBA) approach to evaluate program effectiveness and guide continuous improvement. Contractor shall collect and analyze data as described in the Proposed Scope of Work, Exhibit "B".
- D. Contractor agrees, and expressly warrants, that all goods and services Contractor provides Yurok Tribe pursuant to the Project will, at minimum, conform to the Industry Standard in Contractor's industry. The Industry Standard requirement is in addition to, not in lieu of, any express warranties, representations, or specifications included in this Agreement. "Industry Standard" means the quality of work, tools, and materials used and degree of skill and care ordinarily exercised by competent, experienced, and reputable professionals practicing in the same field of service.
- E. Oversight and Status Reports. The Yurok Tribe has charged the Yurok Tribe Klamath Promise Neighborhood Department with the administration and reporting responsibilities necessary to meet the general and special provision of this Agreement.
- F. Any questions regarding compliance with this section should be directed to Josh Norris, KPN Director.

6. Taxpayer Identification Number. Prior to commencing the Project, Contractor must provide Yurok Tribe with a duly executed IRS Form W-9 and obtain an Employer Identification Number (EIN) from the IRS and an EDD registration number. Where an EIN is not provided, Contractor must provide his/her Social Security Number (SSN).

7. Tax Reporting and Filing. Contractor is responsible for filing all tax returns, tax declarations, and tax schedules, and for the payment of all taxes required, when due, with respect to all compensation earned by Contractor under this Agreement. Yurok Tribe will not withhold any employment taxes from compensation it pays Contractor. Yurok Tribe will report the amount it pays Contractor on IRS Forms 1099, to the extent required to do so under



applicable Internal Revenue Code provisions and state or local law.

- 8. Independent Contractor Relationship.** The relationship created by this Agreement is and, in all cases and regardless of events, must be interpreted to be that of service recipient and independent contractor. For all purposes, including but not limited to the Federal Insurance Contributions Act ("FICA"), the Social Security Act, the Federal Unemployment Tax Act ("FUTA"), income tax withholding requirements, California Personal Income Tax Withholding ("PIT"), California Unemployment taxes ("UI"), California Disability Insurance ("SDI"), and all other federal, state and local laws, rules and regulations, Contractor (and all Contractor's respective employees, if any) will be treated as an independent contractor and not as an employee with respect to Yurok Tribe.
- 9. Insurance and Remedial Policies.** Contractor must provide proof to Yurok Tribe prior to commencing work that Contractor has obtained and continues to maintain the following at their own cost.

A. Liability Insurance.

- i. Contractor must maintain General Liability insurance in the amount of one million dollars per occurrence (\$1,000,000/occ.) and two million dollars (\$2,000,000) in the aggregate no less than five (5) days prior to commencement of this project with a minimum limit of \$1,000,000 for bodily injury and \$1,000,000 for property damage.

- (1) This insurance must indicate on the Certificate of Insurance the following coverage:

- a. Premises - Operations
- b. Independent Contractor and Sub-Contractors
- c. Products and Completed Operations
- d. Broad Form Contractual

- (2) Contractor must provide the Yurok Tribe with a certificate of insurance naming the Yurok Tribe as additionally insured ten (10) days prior to beginning Contractor's performance of contractual obligations.

- (3) Yurok Tribe will assume no liability resulting from negligence or intentional acts of Contractor.



- (4) Contractor agrees to assume full liability and indemnify and hold Yurok Tribe, including officers and employees, harmless for all negligent or intentional actions conducted by Contractor or Contractor's employees, sub-contractors, or other agents.
- B. Workers Compensation. Contractor must be in compliance with the applicable Worker Compensation Laws, including those of the Yurok Tribe, the United States, and the State of California prior to beginning work and must remain in compliance throughout the project. Contractor must provide Yurok Tribe's Risk Management Program a Certificate of Insurance as proof of Workers Compensation coverage.
- C. Performance Bond. Yurok Tribe reserves the right to require that a bond satisfactory to the Approving officer of an amount equal to the value of this contract be delivered before notice to proceed is issued.
- D. Automobile Liability. Contractor must provide Yurok Tribe with proof of automobile insurance with a minimum limit for liability per occurrence of, \$1,000,000 for bodily injury and \$100,000 for property damage. This insurance must include bodily injury and property damage for the following:
- i. Owned vehicles/equipment; and,
 - ii. Hired/rented/leased vehicles/equipment.
- E. Insurance Maintenance. Contractor must maintain sufficient insurance policies against potential liability arising out of Contractor's activities in performance of the Project.
- F. Waiver of Subrogation. Contractor agrees to waive all rights of subrogation against the Yurok Tribe and their insurers for damage sustained in performance of this contract. Contractor must provide an insurance endorsement that includes a waiver of subrogation and any additional insured endorsement required as referenced above.
- G. Drug and Alcohol Policy. Contractor and all employees or subcontractors of Contractor working on Tribal property are subject to the Yurok Tribe's Drug and Alcohol-Free Workplace Policy.
- H. Contractor agrees to notify the Yurok Tribe if any certificate or policy mentioned herein is subject to cancellation or material change in the policy. Notice thereof must be given



to Yurok Tribe's Risk Management. All such notices must name Contractor and identify the contract number.

10. Conflict of Interest.

- A. Performing Services for Others. Yurok Tribe agrees that Contractor may perform services for others, so long as the performance of these services does not interfere with the completion of the Project.
- B. Nepotism. Contractor has been made aware of Yurok Tribe's standards of conduct covering conflicts of interest and governing the actions of employees engaged in the selection, award, and administration of contracts, including, as applicable, the Yurok Tribe Personnel Policy. Contractor unequivocally asserts that no such conflicts exist and assumes full responsibility and liability for any damages that may arise because of any such conflict not disclosed prior to entering this Agreement.
 - i. No employee, officer, or representative of Yurok Tribe may participate in the selection, award, or administration of a contract if they have a real or apparent conflict of interest.
 - (1) A conflict of interest exists when the employee, officer, or agent, or any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for this contract.
 - (2) The officers, employees, and agents of Yurok Tribe may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts.

11. Contractor Competence, Expertise, and Personnel.

- A. Competence. Contractor represents that Contractor is competent to perform and has the level of experience and skill performing those services and tasks necessary and appropriate to fulfill Contractor's contractual obligations with respect to the size, complexity, and nature of the Project, and will perform the services with care, skill, diligence, and candor.
- B. Expertise. Yurok Tribe relies on the candid and honest advice of Contractor as an Expert in the performance of tasks and



skills necessary for completion of the Project, and Contractor agrees to conduct Contractor's performance of contract obligations in accordance with the best interests of Yurok Tribe.

i. Contractor's advice or performance pursuant to this Agreement must not present, or cause to be presented, any claim, voucher, or account of facts, opinions, or events that contain any material misrepresentation regarding the character of service or tasks rendered or proposed to be rendered pursuant to this Agreement.

(1) Contractor forfeits payment and credit for any part of this Agreement that relies on any claim, voucher, or account of facts, opinions, or events containing any material misrepresentation and agrees to pay the cost of any services used or products purchased as a result.

(2) Yurok Tribe may recharge the cost of same to Contractor, or any officer or person receiving the credit or payment, and recover the amount from either or from both, in the same manner as other debts due the Yurok Tribe are collected if any payment is made, or credit is given.

C. Personnel. Contractor has, or is capable of securing, sufficient personnel to complete Contractor's obligations.

i. Contractor - including Contractor's representatives, agents, and sub-contractors - agrees not to solicit for employment, initiate employment communications, or commission for employment any current employees of the Yurok Tribe for work conducted pursuant to this Agreement.

D. Right to Engage Assistance. Contractor has the right to engage others to assist in the accomplishment of the Project.

i. Contractor is solely responsible for paying all compensation owed to any assistance Contractor engages and for paying, and/or withholding and remitting to the appropriate government agency, any applicable employment taxes that might be owed with respect to this compensation.

ii. Contractor must indemnify and hold Yurok Tribe, including officers and employees, harmless against any and all liabilities attributable to the obligations imposed on Contractor under this section.



- iii. The parties acknowledge that Contractor retains the exclusive right to determine which workers Contractor engages for these purposes.
- iv. Contractor agrees that Contractor and any assistants engaged will be covered by their own insurance.
 - (1) Yurok Tribe does not provide insurance or indemnification of any kind concerning the relationship between Contractor and the assistance Contractor engages or conduct of the assistance.
 - (2) Contractor agrees to provide proof of Workers' Compensation insurance coverage for all assistance Contractor engages.
- E. Equipment and Tools. Contractor must provide and be responsible for maintaining any equipment and tools that Contractor uses, or determines is necessary, to accomplish the Project.
- F. No Training or Instructions. Yurok Tribe enters into this Agreement based on Contractor's demonstrated ability to perform the type of services that it believes, and that Contractor has represented, are needed to accomplish the Project. Consequently, Yurok Tribe does not contemplate providing Contractor with any training or instructions with respect to the Project.
- G. No Benefits. None of the benefits that are provided by the Yurok Tribe to its employees are available to Contractor (or Contractor's employees, representatives, agents, or subcontractors, if any, which for purposes of this section are included in the term "Contractor").
 - i. Contractor's exclusion from benefit programs maintained by Yurok Tribe is a material term of the terms of compensation negotiated by the parties and is not premised on Contractor's status as a non-employee with respect to Yurok Tribe.
 - ii. To the extent that Contractor may become eligible for any benefit programs maintained by Yurok Tribe (regardless of the timing of or reason for eligibility), Contractor hereby waives all rights to participate in these programs.
 - (1) Contractor's waiver is not conditioned on any representation or assumption concerning Contractor's status under the common law test.



- iii. Contractor agrees that, consistent with Contractor's independent contractor status, Contractor will not apply for any government-sponsored benefits that are intended to apply to employees, including, but not limited to, unemployment benefits.

12. Tribal Employment Rights Ordinance (TERO). Contractor has had the opportunity to read the Yurok Tribe's TERO Ordinance, is fully aware of the legal effects of the TERO Ordinance on this agreement and agrees to comply with the TERO Ordinance.

- A. The Yurok Tribe will automatically deduct an amount equaling one percent (1%) of any invoice and from any payment made to Contractor and direct it to the Yurok Tribe's Tribal Employment Rights Office for payment of the TERO fee.
- B. Contractor agrees to enter a consensual relationship with the Yurok Tribe that ensures all applicable TERO fees are paid appropriately by Contractor from the contract amount and not as an amount billed to the Yurok Tribe in addition to the contract amount.

13. Ownership of Information and Documents. All data, information, discussions, memoranda, presentations, and documents which are provided, developed, or prepared by, for, or during the Project by any party to this agreement or participant in the Project ("Project Data") is the intellectual property of the Yurok Tribe.

- A. Project Data does not Include:
 - i. documents, discussions, memoranda, or presentations created by Contractor that do not include or are not a direct result of Project Data provided to Contractor by the Yurok Tribe; or,
 - ii. any publicly available data.
- B. Project Data must not be disclosed or used by Contractor for any other work without prior written approval by the Yurok Tribal Council, unless an applicable law explicitly makes disclosure of such information mandatory.
- C. The Yurok Tribe agrees that Project Data created by Contractor may be used by Contractor at any time for non-commercial educational purposes once that Project Data has been approved by the Yurok Tribal Council in writing.
 - i. The Yurok Tribe may require all such information to be marked with the legend "Property of the Yurok Tribe - Confidential - Do Not Disclose."



D. Immediately upon expiration, suspension, or termination of this agreement, Contractor agrees to:

- i. provide the Yurok Tribe copies of all Project Data created by Contractor, in Contractor's possession, or under its control; and,
- ii. surrender any Project Data that is unique, original, or cannot be copied or recreated, which was either received by Contractor from the Yurok Tribe or discovered during the Project.
- iii. At the request of the Yurok Tribe, delete or destroy Project Data or copies of Project Data in Contractor's possession.

E. The Parties acknowledge that some data, such as student or medical data, may be privileged and subject to non-disclosure under the Family Education Rights and Privacy Act (10 U.S.C. 1232g; 34 C.F.R. 99) or the Health Insurance Portability and Accountability Act. (Pub. L. No. 104-191, § 264, 110 Stat.1936.).

F. This section does not bar disclosure of information pursuant to judicial or administrative processes of the Yurok Tribal Court, other court of competent jurisdiction, FOIA, or CPRA.

G. A Sovereign Data Security Agreement between the parties is hereby incorporated into this Agreement if and when the parties choose to enter an agreement to establish the terms, conditions, and safeguards pursuant to which Contractor is provided access to data, information, and knowledge owned, controlled, or possessed by Yurok Tribe and to protect the Tribe's data - including but not limited to confidential, proprietary, and culturally sensitive information - from inappropriate dissemination.

H. The provisions of this section will survive the expiration or termination of this Agreement.

14. Confidentiality. Contractor agrees that Contractor obtains the right to use data and information provided by the Yurok Tribe, its agents, or its representatives or developed by Contractor for the sole purpose of completing the Project. All data and information provided by the Yurok Tribe is done so in confidence, and Contractor agrees to maintain all data referenced by this agreement in confidence unless expressly permitted otherwise by this agreement or in a later writing provided by the appropriate representative of the Yurok Tribe.



- A. Data is a generic term to cover technical data, computer software, and special works, etc. Contractor agrees that no right, title, or interest in or to any copyrights, trademarks, or other proprietary rights relating to the data or information is transferred or licensed from the Yurok Tribe to Contractor.
- B. This Agreement does not grant Contractor the right to reveal, discuss, or transfer any data to third parties, other than as explicitly provided in the four corners of this Agreement.
- C. Contractor understands and agrees that, despite any wording to the contrary in this Agreement, Contractor must not transfer cultural data to third parties without written authorization from the Yurok Tribe.
 - i. Contractor acknowledges that Contractor assumes the risk that any data Contractor discloses without prior written approval by the Yurok Tribe may be cultural data.
- D. The provisions of this section will survive the expiration or termination of this Agreement.

15. Cultural Clearance. Part of the mission of the Yurok Tribe is to restore and preserve. The following provisions are identified to protect, restore, and/or promote Tribal traditions, customs, language, ancestral rights, and cultural items as applicable:

- A. **CULTURAL PROVISION:** Yurok Tribal Historic Preservation Office requires Contractor to comply with all Tribal and Federal Cultural Laws in the execution of this Project.

16. Debarment and Suspension. Contractor hereby certifies that Contractor is not listed on the governmentwide exclusions in the system for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." Contractor further warrants that no subcontractor for this Project is or will be listed on the governmentwide exclusions in the SAM.

17. Clean Air Act. Contractor and all employees or subcontractors of Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 40 U.S.C. 7401 et seq. The Contractor further agrees to report each violation to the Yurok Tribal Environmental Program ("YTEP") and understands and agrees that YTEP will, in turn, report each violation as required to assure notification to the Federal



Emergency Management Agency ("FEMA"), and the appropriate Environmental Protection Agency Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding \$100,000.00 financed in whole or in part with Federal assistance provided by FEMA.

18. Federal Water Pollution Control Act. Contractor and all employees or subcontractors of Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Act, as amended, 33 U.S.C. 1251 et seq. The Contractor further agrees to report each violation to the Yurok Tribal Environmental Program ("YTEP") and understands and agrees that YTEP will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency ("FEMA"), and the appropriate Environmental Protection Agency Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding \$100,000.00 financed in whole or in part with Federal assistance provided by FEMA.

19. Rights to Inventions Made Under Contract or Agreement.

A. Definitions

- i. **Invention** means any invention or discovery which is or may be patentable or otherwise protectable under Title 35 of the United States Code, or any novel variety of plant which is or may be protected under the Plant Variety Protection Act (7 U.S.C. 2321et seq.).
- ii. **Subject invention** means any invention of the Contractor conceived or first actually reduced to practice in the performance of work under this contract, provided that in the case of a variety of plant, the date of determination (as defined in section 41(d) of the Plant Variety Protection Act, 7 U.S.C. 2401(d)) must also occur during the period of contract performance.
- iii. **Practical Application** means to manufacture in the case of a composition or product, to practice in the case of a process or method, or to operate in the case of a machine or system; and, in each case, under such conditions as to establish that the invention is being utilized and that its benefits are, to the extent permitted by law or government regulations, available to the public on reasonable terms.
- iv. **Made** when used in relation to any invention means the conception or first actual reduction to practice of such invention.



- v. **Small Business Firm** means a small business concern as defined at section 2 of Pub. L. 85-536 (15 U.S.C. 632) and implementing regulations of the Administrator of the Small Business Administration. For the purpose of this clause, the size standards for small business concerns involved in government procurement and subcontracting at 13 CFR 121.3-8 and 133-8 and 13 CFR 121.3-12, respectively, will be used.
 - vi. **Nonprofit Organization** means a university or other institution of higher education or an organization of the type described in section 501(c)(3) of the Internal Revenue Code of 1954 (26 U.S.C. 501(c)) and exempt from taxation under section 501(a) of the Internal Revenue Code (25 U.S.C. 501(a)) or any nonprofit scientific or educational organization qualified under a state nonprofit organization statute.
- B. Allocation of Principal Rights.** The Contractor may retain the entire right, title, and interest throughout the world to each subject invention subject to the provisions of this clause and 35 U.S.C. 203. With respect to any subject invention in which the Contractor retains title, the Federal government shall have a nonexclusive, nontransferable, irrevocable, paid-up license to practice or have practiced for or on behalf of the United States the subject invention throughout the world.
- C. Invention Disclosure, Election of Title and Filing of Patent Application by Contractor.**
- i. The Contractor will disclose each subject invention to the *Federal Agency* within two months after the inventor discloses it in writing to *contractor* personnel responsible for patent matters. The disclosure to the agency shall be in the form of a written report and shall identify the *contract* under which the invention was made and the inventor(s). It shall be sufficiently complete in technical detail to convey a clear understanding to the extent known at the time of the disclosure, of the nature, purpose, operation, and the physical, chemical, biological or electrical characteristics of the invention. The disclosure shall also identify any publication, on sale or public use of the invention and whether a manuscript describing the invention has been submitted for publication and, if so, whether it has been accepted for publication at the time of disclosure. In addition, after disclosure to the *agency*, the *Contractor* will promptly notify the *agency* of the



acceptance of any manuscript describing the invention for publication or of any on sale or public use planned by the Contractor.

- ii. The Contractor will elect in writing whether or not to retain title to any such invention by notifying the *Federal agency* within two years of disclosure to the *Federal agency*. However, in any case where publication, on sale or public use has initiated the one year statutory period wherein valid patent protection can still be obtained in the United States, the period for election of title may be shortened by the *agency* to a date that is no more than 60 days prior to the end of the statutory period.
 - iii. The Contractor will file its initial patent application on a subject invention to which it elects to retain title within one year after election of title or, if earlier, prior to the end of any statutory period wherein valid patent protection can be obtained in the United States after a publication, on sale, or public use. The contractor will file patent applications in additional countries or international patent offices within either ten months of the corresponding initial patent application or six months from the date permission is granted by the Commissioner of Patents and Trademarks to file foreign patent applications where such filing has been prohibited by a Secrecy Order.
 - iv. Requests for extension of the time for disclosure, election, and filing under subparagraphs (1), (2), and (3) may, at the discretion of the agency, be granted.
- D. Conditions When the Government May Obtain Title.** The contractor will convey to the *Federal agency*, upon written request, title to any subject invention -
- i. If the **contractor** fails to disclose or elect title to the subject invention within the times specified in (c), above, or elects not to retain title; provided that the *agency* may only request title within 60 days after learning of the failure of the *contractor* to disclose or elect within the specified times.
 - ii. In those countries in which the contractor fails to file patent applications within the times specified in (c) above; provided, however, that if the contractor has filed a patent application in a country after the times specified in (c) above, but prior to its receipt of the written request of the *Federal agency*, the contractor shall continue to retain title in that country.



- iii. In any country in which the **contractor** decides not to continue the prosecution of any application for, to pay the maintenance fees on, or defend in reexamination or opposition proceeding on, a patent on a subject invention.

E. Minimum Rights to Contractor and Protection of the Contractor Right to File

- i. The Contractor will retain a nonexclusive royalty-free license throughout the world in each subject invention to which the Government obtains title, except if the *contractor* fails to disclose the invention within the times specified in (c), above. The *contractor's* license extends to its domestic subsidiary and affiliates, if any, within the corporate structure of which the *contractor* is a party and includes the right to grant sublicenses of the same scope to the extent the *contractor* was legally obligated to do so at the time the *contract* was awarded. The license is transferable only with the approval of the *Federal agency* except when transferred to the successor of that party of the Contractor's business to which the invention pertains.
- ii. The Contractor's domestic license may be revoked or modified by the *funding Federal agency* to the extent necessary to achieve expeditious practical application of the subject invention pursuant to an application for an exclusive license submitted in accordance with applicable provisions at 37 CFR part 404 and agency licensing regulations (if any). This license will not be revoked in that field of use or the geographical areas in which the *contractor* has achieved practical application and continues to make the benefits of the invention reasonably accessible to the public. The license in any foreign country may be revoked or modified at the discretion of the *funding Federal agency* to the extent the Contractor, its licensees, or the domestic subsidiaries or affiliates have failed to achieve practical application in that foreign country.
- iii. Before revocation or modification of the license, the funding Federal agency will furnish the *contractor* a written notice of its intention to revoke or modify the license, and the *contractor* will be allowed thirty days (or such other time as may be authorized by the funding Federal agency for good cause shown by the Contractor) after the notice to show cause why the license should not be revoked or modified. The *contractor* has the right



to appeal, in accordance with applicable regulations in 37 CFR part 404 and agency regulations (if any) concerning the licensing of Government-owned inventions, any decision concerning the revocation or modification of the license.

F. Contractor Action to Protect the Government's Interest

- i. The Contractor agrees to execute or to have executed and promptly deliver to the *Federal agency* all instruments necessary to (i) establish or confirm the rights the Government has throughout the world in those subject inventions to which the *contractor* elects to retain title, and (ii) convey title to the *Federal agency* when requested under paragraph (d) above and to enable the government to obtain patent protection throughout the world in that subject invention.
- ii. The Contractor agrees to require, by written agreement, its employees, other than clerical and nontechnical employees, to disclose promptly in writing to personnel identified as responsible for the administration of patent matters and in a format suggested by the *contractor* each subject invention made under *contract* in order that the *contractor* can comply with the disclosure provisions of paragraph (c), above, and to execute all papers necessary to file patent applications on subject inventions and to establish the government's rights in the subject inventions. This disclosure format should require, as a minimum, the information required by (c)(1), above. The *contractor* shall instruct such employees through employee agreements or other suitable educational programs on the importance of reporting inventions in sufficient time to permit the filing of patent applications prior to U.S. or foreign statutory bars.
- iii. The Contractor will notify the *Federal agency* of any decisions not to continue the prosecution of a patent application, pay maintenance fees, or defend in a reexamination or opposition proceeding on a patent, in any country, not less than thirty days before the expiration of the response period required by the relevant patent office.
- iv. The **contractor** agrees to include, within the specification of any United States patent applications and any patent issuing thereon covering a subject invention, the following statement, "This invention was made with government support under (identify the



contract) awarded by (identify the Federal agency). The government has certain rights in the invention."

G. Subcontracts

- i. The Contractor will include this clause, suitably modified to identify the parties, in all subcontracts, regardless of tier, for experimental, developmental or research work to be performed by a small business firm or domestic nonprofit organization. The subcontractor will retain all rights provided for the contractor in this clause, and the contractor will not, as part of the consideration for awarding the subcontract, obtain rights in the subcontractor's subject inventions.
- ii. The Contractor will include in all other subcontracts, regardless of tier, for experimental developmental or research work the patent rights clause required by US Department of Education.
- iii. In the case of subcontracts, at any tier, when the prime award with the Federal agency was a contract (but not a grant or cooperative agreement), the agency, subcontractor, and the contractor agree that the mutual obligations of the parties created by this clause constitute a contract between the subcontractor and the Federal agency with respect to the matters covered by the clause; provided, however, that nothing in this paragraph is intended to confer any jurisdiction under the Contract Disputes Act in connection with proceedings under paragraph (j) of this clause.

H. Reporting on Utilization of Subject Inventions. The Contractor agrees to submit on request periodic reports no more frequently than annually on the utilization of a subject invention or on efforts at obtaining such utilization that are being made by the contractor or its licensees or assignees. Such reports shall include information regarding the status of development, date of first commercial sale or use, gross royalties received by the contractor, and such other data and information as the agency may reasonably specify. The contractor also agrees to provide additional reports as may be requested by the agency in connection with any march-in proceeding undertaken by the agency in accordance with paragraph (j) of this clause. As required by 35 U.S.C. 202(c)(5), the agency agrees it will not disclose such information to persons outside the government without permission of the contractor.

I. Preference for United States Industry. Notwithstanding any other provision of this clause, the contractor agrees that



neither it nor any assignee will grant to any person the exclusive right to use or sell any subject inventions in the United States unless such person agrees that any products embodying the subject invention or produced through the use of the subject invention will be manufactured substantially in the United States. However, in individual cases, the requirement for such an agreement may be waived by the *Federal agency* upon a showing by the *contractor* or its assignee that reasonable but unsuccessful efforts have been made to grant licenses on similar terms to potential licensees that would be likely to manufacture substantially in the United States or that under the circumstances domestic manufacture is not commercially feasible.

J. March-in Rights. The Contractor agrees that with respect to any subject invention in which it has acquired title, the *Federal agency* has the right in accordance with the procedures in 37 CFR 401.6 and any supplemental regulations of the *agency* to require the *contractor*, an assignee or exclusive licensee of a subject invention to grant a nonexclusive, partially exclusive, or exclusive license in any field of use to a responsible applicant or applicants, upon terms that are reasonable under the circumstances, and if the Contractor, assignee, or exclusive licensee refuses such a request the *Federal agency* has the right to grant such a license itself if the *Federal agency* determines that:

- i. Such action is necessary because the contractor or assignee has not taken, or is not expected to take within a reasonable time, effective steps to achieve practical application of the subject invention in such field of use.
- ii. Such action is necessary to alleviate health or safety needs which are not reasonably satisfied by the contractor, assignee or their licensees;
- iii. Such action is necessary to meet requirements for public use specified by Federal regulations and such requirements are not reasonably satisfied by the contractor, assignee or licensees; or
- iv. Such action is necessary because the agreement required by paragraph (i) of this clause has not been obtained or waived or because a licensee of the exclusive right to use or sell any subject invention in the United States is in breach of such agreement.

K. Special Provisions for Contracts with Nonprofit Organizations. If the Contractor is a nonprofit organization, it agrees that:



- i. Rights to a subject invention in the United States may not be assigned without the approval of the Federal agency, except where such assignment is made to an organization which has as one of its primary functions the management of inventions, provided that such assignee will be subject to the same provisions as the Contractor;
 - ii. The Contractor will share royalties collected on a subject invention with the inventor, including Federal employee co-inventors (when the agency deems it appropriate) when the subject invention is assigned in accordance with 35 U.S.C. 202(e) and 37 CFR 401.10;
 - iii. The balance of any royalties or income earned by the Contractor with respect to subject inventions, after payment of expenses (including payments to inventors) incidental to the administration of subject inventions, will be utilized for the support of scientific research or education; and
 - iv. It will make efforts that are reasonable under the circumstances to attract licensees of subject invention that are small business firms and that it will give a preference to a small business firm when licensing a subject invention if the *contractor* determines that the small business firm has a plan or proposal for marketing the invention which, if executed, is equally as likely to bring the invention to practical application as any plans or proposals from applicants that are not small business firms; provided, that the contractor is also satisfied that the small business firm has the capability and resources to carry out its plan or proposal. The decision whether to give a preference in any specific case will be at the discretion of the Contractor. However, the Contractor agrees that the Secretary may review the Contractor's licensing program and decisions regarding small business applicants, and the contractor will negotiate changes to its licensing policies, procedures, or practices with the Secretary when the Secretary's review discloses that the *contractor* could take reasonable steps to implement more effectively the requirements of this paragraph (k) (4).
- L. Communication.** The central point of contact for communications on matters relating to this clause shall be the Yurok Tribal General Counsel, who can be reached by calling (707) 482-1350.



20. Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended.

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient. A copy of the Certification Regarding Lobbying is available from the Yurok Grants and Compliance Office.

21. Equal Employment Opportunity.

- A. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
- B. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- C. The Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an



employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Contractor's legal duty to furnish information.

- D. The Contractor will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or workers' representative of the Contractor's commitments under section 202 of Executive Order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- E. The Contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- F. The Contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- G. In the event of the Contractor's non-compliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- H. The Contractor will include the provisions of paragraphs (a) through (h) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the



Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as may be directed by the Secretary of Labor as a means of enforcing such provisions including sanctions for noncompliance: *Provided*, however, that in the event the Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

22. Access to and Retention of Records. The following access to records requirements apply to this contract:

- A. Contractor agrees to provide the Yurok Tribe, the Federal awarding agency, Inspectors General, the Comptroller General of the United States, and the pass-through entity (PTE) or any of their authorized representatives access to any books, documents, papers, and records of Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- B. Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- C. Contractor agrees to provide the Yurok Department Lead or authorized representatives access to work sites pertaining to the work being completed under the contract.
- D. Financial records, supporting documents, statistical records, and all other Tribal records pertinent to a Federal award must be retained for a period of three (3) years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or PTE in the case of the subrecipient. Should Contractor have any questions regarding the length of required document retention, they are to contact the Tribe immediately.

23. Indemnification. Contractor indemnifies and holds harmless Yurok Tribe, including officers and employees, from and against any and all liabilities, losses, damages, claims or causes of action, and



any connected expenses (including reasonable attorneys' fees) that are caused, directly or indirectly, by or as a result of the performance by Contractor or its employees or agents of the Project. The Yurok Tribe indemnifies Contractor for any and all claims resulting from the Yurok Tribe's use of data, documents, or other information prepared by Contractor for the Project for purposes beyond those of this Agreement.

24. Notices. Any notice under this Agreement must be in writing and will be effective upon delivery by hand or three (3) business days after deposit in the United States mail, postage prepaid, certified, or registered, and addressed to Yurok Tribe or to Contractor at the corresponding address below. Contractor is obligated to notify Yurok Tribe in writing of any change to Contractor's address. Notice of change of address will be effective when done in accordance with this Paragraph.

Yurok Tribe's Notice Address:

Josh Norris, KPN Director
Klamath Promise Neighborhood
Yurok Tribe
PO Box 1027
190 Klamath Boulevard
Klamath, California 95548
(707) 482-1350

Contractor's Notice Address:

Terrin Musbach
Del Norte County Library District
Del Norte Reads
190 Price Mall
Crescent City, CA, 95531
(707) 238-2270

25. Amendments. This Agreement may not be amended except by an instrument in writing, signed by each of the parties, and attached to this Agreement. Neither Yurok Tribe nor Contractor is permitted to assign any rights or obligations under this Agreement.

26. Termination

A. For Cause.

- i. In the case of a material breach of this Agreement by one party, the other party retains the right to terminate



this Agreement with no advance notice if, after ten (10) days of providing the breaching party with notice of the breach, the breaching party fails to:

- (1) Reassure the other party that the breach can and will be cured; and,
- (2) Communicates in writing to the other party how the breaching party will cure the breach.

B. For Convenience.

i. The Yurok Tribe reserves the right to terminate the Agreement at any time upon determination of the Tribal Council that it is in the best interest of the Yurok Tribe.

- (1) The Yurok Tribe will provide Contractor notice specifying the date of termination.
- (2) All finished or unfinished Project Data remains the property of the Yurok Tribe

ii. Either party may terminate the Agreement upon Sixty (60) days written notice.

C. For Lack of Funding. If any state or federal law, regulation, or executive order is enacted, promulgated, or issued which prohibits the performance of any of the duties set forth in this Agreement, or if any law is interpreted to prohibit such performance, or, any previously appropriated funds are frozen or retracted, this Agreement shall automatically terminate five (5) working days after the effective date of such prohibition, and/or freeze and/or retraction of appropriated funds.

27. Choice of Law and Dispute Resolution. The Yurok Tribe has retained aboriginal title and inherent sovereign authority and reserves jurisdiction over all lands, waters, and naturally occurring flora and fauna within the exterior boundaries of the Yurok Reservation.

A. Contractor voluntarily consents to comply with the regulatory laws of the Yurok Tribe and agrees to refrain from conduct that threatens or directly affects the political integrity, economic security, or health and welfare of the Yurok Tribe or its members.

B. This Agreement - including all claims or causes of action (whether in contract, tort, or statute) based upon, arising from, or relate to this Agreement or its negotiation, execution, or performance - is governed by and enforced in



accordance with the laws of the Yurok Tribe, with exclusive venue in Yurok Tribal Court, including its statutes, ordinances, rules, regulations, and policies.

- i. This choice of law and jurisdiction also includes any claim or cause of action based upon, arising from, or related to any representation or warranty made in or in connection with this Agreement or as an inducement or solicitation to enter into this Agreement.

C. Dispute Resolution. In the event of any dispute between the parties, Contractor will not stop work but will continue to diligently complete the Project in the manner directed by the Yurok Tribe.

28. Course of Performance, Integration, and Parol Evidence. This Agreement is intended to be and must be treated as the final, complete, and exclusive statement of the terms of Contractor's engagement by Yurok Tribe.

- A. This Agreement supersedes all other prior and contemporaneous agreements and statements, whether written or oral, express or implied, pertaining in any manner to the engagement of Contractor, and it may not be contradicted by evidence of any prior or contemporaneous statements or agreements.
- B. To the extent that the practices, policies, or procedures of Yurok Tribe, now or in the future, apply to Contractor and are inconsistent with the terms of this Agreement, the provisions of this Agreement control.
- C. Contractor acknowledges that any Contract language that may exist on invoices, quotes, or other forms submitted to Yurok Tribe by or on behalf of Contractor are void, unless expressly incorporated into this Agreement. Contractor acknowledges that such language is not included in this Agreement by reference and has no legal authority in the contractual relationship established by this Agreement.

29. Waiver of Rights. Failure of either party to exercise any right provided by this Agreement or arising as a result of this Agreement does not constitute a waiver of such right.

30. Assignment; Successors and Assigns. Neither Yurok Tribe nor Contractor shall assign any rights or obligations under this Agreement.



31. Account Number. Payment for services rendered by Contractor shall be made from account number 6040 and project number 7148.

32. Bid Protest and Contract Claims. The Tribe alone shall be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims. These standards do not relieve the Tribe of any contractual responsibilities under this Agreement. A federal awarding agency will not substitute its judgment for that of the Tribe unless the matter is primarily a Federal concern. Violations of law will be referred to the Tribal, local, State, or Federal authority having proper jurisdiction.

33. Interpretation and Severability.

A. Interpretation. This Agreement must be construed as a whole, according to its fair meaning, and not in favor of or against any party.

i. This Agreement is not to be construed in favor of the party receiving a benefit nor construed against the party responsible for any particular language in this Agreement.

ii. Captions are used for reference purposes only and should be ignored in the interpretation of the Agreement.

B. Severability. If any provision of this Agreement to be invalid, unenforceable, or void, the remainder of this Agreement will remain in full force and effect. Nothing in this section may be construed to waive the Yurok Tribe's sovereign immunity.

34. Sovereign Immunity. Yurok Tribe is a federally recognized Indian Tribe with a source of sovereignty separate and apart from the United States of America or the state of California. Nothing in this Agreement may be deemed, implied, or construed to be a waiver of the sovereign immunity of the Yurok Tribe or Yurok Tribal officials or employees acting within their official or individual capacities.

35. Contractor Acknowledgment. Contractor acknowledges that Contractor has read and understands this agreement and has had the opportunity to consult legal counsel in regard to this Agreement. Contractor further acknowledges that Contractor has entered into it freely



and voluntarily and based on Contractor's own judgment and not on any representations or promises other than those contained in this Agreement and further agrees to submit to the jurisdiction of the Yurok Tribal Court for all actions arising out of this Agreement.

The Parties have duly executed this Agreement as of the date of last signature.

DEL NORTE COUNTY LIBRARY DISTRICT DEL NORTE READS

Terrin Musbach, Coordinator
Del Norte County Library District
Del Norte Reads

Date: _____

YUROK TRIBE

Joseph L. James, Chairman
Yurok Tribe

Date: _____

EXHIBITS:

Exhibit "A" - Contractor's Budget Proposal
Exhibit "B" - Scope of Work

Brief Description of Contract:

Contractor will develop youth and family literacy, and tutoring initiative aligned with Klamath Promise Neighborhood performance indicators and community needs.



Attachment C

Item 3

Projected Budget	July	August	September	October	November	December	Jan	Feb	March	April	May	June	Total
Staff	2629.88	2141.37	2141.37	2141.37									2141.37
Spectrum	251.41	251.41	251.41	251.41									1005.64
Rent	1391.34	1391.34	1391.34	1391.34									5565.36
Materials													0
Google Voice	10	10	10	10									40
Zoom				16.99									16.99
Total	4282.63	3794.12	3794.12	3811.11	0	0	0	0	0	0	0	0	15681.98

Actual Budget	July	August	September	October	November	December	Jan	Feb	March	April	May	June	Total
Staff	2629.88	2141.37											4771.25
Spectrum	251.41	251.41	251.41										754.23
Rent	1391.34	1391.34	1391.34										4174.02
Materials	46.76		128.65										175.41
Google Voice	10	10	10										30
Zoom						0							0
Total	4329.39	3794.12	1781.4		0	0	0	0	0	0	0	0	9904.91

	June	July	August	September									
ebay blocks		24.36											
amazon books	23.08												
Amazon tiles		22.4											
Intercambio Teacher ed. ELL				112.02									
Ebay At work in the Us				16.63									
Walmart				38									

Del Norte Reads FISCAL YEAR September 2025- December 2026 - KPN Budget- 68 Weeks (1 yr 4 months)				
The budget categories align with CLLS, making it easier to re-apply when allowed.	Salaries -Wages Benefits		Performance Indicator	Notes
	(See SOW 2,4,5,6,9)			
	SALARIES, WAGES, BENEFITS Category			
These positions are temporary. The wage has to be attractive and the employees autonomous and self-driven. Staff will be motivated to design a successful program and continue to build partnerships and find funding.	DN Reads Program Manager:PT: 100 hours per month @50	\$ 80,000.00	dicators (2,4,5,6,9)	My job offer was: \$50 an hour, 5 paid days of sick leave per year, autonomy in scheduling/working from home/bringing my son. Work 15-25 hour per week, and log my hours on Google Calendar.
	DN Reads Learning Facilitator: PT: 100 hour per month @ 44	\$ 70,400.00	dicators (2,4,5,6,9)	These are modeled after CLLS Family and ESL Coordinator, which are the same position as mine, but with a different area of focus. I plan to list all the job duties required for all three positions and divy them up as a team based on skill set. My skills would focus on using a brain-based approach to: 1. build the tutoring system, and 2. coaching those in the system on the practices, tools, and programs that will help them feel more confident and competent in their roles. Res. DNaTL is funding the community trainings of What Happened to You? I need teammates that have strengths in my major areas of weakness: mathematical, grant writing, design, and multilingual.
	DN Reads Learning Facilitator: PT: 100 hour per month @ 44	\$ 70,400.00	dicators (2,4,5,6,9)	
	DN Reads Assistant: PT: 100 hours per month @ 27.2	\$ 43,520.00	dicators (2,4,5,6,9)	Max could train and oversee TPP/Workability youth and volunteers for routine tasks required at the library; relieving many or all of time consuming, easy to do activities from ALL library staff MOST of the time. Max needs bumped to 17 an hour, the rest of this line can pay Library Staff for building out literacy related activities. Library staff could be trained to be the initial response for Reads inquires. This would build sustainability and give staff more knowledge and participation in
	SALARIES-WAGES-BENEFITS TOTAL:	\$ 264,320.00	dicators (2,4,5,6,9)	
CONSULTING FEES Category		\$ -		
	Literacy Consultant	\$ 6,250.00	dicators (2,4,5,6,9)	Anne Leon is the literacy consultant, \$125 per hour. She will provide online 1:1 consulting as needed for tutors and attend monthly brain based trainings.
	Tutoring Consultant	\$ 6,250.00	dicators (2,4,5,6,9)	Pay DN Reads Tutors and other experienced educators in DN County stipends for extra duties/mentorship to build youth tutoring program. Or/and contract with a consultant to advise us.
	CONSULTING TOTAL:	\$ 12,500.00		
TRAVEL Category (all travel related mileage/airfare/hotel/meals)		AVEL ALS = \$X budget		
	Mileage for Outreach (5600 miles @ .7)	\$10,000.00	rs (2,4,5,6,9)met	To be reimbursed to tutors and staff servicing more than 10 miles from the library. RSVP can pay tutors over 62 sustainably.
	Conference Attendance (airfare, hotel,car rental, meals)	\$12,500.00	All indicators (2,4	TBD- Take a team to focus on Literacy at the Library
	Model Program site visits (airfair, hotel,car rental, meals)	\$12,500.00	All indicators (2,4	Take a team of tutors, learners, staff and partners to Oakland to see a youth tutoring program in partnership with Trillium.
	TRAVEL TOTAL:	\$ 35,000.00		
SUPPLIES - MATERIALS: physical literacy materials and circulating materials. Supplies and equip)		-MATERIAL ALS = \$8u		
A system needs to be build for vetting, acquiring, distributing and maintaining curriculum.	Adult Literacy Curriculum	\$ 15,000.00	postsecondary di	Potential partnership with DOE Adult Ed. could find some of this sustainably. Support Adult book club at the library.
	Family Literacy Curriculum	\$ 18,750.00	s support learning	Build out Nellie's Children Programming and McKayla's youth programming.
	Youth Literacy Curriculum	\$ 12,839.33	graduate from hig	For the peer tutoring program.
	English Language Literacy Curriculum	\$ 10,000.00	s support learning	Potential partnership with Open Door and True North could fund this sustainably.
	Office Supplies	\$ 7,000.00	dicators (2,4,5,6,9)	About 2500 is for DN Reads furniture.
	Promotional Materials	\$ 5,625.00	dicators (2,4,5,6,9)	Rebrand DN Reads and literacy at the library. Hire someone to create logo and tagline. Order labeling supplies: tablecloths, tent, brochures, business cards, swag fidget items, writing utensils, table toppers etc...
	SUPPLIES TOTAL:	\$ 54,214.33		
EQUIPMENT Category (\$5000+ per unit - prior approval required. Equipment less than \$5000 goes in Supplies-Materials)		EQUIP = 0		
	Chromebook Cart	\$ 6,683.62	dicators (2,4,5,6,9)	What technology will support the entire library? Replace with better projector/sound for library and Reads?
	EQUIPMENT TOTAL:	\$ 6,683.62		
SERVICES Category: Contract Staff, workshop leaders- performers, licenses, subscriptions and memberships to organizations, databases, data plans, learning platforms - registrations to all trainings -3rd party provides)		RVICES ALS = \$budget		
	Literacy Office Cell Phone	\$ 1,250.00	dicators (2,4,5,6,9)	Get rid of Spectrum Business. Get Frontier for Wifi and pay for 3 Google voice lines. Main point of contact for DN Reads in the library, and all staff can be initial POC.
	CLA Membership	\$ 1,250.00	dicators (2,4,5,6,9)	I think this can be for the whole library...
	Conference Registration	\$ 6,250.00	dicators (2,4,5,6,9)	TBD- Take a team to focus on Literacy at the Library
	Subscriptions: Easy English News	\$ 1,250.00	s support learning	Reads staff will need to become well versed in these platforms to provide support to tutors and learners for using. Can make great Tutor Collaboration segments. Some Tutors could get a stipend to be the expert. Maybe it could also be with some library staff.
	Subscriptions: Proliteracy	\$ 273.75	s support learning	
	Subscriptions: Read Theory	\$ 1,875.00	oficient in core at	
	Subscriptions: News for you	\$ 187.00	s support learning	
	Subscriptions: EnGen	\$ 1,250.00	s support learning	
	Subscriptions: Change Agent	\$ 40.00	s support learning	
	Performers (to enhance access to literacy)	\$ 2,500.00	s support learning	Fun events for literacy at the library! Slam Poet? Reader's Theater?
	Contract Staff (to support systems building)	\$ 6,250.00	dicators (2,4,5,6,9)	Designer for branding and/or re thinking the space.
	Learning Platforms: (to purchase for youth programming)	\$ 4,000.00	dicators (2,4,5,6,9)	Reads staff will need to become well versed in these platforms to provide support to tutors and learners for using. Can make great Tutor Collaboration segments. Some Tutors could get a stipend to be the expert. Maybe it could also be with some library staff.
	SERVICES TOTAL:	\$ 26,375.75	oficient in core at	
SUBTOTALS:				
INDIRECT: up to 10% of subtotal for other standard costs of operation such as: payroll, graphics, janitorial, rent, utilities..		Indirect ALS = \$budgeted/allowed		
	Rent	\$ 10,625.00	dicators (2,4,5,6,9)	
	Wifi/phone (Spectrum)	\$ 3,770.00	dicators (2,4,5,6,9)	Cut down a little coat by changing to Frontier. Need to discuss space and decide on the best use for the library.
	Food and Beverages (500 per month)	\$ 6,250.00	dicators (2,4,5,6,9)	Keep tutoring spaces stocked with healthy snacks and fresh water. Purchase food for literacy at the library events.
	INDIRECT TOTAL:	\$20,645.00		
	TOTALS:	\$ 407,238.70		
	Tero Tax (1%)	\$ 3,998.99		
	Grand Total	\$ 411,237.69		

Possible Partners	Description	MOU	Program and Resources
Anne Leon	Will be contracted with KPN funding to support tutors with early literacy.		
Believe in Reading	I have submitted a request for a \$3000 grant to incentivize volunteer youth tutors.		
California Collaborative	Potential partner and assistance with grant writing related to youth and families, nutrition and 4H. We need to find the right grant and begin applying for new grants ASAP.		Grants Doc
Castle Rock	I was told they have money to pay tutors, need to connect with Mandy.		
Cheryl Steinruck (Tolowa Ed)	Need to contact to see where support is needed with no education dept. anymore.		
CLLS	Can re-apply when they accept new applications and when audit is complete.		
College of Redwoods	Need to meet with the new director and determine how to partner		
County Jail	Need to reach out when we have more tutor capacity. Maybe we could have them practice reading books to their kids or something family literacy focused.		
DNCOE: Adult Ed	Learner's pursuing HS equivalency will be able to earn their degree by completing coursework 1:1 with Reads Tutors. Reads will provide coursework to DNCOE Adult Ed Staff, who will award HS credit for work completed. In addition to test prep or COHS, this will add a third pathway as an option for those seeking HS equivalency through DN Reads. DNCOE will provide DN Reads with funds for Learners enrolled in this HS equivalency pathway.	DNCOE/DN Reads Draft MOU	CASAS DNCOE Intake form
DNCOE: Epic Program	The EPIC Program will provide DN Reads with 15k to support youth that are enrolled in the EPIC program at DNCOE. For a breakdown of funding, see the EPIC program tab.	PARTNERSHIP Memorandum of Understanding (MOU)	
DNHS/ Warrior Overtime	Need to contact DNHS for tutor recruitment, learner referrals and WOT supervision of peer tutoring program.		
Dolly Parton	Someone said this is a potential funder.		
Education Pathway	Need to talk with Megan about the intersection.		
Elks Lodge	Need to contact, may be able to assist in promotion.		
English Express	Need to email Maryann and offer our Zoom classes to Humboldt Co.		
FRC	Provides free public tutoring space. Need to meet with Amira to see if there are any other ways to partner.		
FRC- Food Distribution	Partnership that DN Reads can join distribution for outreach as any time.		
Home School	Recruit home school students as tutors.		
Jim McQuillen (Yurok Ed)	Offer tutor training to staff tutors.		
K-16	Youth Mentors enrolled in the k-16 program can facilitate literacy activities for children during library programming, outreach events, and as needed during enrolled parents tutoring sessions.		k-16 Program flyer Meeting notes
Khou Vou	Need to talk with Khou about services we offer and see about including the Hmong Community in upcoming listening session.		
KPN	Current funder. Need to work out an invoice/payment system. Met with Nino to create a the RBA.		RBA SOW Budget Proposal
Luis Pelayo	Need to talk with about the services we offer and include in listening session.		
NCIDC	Need to reach out.		
O Me-nok Learning Center	Potential tutoring space. Potential trail for ASP youth tutoring program.		
Open Door	May be able to support Citizenships classes with staff and materials. Can translate for spanish speakers that enroll at Reads. Save the children gives free books for pediatrician visits, maybe we could partner with pediatricians to promote literacy at the library.		
Pelican Bay	Need to follow up with Andrew		
Res. DNATL	Will pay for Brain Based trainings for tutors, learners and partners.		
RSVP	Can reimburse enrolled seniors for gas mileage. They will send us a check and then we need to distribute the money back out. Can make part of the tutor onboarding process, but it needs to be set up fiscally.	RSVP	
Save the Children	Early Steps (0-5) home visits and bookbags/K readiness classes/ Grade level Proficiencies (after we have a program built). Community impact support and district access to books. This could potentially replace the book backpack program from 3Reads23 and provide support for children's literacy.		https://www.uniteforliteracy.com/
Sheriff's Office	Provides free fingerprinting for Tutors	How do we get the report?	
Smith River Elementary School	Potential tutoring space. Potential trail for ASP youth tutoring program.		
TCE Ranchero and Literacy	DN County's expired literacy initiative, 3Reads 23, can support the rebranding of DN Reads/literacy at the library. A community listening session is scheduled.		SOW
Tpp/Workability	Need to talk to Jen about having youth shadow staff. Need to support staff in training temp. youth. Maybe Max can be TA for all library staff and oversee the shadows.		
Trillium	Provide public space for tutoring, May be able to share staff costs with DN Reads . DN Reads will provide training for Trillium staff. Success coaches and Learning Facilitators will work together to build and support youth tutor program. Both staff can supervise Peer Tutors and work together to create Peer Tutor Training Program.		
True North	Provide funding for Citizenship class books and materials. Provide tutoring space.		
Unite Us	Referral system purchased by KPN. We could try to start using it.		
USA	Need to connect, possible tutoring space and may have other ideas.		
Workforce Center	Check in w/ Christy Hernandez about employing youth tutors through them.		
CPP	This is a committee I sit on. In time, we may be able to be reimbursed for serving families in the CPP prevention plan.		

Month	Goals	Funding
September		
October	Hire Reads Staff/ meet with Helen and clls Meet with workforce center youth employment redesign space hire rebranding person	
November	Train Reads Staff. Anne's contract Build youth tutor training system Recruit youth Tutors resolve clls with Helen order new furniture	
December	Begin youth tutor training order new branding items	
January	Begin matching youth tutors push out book backpack	LSTA Community Impact Grants
February		
March		Watch for CLLS
April		
May		
June		
July		
August		
September		
October		
November		
December		

Item	Description	Total Hours	Rate	Total
Tutor Incentives (12)	See attached	60	50	3000
		200	20	4000
Tutor Training as Individuals (ALL)	Additonal, specuialized Tutor training such as: webinars, Anne Leon 1:1 support,	26	50	1300
Tutor Pay		356	18.8	6692.8
		Total		14992.8
72 tutor hours- not enough?				
Incentives?				
Food goes on Materials time				
What % of 187 is this program	10 Learners?			
Current- 5% of student population				
End of yr 25' 9%				
Pam's Guess: 10-20	1st-8th			

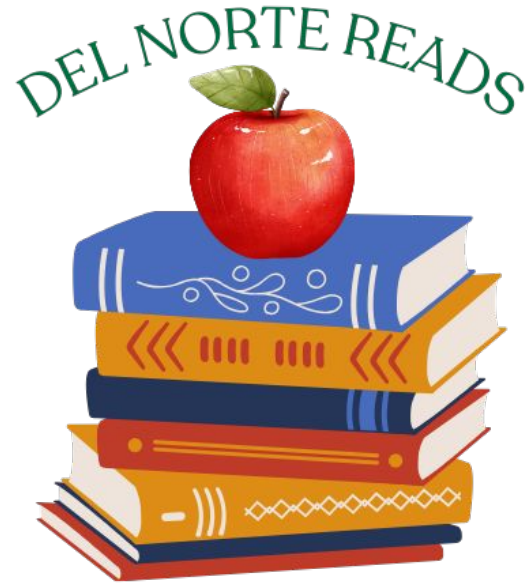
Item	Description	Total Hours	Rate	Total
Learner Materials (EPIC)	Up to \$200 per Learner for books, subscriptions and other supplies and supports.	200	20	4000
Tutor Training as Individuals (ALL)	Additonal, specialized support from Anne Leon	12	125	1500
Tutor Pay		505	18.8	9494
		Total		14994
72 tutor hours- not enough?				
Incentives?				
Food goes on Materials time				
What % of 187 is this program	10 Learners?			
Current- 5% of student population				
End of yr 25' 9%				
Pam's Guess: 10-20	1st-8th			

Staff Salary Chart

Staff Name/Position	Yearly Salary/Wages/Benefits (Fully Burdened) Total	Weekly Hours Staff Person Works	Weekly Hours for a Full-time Position at Your Library	ALS Total Yearly Hours Worked	ALS FTE	FLS Total Yearly Hours Worked	FLS FTE	ESL (CLS) Total Yearly Hours Worked	ESL (CLS) FTE	Other Non-CLS Total Yearly Hours Worked	Other Non-CLS FTE	Total FTE	ALS Salary/Wages/Benefits	FLS Salary/Wages/Benefits	ESL (CLS) Salary/Wages/Benefits	Other Non-CLS Salary/Wages/Benefits	Salary/Wages/Benefits Total
Terrin Musbach	50000.00	25.00	40.00	250.00	0.00	500.00	0.00	600.00	0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
Maxxum Dougherty	25000.00	25.00	40.00	250.00	0.00	300.00	0.00	500.00	0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00
TOTAL 75000.00					0.00		0.00		0.00		0.00	#REF!	0.00	0.00	0.00	0.00	0.00

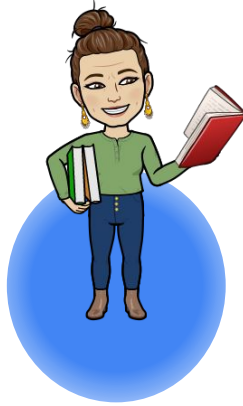
[illegible]

500	Fingerprints	Cauldwell
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1080 Mason Mall # 9
Crescent City, CA 95531

Thank you for being here!



Terrin Musbach

she/her/hers
Del Norte Reads
Program Manager
Office: (707) 464- 7072
Cell: (707) 238-2270

Hello! We are:



Maxxum Dougherty

He/They
Del Norte Reads Literacy Assistant
Email: Maxxum@delnortereads.org
Office: (707) 464- 7072



You, Our Team!

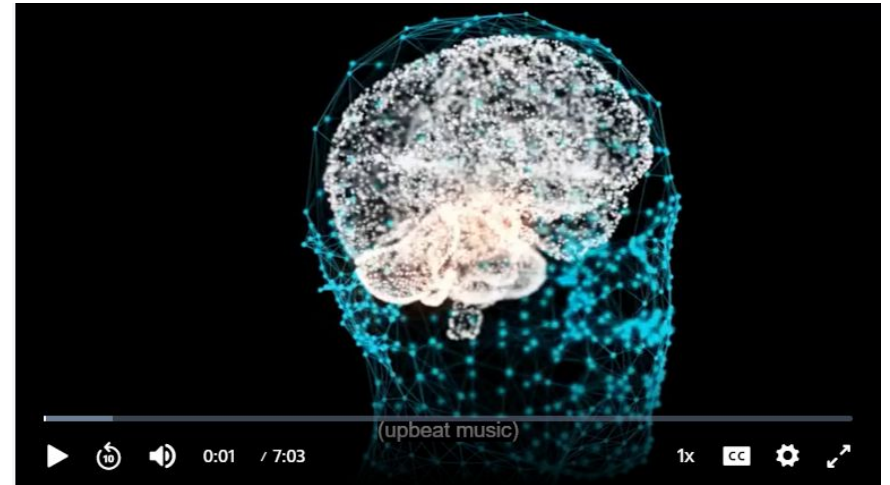
We are building literacy in
our community.



What is Del Norte Reads?

Del Norte Reads is a learning program. We are educated in how the human brain functions, learns, and changes. Del Norte Reads seeks to infuse this knowledge into every organizational practice, program, and decision. We do this by studying the work of Dr. Bruce Perry.

The foundation of our approach.



Dr. Bruce Perry and the Neurosequential Model

Handouts

DEL NORTE READS



Italics indicate a rule for CLLS funding only, so it needs to be tracked for re-application at a later date.

Youth

Currently in the process of k-12 education in public, home, online, or private school.

Adult

16+ fluent English speaker *not currently enrolled in another degree granting program.*

Immigrant

16+ English Language Learner (ELL) *not currently enrolled in another degree granting program.*

Family

Whether by blood or by choice, family literacy programming is offered to enrolled and not-yet enrolled but eligible learners.

DEL NORTE READS



DN Reads

Youth

Adult

Immigrant

Family

1:1 k-12 Peer
Tutoring

@ Library

- Programming
w/Mckayla

1:1 Tutoring

@ Library
Computers/Tech
Book Clubs

1:1 Tutoring

Citizenship
Classes

Talking Circles

Created based on
enrolled members

@ Library Children's
w/Nillie

(Immigrant?) Services

Adult

Family

Youth Peer Tutoring

Citizenship Classes

IT/Computer: Christopher

Children's: Nillie

K-12 (KPN)

ELL Classes

Career Online High School

Youth: Makayala

Open Door

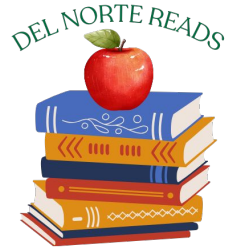
Talking Circles

Community Events

Open Door

In conversation with
partner

Current Staff Duty



Youth

Trillium
EPIC DNCOE
K-16
Education Pathway

Adult

DNCOE Adult Ed

Immigrant

Open Door

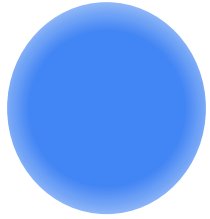
Family



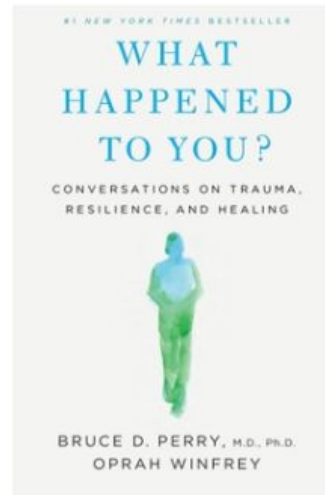
Learner Centered: SMART Goals

SMART Goal Graphic Organizer

SMART Element	What It Means	What It Looks Like in Tutoring	4-H Alignment
Specific	Clear and focused – targets one skill or behavior	"Improve reading fluency" or "Write 5 sentences with correct punctuation"	Head – Focused thinking and skill development
Measurable	Can be tracked and counted	"Read 10 books", "Score 80% on a quiz", "Use 3 new words in a story"	Head & Health – Progress builds confidence and resilience
Achievable	Realistic with support and tools available	Goal fits the student's current level and time available	Head – Matches learner capacity and resources
Relevant	Meaningful to the learner and connected to larger goals	Linked to school benchmarks, interests, or home language	Heart & Head – Builds motivation and purpose
Time-Bound	Has a deadline to keep momentum	"By the end of 8 weeks..." or "By winter break..."	Health – Encourages pacing, review, and reflection



Monthly Brain Talk



Policy



Written documents

Practice



Observable
behaviors

System



Supports for
behaviors

Tier 1: Intake Form, schedule appointments, speak about programs. Unite Us

Program handbook

Assistant Handbook

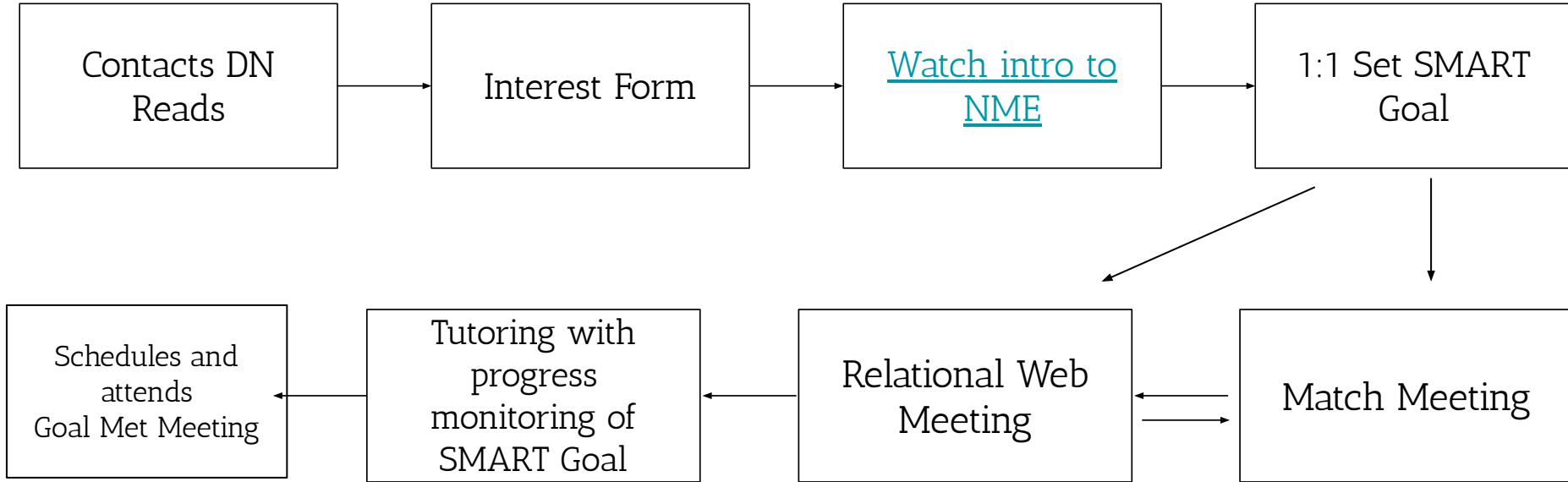
KPN RBA Tracking

KPN DN Reads SOW

DN TN Tutor Staff

Youth Tutoring

DN Reads Learner Process



Scope of Work

Del Norte Reads & Klamath Promise Neighborhood Partnership Fiscal Year 2025–26

Program Overview

Del Norte Reads (DNR), a program of the Del Norte County Library District, provides learner-centered adult and family literacy services in rural Northern California. From September 2025- December 2026, Klamath Promise Neighborhood (KPN) will fund DNR's programming plus an expansion to develop a youth literacy and tutoring initiative aligned with KPN's performance indicators and community needs. Del Norte Library District will contribute an 18,000 local match.

The program builds on DNR's current strengths in family and adult literacy (aligned with PN indicators #8, #9, and #5), while expanding its impact through targeted youth literacy efforts (supporting PN indicators #2, #4 and #6).

DN Reads intends to reach 187 K-12 students and 43 Adults during this Scope of Work. The average cost per learner in the program will be 1756.00.

Partnership Goals

The partnership aims to support the following Promise Neighborhood performance indicators:

- Indicator 2 : Students are proficient in core academic subjects.
 - Provide SMART Goal based tutoring to 187 K-12 students
- Indicator 4: Youth graduate from high school.
 - Provide SMART Goal based tutoring to 45 K-12 students
- Indicator 5: High school graduates obtain a postsecondary degree, certification, or credential.
 - Provide tutoring for high school equivalency
 - Provide tutoring for postsecondary degree, certifications, and/or credentials
- Indicator 6: Students are healthy.
 - Improve student health by promoting literacy related to health and nutrition
- Indicator 8. Students live in stable communities.
 - All residents can access tutoring to support their goals as lifelong learners, workers, family members and community members

- Indicator 9: Families and community members support learning in Promise Neighborhood schools.
 - Increase the number and percentage of parents or family members who encourage reading at least three times a week
 - Increase the number and percentage of parents or family members who discuss the importance of college and career.

Objectives

- Develop and implement a youth tutoring and literacy support model in partnership with local schools and community organizations.
- Train and support 3-12 students to serve as peer and cross-age tutors.
- Engage families in literacy and college/career readiness activities.
- Provide tailored support to K–12 students at risk of falling behind in reading and writing proficiency.
- Infuse a trauma-informed approach across all programming through Brain Basics training.

Brain Basics: A Program-Wide Foundation

All Del Norte Reads programs under this partnership will incorporate **Brain Basics training** for staff, tutors, volunteers, and participants. This foundational training introduces:

- The fundamentals of brain development and learning
- The impact of trauma and toxic stress
- Strategies to support healing-centered, relationship-based learning environments

This shared trauma-informed lens will guide all components of the program, including:

- Adult literacy instruction
- Family and intergenerational reading engagement
- English Language Learning
- K–12 student peer tutoring and mentoring

Key Activities (Proposed and Flexible)

The following activities may be implemented during this Scope of Work, based on community needs, capacity, and partnerships:

1. **Peer Tutoring Support Program**
 - Recruit and train 3-12 grade and college students to provide 1:1 and small group reading/writing tutoring for peers.
 - Include evidence-based tutor training, youth development, cultural humility, and Brain Basics curriculum.

- Prioritize inclusive recruitment from tribal, rural, and underrepresented communities.
-
- 2. Flexible Tutoring Access**
 - Coordinate with public, charter, and continuation schools to offer tutoring during non-traditional class times or electives.
 - Provide daytime access for homeschool students in coordination with local networks.
- 3. Tutoring Site Development**
 - Collaborate with local partners to establish tutoring spaces in:
 - **Klamath** (Yurok Tribal Lands)
 - **Smith River** (Tolowa Dee-ni' Nation)
 - **Gasquet** (Remote mountain community)
 - Sites may include schools, libraries, tribal centers, or other trusted community hubs.
- 4. Family Literacy Engagement**
 - Facilitate parent/caregiver workshops and activities that support reading at home, early literacy development, and a college-going culture.
 - Encourage intergenerational reading and storytelling practices.
 - Provide free books to build home libraries.
- 5. ELL and Multilingual Literacy Support**
 - Provide targeted tutoring and resources for English Language Learners (ELL) of all ages.
 - Ensure tutors and materials reflect the languages and cultures of the community.
- 6. Integration of Life and Health Literacy**
 - Where appropriate, integrate nutrition, health, and life skills topics into literacy sessions to support holistic learning.

Data Collection and Evaluation

Del Norte Reads will adopt a **Results-Based Accountability (RBA)** approach to evaluate program effectiveness and guide continuous improvement. DNR will collect and analyze data to support Promise Neighborhood indicator reporting and shared learning.

Data Commitments:

- Create SMART goals with participants upon enrollment
- Align data collection with indicators #2, #4, #5, #8, and #9
- Track outputs (e.g., # of sessions, # of students/tutors served)
- Assess quality (e.g., tutor readiness, participant satisfaction)
- Monitor outcomes (e.g., reading growth, increased engagement, progress towards SMART goals)
- Disaggregate data by race, age, geography, and program type

DNR will also:

- Use intake, attendance, and pre/post tools to assess learner growth
- Obtain informed consent and comply with FERPA and confidentiality standards
- Submit quarterly reports to KPN or as requested
- Participate in data reflection and planning sessions with KPN and partners

Staffing Plan

- **Program Manager** – Leads implementation, supervision, and evaluation
- **Learning Facilitators (2)** – Deliver instruction and coordinate tutoring sites
- **Program Assistant** – Provides administrative, scheduling, and outreach support
- **Adult Tutors**–Trained local adults delivering support to help adult learners achieve their literacy goals
- **Student Tutors**– Trained local youth delivering academic support

Intended Outcomes

- Increased academic support and reading proficiency for K–12 students
- Improved family literacy engagement across generations
- Expanded trauma-informed, community-based learning environments
- Stronger youth leadership, confidence, and pathways to postsecondary success

This scope of work reflects a collaborative, adaptive partnership between Del Norte Reads and the Klamath Promise Neighborhood, rooted in equity, inclusion, and community empowerment.

Calm Kidz

Yoga Calm® for kids, teens, and families

Calm Kidz is in Partnership with Resilient Del Norte and Tribal Lands! Services for local organizations and families are paid for by Resilient DNATL!

Class Times: Classes can be scheduled with organizations and or/families and times that work best for the client(s)

Class Locations: The classes come to your organization, home, parks and any other destination within Del Norte County.



Yoga Calm® is a registered trademark of Still Moving Yoga, LLC. All rights reserved.

Yoga Calm for Kids, Teens and Families Class

With Terrin Musbach, MA, Certified Yoga Calm Instructor

Help your child develop healthy habits for a lifetime of wellness and happiness. Yoga Calm gives children a practice and routine that integrates physical, mental, and emotional development. Skills and activities covered include:

- Simple breathing techniques to slow down the nervous system, develop self-control and connect with feelings
- Yoga poses to release energy, learn compassion, and develop strength, concentration, and self-confidence
- Social-emotional games and stories process that develop patience, mindfulness, compassion, leadership, and other social/emotional skills
- Relaxation techniques and storytelling to calm the body and mind, and integrate physical, emotional and cognitive experiences

Sessions can be scheduled for organizations or families. Through this yoga practice, participants will develop more personal awareness and learn specific strategies to maintain focus and manage their emotions. Over time, these skills and practices develop greater health, self-mastery, wellbeing and resilience.

Questions? Email calmkidzconsulting@gmail.com or call/text (307) 851-3845

Yoga Calm® Calm Kidz



Terrin Musbach, MA, is a Certified Yoga Calm Instructor.

She is also a social-emotional educator in Crescent City, CA. She has had 17 years of working with children, teens and families in education.



DN LAFCo
670 9th Street Ste 201
Arcata, CA 95521

RE: Del Norte Library District
190 Price Mall
Crescent City, CA 95531

November 18, 2025

Attn: LAFCo Exec. Officer George Williamson

I am writing to you after multiple failed attempts to get transparency and clarity from our Library District Board Trustees or manager regarding the functioning of our publicly funded, sole county library.

I have sent you email correspondence that has not been replied to. I have addressed you in person at previous LAFCo board meetings during the brief public comment period and after the last meeting I urged you to actually verify the information regarding our library management and programs or services rather than blindly including everything claimed by district board or staff without any verification. The reason for this, aside from the fact that it is good common practice as part of a competent service review process, is the fact that there is documented and verified misconduct and dishonesty by district board members and previous and current staff.

I am asking you to complete your duties to the public that funds your position with LAFCo and for you to actually carry out the legwork needed to conduct a proper review of the services of our special districts. Your prior lack of thorough reviews is evidenced by your last MSR of our library district in 2019, wherein you do not have any information verified by any of the trustees and you do not mention the fact that three of the five trustees rapidly in succession abandoned their terms early (Sierra Smith term to 2020, Lupe Gutierrez term to 2022 and John Roberts term to 2020), and left board vacancies which required our county supervisors to step in.

I would like you to respond with the steps you have taken to verify any claims or assertions by district trustees or staff in the course of this current MSR.

I have explained to you that Trustee Murphy was recently appointed to the board in Nov 2024 and his lack of knowledge of the management or programs or board actions is why he provided you with articles written by local media Redwood Voice as a way to answer your inquiries. However, as I explained to you in person last LAFCo meeting, these articles were quoting the interview by Paul Critz of the previous library manager Phyllis Goodeill's statements without verification and Phyllis Goodeill, resigned in disgrace months after the CA State Library report

released on April 7, 2024 stated that she had erroneously reported fund balances to them multiple times, both in writing and verbally. This report corroborated my earlier report to the Board Trustees in Nov 2024. I informed them of my being told directly by Phyllis that she “made-up numbers” on CLLS grant application because she did not have any records because she had purposefully not supervised the literacy program called Del Norte Reads, since she started in 2021. The Library Trustees failed to take appropriate corrective action and kept Phyllis as mgr. despite the fraud she committed, her blatant refusal to do her job in supporting the DN Reads program, and despite the very poor feedback that was given by library staff in Phyllis’ performance evaluation – also discussed in open session at that Nov 2024 board meeting!

The library board of trustees have shown repeated bad judgement and disregard to uphold the guidelines they are obligated to. This special district has a dire need of oversight correction and it must have clear conditions out on it by LAFco in order to prevent continued dysfunction.

Despite this information of gross impropriety of this district’s leadership as described above, being known by you personally for many months, your draft MSR report provided at the last LAFco meeting, included data that was not accurate and predominately from trustee Murphy who has no direct knowledge of the library district operations history prior to Nov 2024. He provided Redwood Voice interview as a way to answer for library operations!

This is unacceptable and not in keeping with the law that guides your role and responsibilities of LAFco in oversight of special districts. Please reply to explain how this will or has been corrected, as soon as possible.

As a result of my reporting of the misconduct by library mgr. Phyllis Goodeill and Adult literacy coordinator Terrin Musbach to Library Trustees Nov 2024, I was fired by Phyllis the same day I emailed the trustees and I have been treated with disdain and complete disregard ever since. I cannot get any answers to any questions or concerns no matter who I am advocating for. This unfair, discriminatory and retaliatory behavior toward me has been witnessed by multiple community members that I invited to district meetings to help support the district to become ethical and functional. Not only have they been disgusted by the blatant discrimination toward me and my comments, they were shocked by the complete unprofessionalism of the board in running public meetings. Trustees McGlasson and Brooks repeatedly sit with their backs facing the public and when asked to turn around and sit beside trustees in a line facing the public, they refused. As a result, these members of the public (incl. a pastor, retired teacher, school board member, prior library trustee, lifelong local, parent, harbor commissioner), have all declined to come to further meetings. Even our county board of supervisors. (Darrin Short & Valerie Starkey) have only attended once after requests from myself and John Roberts to assist the library to correct ongoing neglect of duties. This is incredibly disappointing especially since Supervisor Short is also on the LAFco board. Additionally, on both the county and LAFco boards

is Dean Wilson, retired law enforcement and supervisor for my district, has not stepped in or attended any meetings despite telling me that he has been aware of the persistent dysfunction and lack of supervision and leadership at our library district for over 20 years!

Our county is suffering from ongoing neglect and poor leadership. We have many citizens suffering on many levels and generationally. Our government at large and including our special districts simply must do better to meet community needs. The problem is not funding, it is the culture of corruption and exploitation that has created the staff issues which is a main cause of the misconduct, turnover and retention problems and poor quality of services. Our taxes are supposed to result in a certain benefit and this has not been happening for so long in del Norte county that many of its residents have lost trust in government and non-profits and their staff. Many have become bitter and cynical and this creates a stubborn refusal to support and engage in community efforts. This creates a negative loop that further damages this community and keeps us from creating stable ethical government that consistently provides quality services with our tax dollars.

As the special district oversight board, LAFCo can help rectify this ongoing problem at our special districts. We have a similar situation at our Crescent City Harbor district and I have been involved in efforts to improve their level of service since Aug 2024. You will be hearing from me on that when you do their upcoming MSR. For now, I am listing the improvements needed at our county library district, and I would like you to help ensure that these are made as soon as possible.

The following concerns and complaints by the public have still not been properly addressed or rectified:

1. Time-clock software to end payroll fraud on self-reported hours worked (previous trustee witnessed staff out sick claimed hours were worked anyway).
2. Third-party Grievance procedure – for staff and public to have fair treatment and to stop retaliation. Current Trustees failed multiple times to respond to complaints and requests for assistance from staff, library manager, and the public. Special Districts are not served by Labor Commissioner's Office in CA Dept. of Industrial Relations. County government also does not provide oversight or assistance for HR or any complaints.
3. Mandatory Trustee Training to uphold established guidelines and standards re: ethics, whistleblower protection, discrimination of any kind including against unhoused or those with hygiene needs, transparency and honesty with staff and the public.

4. Mandatory Staff Training – checklist and modules that must be demonstrated as proficient through a board evaluation and a public survey feedback process. Staff are frequently unable to assist in locating materials or providing information on community resources or knowledge about library programs or functions.

5. Update Standards and Procedures and create system to ensure consistent adherence by all. Standards have been ignored and this has led to ongoing dysfunction, breach of fiduciary duty and breach of trust and loyalty to the public. LAFCo must put conditions on this district or make it dependent and ensure oversight through county government.

6. Update Website and create redundant procedures to ensure information is consistently accurate and available to the public on the library website. Calendar of events is still not on the website and the agendas have not been posted nor adequate notices of public meetings given.

7. Mandatory Public Response requirement with a 4-day deadline to address any inquires in an appropriate manner. Staff and trustees have repeatedly ignored requests by staff and the public which is totally unacceptable. Emails to staff and trustees are rarely responded to at all, no matter what the subject matter is! Transparency is guaranteed by law and shouldn't be optional.

8. Programs must be based on community need not niche groups or subjects. This library has offered poor quality programs and has failed to properly support this community-based ion what citizens need. Programs are also not advertised and staff does not do outreach. In a community with historical disadvantages and generational illiteracy, our tax dollars should be put to use in a manner which addresses the biggest needs of the majority. Not catered to small groups and to interests that suit staff or trustees. This is a public institution not a private bookstore.

9. Establish referral and coordination of service protocol for library staff and services with county government and other community groups as well as individuals. Some collaboration is happening with DHHS and school district as well as the local tribes. However, these are not being effectively communicated to the public and the staff is not aware or trained to connect residents to benefit from these collaborative services. The library has not focused on skills, which is the biggest need to serve the public. Instead, they have continual book give aways without regard for the large portion of illiterate citizens that cannot benefit from improved access to books. (Health Kiosk from DHHS needs to be trained and taught to the public, little libraries and specific cultural books for tribes).

10. Improve public access to material collections and library services – the public is not being made aware of the programs, resources or materials available every week at our library. This can be improved through weekly emails, weekly printed memos posted in conspicuous places, and on the library website. Additional, use of local billboards, email lists and social media can be

enhanced by utilizing Bi-Coastal media's free Public Service Announcements on the radio stations. Library leadership should utilize free advertising available in the Triplicate newspaper by emailing library events each week to Dan Schmidt by Thursday for publishing the following week. Library has had many connections to Redwood Voice yet they also do not advertise library services or events not support the library or community members that could greatly benefit from them if they were only aware that they existed! This should be a weekly communication by library in advance of their weekly round-up emails sent on Fridays.

11. Del Norte Reads Program needs correction - has not had open hours the entire time Terrin Musbach has been the adult literacy coordinator – from Aug 2024. This was always a literacy program with office hours open to the public three days a week for 8 hours each day. CLLS grant pays coordinators 24 hours a month in order to staff the Del Norte Reads office and provide free, open access to services by the public. The coordinator is supposed to use that time to recruit and train volunteer tutors and to recruit and connect learners to access literacy tutoring, computer assistance, GED and citizenship assistance and other basic services as laid out in CA State Library CLLS grant Literacy framework that was created in the 1980's.

Despite being paid by our library general budget after losing the funding from CLLS grant as a result of Phyllis fraud and mismanagement, Terrin has not worked as required by the Adult literacy coordinator criteria. Additionally, she has used funding to pay for her to have a personal assistant (Max, hired Oct 2024 for her first job ever) that is supposed to fund a Family or ESL coordinator. The Del Norte Reads office is rented from Crescent City for \$900 a month and is always locked so no public access is given. Instead, Terrin is using it as her personal office but doesn't offer any drop-in open hours – even though she claims 24 hours work weekly and Max claims 24 hours worked weekly, Why are we paying 48 hours of staff time every week and we have ZERO open hours at the Del Norte Reads office? Why is the public told they have to call Terrin when they show up at the closed office and need assistance? How is this open access to the public.? This continual placing of barriers onto struggling population is against the laws for free open access by the public.

Library Trustees have ignored requests at multiple board meetings that the keys to the Reads office be kept at the Circulation desk and the public allowed to request use for meeting or study area and library staff can unlock the office and allow it to be used and reserved on an hourly basis and hold patron ID while in use, and lock the office once the reserved time is finished.

12. Allow Public Use of Reads Office for study groups and meetings – the office was newly furnished including computers in Oct 2024. It is unacceptable that the public is not allowed to access or utilize this space that we pay the rent on nor the computers or other materials paid for with public money. A simple checkout procedure where library clerk or supervisor has key to

unlock and relock the office is II that is needed to give public access to this much needed meeting space. The fee for one hour at the Fairgrounds meeting office is over \$50.

I have reviewed the Education Code and the Cortese -Knox-Hertzberg Act, and there are ample grounds for this Special District to be Dependent and require co-government of our Del Norte County government with all of its departments and staff. This library district has always used the County Auditor to process payroll and to hold their tax funding and help with their budget transfers. However, the Auditor office will not and has not provided any assistance to employees despite the many instances of turnover that they have processed through payroll and the many reports of dysfunction and complaints about the library leadership. Making the library a Dependent District will ensure the HR functions and the laws are better adhered to.

This ongoing dysfunction has caused a lot of unnecessary suffering and trauma to many, many people that wanted to support their community through their public library. To see how many leadership positions in our community that have known about this and choose to do nothing is a punch to the gut! Literacy is very low in this community and we have a largely poor population that suffers from many health problems and some involve crime like drug abuse and domestic violence. To see first hand what I have heard from so many in this community – that the government is corrupt and does not care, that it is a good ole boy club where favoritism prevails, and that lawlessness goes unaddressed has been so demoralizing and emotionally devastating! I did not believe that people could be this heartless. I thought it was the exception and I was wrong. The fact is that people are easily corrupted because they are not being watched and they are not facing consequences when they are caught. This has resulted in blatant corruption and heartless attitudes. The consequences fall onto those that cannot fight for themselves, the most vulnerable in our community. They keep being ignored and my advocacy on their behalf has been met with the same cruel disregard and disrespect. Being treated like you do not matter is unacceptable. Ignoring the law and doing as you please should have consequences.

As the executive office of our LAFCo, you are paid to ensure that our special districts are meeting the needs of their community and that services are efficient, provide for present and future needs, have priorities that are balancing community need with funding available, are providing needed services in an efficient and accountable manner that reflect local circumstances and conditions. Programs offered are not doing this either. Lego play and jigsaw puzzles are not programs. Storytime is the starting point not the finish line. Book club should feature meaningful content that helps address needs of the public. This library really needs to take the community needs seriously and begin serving this community in the manner that is

intended by all existing laws and regulations. Please take the necessary steps to enact conditions and to change the library to a dependent district of Del Norte County.

I appreciate you doing the upmost to rectify this matter so that I do not have to appeal to upper authorities or the court. I will be furnishing a report to our Grand Jury but they are not authorized to make this a dependent special district –the LAFCo board is. You as LAFCo executive officer need to guide the dependent district process in accordance with the CKH Act and other laws.

I hope that you will see how vital this correction is to begin to get our county on a path of function and success. We must ensure all public government entities function as intended or we all suffer the social and economic consequences. Our culture is demonstrating the effects of continual disregard to uphold existing standards and this must be reversed as quickly as possible. When I worked at Alameda Couty Library in Newark CA we had a responsive team that cared when the public made inquiries. We had some problem employees but we did not demonstrate utter disregard or embrace dysfunction. This community has normalized misconduct and the marginalized are continually ignored. My involvement is to ensure they are finally heard. I look forward to your response.

Sincerely,

Alicia Williams

Activist & Community Builder

1926 Parkway Dr. Crescent City CA 95531



Fw: LAFCo public comments

From: Alicia Williams <aliciamw0313@gmail.com>
Sent: Wednesday, November 19, 2025 9:11 AM
To: eo@delnortelaftco.org <eo@delnortelaftco.org>
Cc: Jacqueline Roberts <jacqueline.roberts@co.del-norte.ca.us>; nikole.trinidad@co.del-norte.ca.us <nikole.trinidad@co.del-norte.ca.us>; Ray Walp CC Planning Commissioner <raywalp0727@gmail.com>; mollierallestad@outlook.com <mollierallestad@outlook.com>
Subject: LAFCo Fwd: Questions re: Del Norte Reads benefit to our community NME Trainers Program Overview & Fees 7_18_25.pdf

George Williamson EO LAFCo,

Please get transparency on these concerns raised, some in person and via email, that are still not being answered by trustees or mgmt.

I requested at least one record as well, that I would like you to obtain.

This email is related to the email subject,

LAFCo oversight request Fwd: URGENT ACTION NEEDED Fwd: Del Norte Library District impropriety - NME Trainers Program Overview , Library Agenda & Letter to CLLS state library mgr from Terrin Musbach

That I forwarded to you a few minutes ago for action by you.

Thank you for providing needed oversight.

Sincerely,

Alicia Williams
 Activist and Community Builder
aliciamw0313@gmail.com
 541-622-5186

----- Forwarded message -----

From: Alicia Williams <aliciamw0313@gmail.com>
Date: Sun, Nov 9, 2025, 10:30 AM
Subject: Questions re: Del Norte Reads benefit to our community NME Trainers Program Overview & Fees 7_18_25.pdf
To: <bethq@delnortecountylibrary.org>, Andrew Napier <andrewn@delnortecountylibrary.org>, <andrewm@delnortecountylibrary.org>, Helen DuVernay Library Board <helen@delnortecountylibrary.org> ,

<eo@delnortelaftco.org>, Terrin Musbach <terrin@delnortecountylibrary.org>
 Cc: Dean Wilson <dean.wilson@co.del-norte.ca.us>, Darrin Short <darrin.short@co.del-norte.ca.us>,
 <jgreenough@crescentcity.org>, Donna DeWolf <donna@donnadewolf.com>, Phyllis Yamamoto
 <Dps9ii@aol.com>, 🌻 JESSICA CEJNAR ANDREWS <jcejandrews@gmail.com>, Phoebe Lenhart
 <elaphusandfelis2@gmail.com>, <at17n22@hotmail.com>, MARTY TYLER <revmltyler@yahoo.com>,
 Michael Greer Regional Vice Chair GOP, School Board <mikegparadise@aol.com>, <acrist@dnusd.org>,
 Sharon Tanner Smith River <dandstanner@gmail.com>, <SARAHFLOWER34@gmail.com>,
 <molliallestad@outlook.com>, Annie Nehmer <annienehmer@gmail.com>, Hank Akin Hiouchi Service Dist.
 & businessman <joeakin@charter.net>, Henry Geiger Elks Lodge <goldpanner4life@gmail.com>, Dennis
 Schmidt - Dan's Brother, Rtd City Of Anaheim Field Mgr <dschmidt7of7@yahoo.com>, Redwood Voice
 <redwoodvoicedn@gmail.com>, <kfugcommunityradio@gmail.com>

Good morning,

I have concerns that still have not been addressed and my basic practical questions I posed at the special library meeting on 10/2/25 were also ignored.

Note that none of these questions are answered in any of the multiple documents Terrin presented on 10/2/25 (you all received copies of those in my previous email).

Please take some time to answer these via email as soon as possible.

- Have any of you reviewed the details about the "rebranding" of the literacy program Del Norte Reads into a Neurosequential Model in Education program that Adult literacy coordinator Terrin Musbach had DNCL trustees approve on 10/2/25?

I just reviewed the attached 8 page overview and have pasted a section of it below, (it is clear that this is a training for school employees).

https://www.neurosequential.com/files/ugd/3edded_365bca4c38eb4118b810915feedf1ad.pdf

In summary, the primary capacity-building goals of NME are to educate faculty and students in basic concepts about development, the brain, stress, and trauma, and then teach them how to apply this knowledge to the teaching and learning process.

Requirements for Participation in the NME Trainer Program NME Trainers may be educators, school counsellors, psychologists or other experienced professionals working with the school.

The requirements for participation include:

1. Employment in a school or similar educational setting
2. Assignment or endorsement of participation by relevant school administration (e.g., principal)
3. Willingness and intention to teach core concepts of NME and use of the NME Classroom Tools within their school or school system

***PLEASE NOTE:** NME Trainers are permitted to focus training, within the 1 – 3 schools that their NME Trainer license is tethered to, on NME concepts, to train school staff to use the NME Functional Mapping Tool, and to use materials provided by the NMN. They are NOT qualified to teach about the Neurosequential Model of Therapeutics (NMT) or instruct others in the use of the NMT Clinical Practice tools (different and separate from the NME Educational Mapping Tool.)

- What are the benefits to our community at large by discontinuing a literacy focused and proven effective framework that serves all community members in favor of a specialized brain function mapping training designed for and limited to School Staff for use in school systems?
- When did our county library become part of Del Norte County Unified School District?
- Please provide the agreement between the school district and our county library district as soon as possible.

Our community is disadvantaged largely due to continued high rates of illiteracy. The main way to liberate citizens from poverty, crime, & poor health outcomes is by ensuring they are as literate as possible, so they are empowered to change their circumstances.

- Please explain how this departure from literacy will help our largely disadvantaged population?
- How exactly will expensive specialized NME trainings for school employees end up helping the disadvantaged in our community?
- What is the actual plan after these school employees complete the brain mapping training?
- Will their training only help students enrolled at the school district or will the employees of the school somehow be permitted to assist others in our community?

Faculty and students are those involved with this brain mapping and this excludes a large portion of the community that used to benefit from the CLLS literacy program framework.

- What will our library do to bridge the gap in services that is created by drastically changing the Del Norte Reads program?
- How will those seeking assistance with literacy and other services previously offered at our county library be helped?
- Will library staff be referring the public elsewhere for help reaching literacy goals, passing GED or citizenship tests?
- If so, where will they be referred to for each of these needs?
- How are citizen tax dollars given to the library district being used for training school employees in NME?
- Please share the budget details for how this NME Del Norte Reads school-based program will be funded after the KPN grant \$411,000 is expended by Dec 2026.
- How will the trainers working at the school be monitored for outcomes to demonstrate the effectiveness of this NME training on student outcomes?
- What is the reporting structure?
- What are the targeted goals that students will benefit from by being educated in brain mapping?

Especially considering the fact that the NME overview specifically explains this training does not produce staff that are teachers of NMT - the actual in practice tools based on the NME brain mapping.

"They are NOT qualified to teach about the Neurosequential Model of Therapeutics (NMT) or instruct others in the use of the NMT Clinical Practice tools."

Our library district mission, values and goals are not clear to the public nor to the library's own handbook,

DNCL VISION STATEMENT:

"to promote the development of literate & informed citizens through open & equal access to cultural, intellectual, recreational, & informational resources"

This NME rebranding of our Del Norte Reads program excludes instead of providing open and equal access.

The KPN grant could instead be used to fund paid tutors to teach learners of all ages and backgrounds based on the proven-effective CLLS literacy framework that was established in 1983/84 and is available to use even if our library is no longer receiving funding from CA State Library from the CLLS grant. Annly Roman grant mgr for state library confirmed the materials are freely accessible on their website.

With the \$411,000 KPN grant, there could be 8 to 12 tutors hired to serve adults, families and ESL learners and meet literacy goals of at least 4 learners each - achievement time depending on needs and goal of each learner - to produce beneficial outcomes for 30 to 60 individuals by end of 2026, possibly more.

If this was done, then by the end of the KPN grant funds in Jan 2027, our Del Norte Reads program would be once again eligible to apply and receive CLLS grant funds to pay coordinators and we could seek other grants to retain paid tutors. Expanding the program to train volunteer tutors will be faster and easier once the paid tutors are trained. And if funding availability reduces after Dec 2026, Del Norte Reads could still be successful using volunteer tutors with coordinators only paid via CLLS.

Remember we once had a successful program ran based on volunteers in line with CLLS framework at our library. We can do that again. What we must do is raise literacy in this community. We must properly address the poverty, crime and ill-health of our population. The needs of our community must be the focus.

Thank you for giving this appropriate time and attention. Please address these concerns as soon as possible.

Sincerely,

Alicia Williams
Activist and Community Builder
Aliciamw0313@gmail.com
541-622-5186

DEL NORTE LOCAL AGENCY FORMATION COMMISSION

RESOLUTION 25-07

**RESOLUTION OF THE DEL NORTE LOCAL AGENCY FORMATION COMMISSION APPROVING THE
DEL NORTE COUNTY LIBRARY DISTRICT MUNICIPAL SERVICE REVIEW AND SPHERE OF
INFLUENCE UPDATE**

WHEREAS, the Cortese Knox Hertzberg Local Government Reorganization Act of 2000 governs the organization and reorganization of cities and special districts by Local Agency Formation Commissions (LAFCO), as defined and specified in Government Code Sections 56000 et seq.; and

WHEREAS, the Del Norte Local Agency Formation Commission, hereinafter referred to as “Commission”, is authorized to conduct Municipal Service Reviews (MSR) and establish, amend, and update Spheres of Influence (SOI) for local governmental agencies whose jurisdictions are within Del Norte County; and

WHEREAS, the Commission conducted a MSR to evaluate the availability and performance of governmental services provided by the Del Norte County Library District, hereinafter referred to as “Library District” or “District”, pursuant to California Government Code Section 56430; and

WHEREAS, the Commission conducted a SOI update for the District pursuant to California Government Code Section 56425; and

WHEREAS, the Executive Officer gave sufficient notice of a public hearing to be conducted by the Commission in the form and manner provided by law; and

WHEREAS, the Commission heard and fully considered all the evidence presented at a public hearing held on the MSR and SOI update on November 24, 2025; and

WHEREAS, the Commission considered all the factors required under California Government Code Section 56430 and 56425.

NOW, THEREFORE, IT IS RESOLVED, DETERMINED, AND ORDERED as follows:

1. The Commission, as Lead Agency, finds the MSR is exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15306. This finding is based on the use of the MSR as a data collection and service evaluation study. The information contained within the municipal service review may be used to consider future actions that will be subject to additional environmental review.
2. The Commission, as Lead Agency, finds the SOI update is exempt from further review under the California Environmental Quality Act pursuant to Title 14 California Code of Regulations Section 15061(b)(3). This finding is based on the Commission determining with certainty the update will have no possibility of significantly affecting the environment given no new land use or municipal service authority is granted.

3. The MSR and SOI Update is assigned the following distinctive short-term designation: “Del Norte County Library District MSR/SOI Update 2025”.
4. Pursuant to Government Code Section 56430(a), the Commission makes the written statement of determinations for the Library District included in the MSR, hereby incorporated by reference.
5. Pursuant to Government Code Section 56425(e), the Commission makes the written statement of determinations for the agency under review included in the SOI update, hereby incorporated by reference.
6. The Executive Officer shall revise the official records of the Commission to reflect this MSR/SOI update and is authorized to make non-substantive changes to the document as necessary.

BE IT FURTHER RESOLVED that the Del Norte County Library District MSR/SOI Update 2025 is hereby approved and incorporated herein by reference and the SOI for the District is as shown in Exhibit A, attached hereto.

THE FOREGOING RESOLUTION was introduced at a regular meeting of the Del Norte Local Agency Formation Commission on the 24th day of November 2025, and adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Attest:

Lyle Armstrong, Chair
Del Norte LAFCo

George Williamson, AICP, Executive Officer
Del Norte LAFCo

EXHIBIT A - Del Norte County Library District Boundary and Sphere of Influence Map

CALAFCO 2025 Conference Highlights

When & Where: October 22–24, 2025 • San Diego

LAFCO Fundamentals (Pre-conference)

Brief, interactive refresher on LAFCO history, authorities, MSRs, and SOIs. Emphasis on common pitfalls and practical scenarios commissioners face.

Keynote: Intent-Based Leadership

How to push decision-making to the edge while keeping accountability. Takeaways focused on building trust, clarity of intent, and team learning in public agencies.

“How Am I Supposed to Know That???”

A distilled list of things every commissioner and staff member should know. Covered onboarding priorities, Brown Act awareness, understanding local agency finances, and when to ask counsel.

Regional Caucuses, Roundtables, and Annual Business

Peer exchange on current issues by region and role. CALAFCO conducted elections and statewide business. Shared practices and emerging challenges.

Disadvantaged Unincorporated Communities (DUCs)

Embedding equity in MSRs, SOIs, and boundary changes. Tools to align annexation policy with water, sewer, and infrastructure access for underserved areas.

Incorporations in Today’s Environment

Case-based lessons on fiscal readiness, revenue neutrality, service delivery, and timing. What makes a modern cityhood proposal viable.

Reorganization Toolbox

Options to address service gaps, especially fire and water. Using MSRs, early fiscal-distress indicators, consolidations, dissolutions, and SB 938 procedures.

Technology Modernization

Low-cost ways to adopt AI, GIS, and digital records to improve transparency and throughput. Change management and staff training were highlighted.

Farmland and Housing

Balancing ag land protection with orderly growth and housing needs. Practical approaches to align local plans, SOIs, and annexations with CKH objectives.

Legislative and Regulatory Update

What changed in 2025, what is coming in 2026, and how it may affect local processes. Guidance on tracking implementation details at the commission level.



DEL NORTE LOCAL AGENCY FORMATION COMMISSION
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AGENDA ITEM 5B

MEETING DATE: November 24, 2025
TO: Del Norte Local Agency Formation Commission
FROM: George Williamson AICP, Executive Officer
SUBJECT: Current and Future Applications Update

The following application(s) are currently active with LAFCo, or may be filed in the future:

Del Norte Resource Conservation District (RCD) Sphere of Influence (SOI) Amendment:

The SOI Amendment will be considered at a noticed public hearing scheduled for the Commission's Regular November 24, 2025, Meeting. If approved, it's anticipated that RCD will begin the application process for the annexation of land Countywide.

The following application(s) could become active with LAFCo in the future:

HRC CSD - Jed Smith Homeowners Association (HOA) Water Systems Connection

A HRC Community Service District Consolidation, Preliminary Engineering Report (PER), dated October 2025, was prepared for the California State Water Resources Control Board (SWRCB), Drinking Water State Revolving Fund (DWSRF) program as part of the Technical Assistance (TA) Work Plan Number 7060-A (construction financing application assistance). The following is the Executive Summary from that report:

'This report outlines the proposed consolidation of the Jed Smith Homeowner's Association (HOA) water system with the HRC Community Services District (HRC CSD) water system in Crescent City, California. The Jed Smith HOA currently operates its own public water system, which has faced persistent water quality violations due to contamination from surface water intrusion and inadequate treatment.

The HOA has been under a Compliance Order since 2017 due to elevated levels of total coliform and E. coli bacteria. Despite efforts to improve treatment, the system remains under a Boil Water Notice. Given the HOA's designation as a disadvantaged community and its location within HRC CSD's service area and sphere of influence, consolidation is both a regulatory priority and a practical solution.

Considerations for consolidation include three alternatives, designated as A, B, C and D. Alternative A assumes no change is pursued and the HOA maintains its current operations. Alternative B describes the consolidation of the HOA through a master meter connection, enabling the HOA to purchase water from HRC CSD. Alternative C considers complete managerial and physical consolidation of the Jed Smith HOA water system with HRC CSD, warranting replacement of the current distribution system within the HOA, as the HOA would cease to exist as a public water system. Alternative D considers construction phasing to combine the approaches analyzed in Alternatives B and C to provide a prompt and long-term solution to the HOA.

Alternatives B through D include critical infrastructure upgrades to ensure reliable service and compliance with California Water Code §10609.62. These improvements include a new production well, storage tank improvements or replacement, a new booster pump station, and emergency backup power.

Alternatives B through D propose a new transmission main to connect the two water systems. Two alignment options were explored. Alignment Option 1 includes constructing the transmission main parallel to State Route 197 (SR 197) between Bell Hole Loop and Jed Smith Lane. This option would require coordination with Caltrans to obtain an easement to route the transmission main within Caltrans's Right-of-Way (ROW) along SR 197. Alignment Option 2 includes constructing the transmission main across a small creek between the two water systems. This option would require securing easements and permission from several private property owners to route the transmission main through their properties.

After evaluating technical feasibility, regulatory compliance, cost, and long-term sustainability, Alternative D was selected as the recommended project. It provides immediate relief to the HOA while planning for full integration into HRC CSD's system over time. This approach supports public health, regulatory compliance, and operational efficiency for both communities. Alignment Option 1 is preferred for the transmission main due to lower environmental and permitting complexity.'

The report recommendation, Alternative D: Master Meter and Future Physical Consolidation is a combination of Alternatives B and C. The Alternative D intent is to complete infrastructure improvements in phases to get clean and reliable water supply to the Jed Smith HOA as soon as possible. The Jed Smith HOA is within the HRC CSD Sphere of Influence, but outside its jurisdictional boundary. While annexation to HRC is still preferred, at a minimum this alternative would require an out of agency services action by Del Norte LAFCo, in anticipation of future annexation.

Crescent City - Out of Area Services / Annexation Butte MHP connection to City Water System

RECOMMENDATION

Staff recommends the Commission receive and file this report and provide direction to staff as necessary.



DEL NORTE LOCAL AGENCY FORMATION COMMISSION

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AGENDA ITEM 5C

MEETING DATE: November 24, 2025
TO: Del Norte Local Agency Formation Commission
FROM: George Williamson AICP, Executive Officer
SUBJECT: Calendar Year - 2026 - Regular & Special Meeting Dates

DISCUSSION

The Commission generally meets on the fourth Monday of every other month, unless rescheduled due to holidays or other considerations. The Calendar Year 2026 meeting dates are listed below.

January 26, 2026	Regular Meeting
March 23, 2026	Regular Meeting - Draft Budget
May 25, 2026	Regular Meeting - Final Budget
July 27, 2026	Regular Meeting
September 28, 2026	Regular Meeting
November 23, 2026	Regular Meeting (may change due to holiday)