FORTUNA CHAMBER OF COMMERCE & VISITOR CENTER
RIVER LODGE PROPOSAL

THIS IS FORTUNA!

SUNNY FORTUNA
THE FRIENDLY CITY
FORTUNA CHAMBER OF COMMERCE

Executive Summary

The Fortuna Chamber of Commerce is uniquely positioned to manage and elevate the River Lodge into Northern California's premier community conference and event center. With over 30 years of service and a network of more than 400 member businesses, the Chamber brings extensive experience in hospitality, tourism development, and event management—ensuring professional oversight, operational efficiency, and measurable economic impact for the City of Fortuna.

Management Philosophy and Approach

Our management philosophy emphasizes collaboration, community engagement, and strategic growth. By integrating the Chamber, Visitor Center, and River Lodge into a unified "tourism engine," we will create a centralized hub that maximizes facility utilization, increases hotel occupancy, and strengthens Fortuna's regional visibility.

I Felicia Thomsson, as CEO, has led a 30% increase in Chamber membership and successfully transitioned major community events, such as the Al Gray Parade, under Chamber management. My three decades of experience in retail and hospitality guide a results-driven, service-oriented approach focused on professionalism, fiscal responsibility, and sustainable development.

Demonstrated Competence and Experience

The Chamber's proven success in planning and executing events ranging from 150 to over 1,000 attendees demonstrates our capacity to manage complex logistics and deliver exceptional experiences. Our nonprofit structure and established administrative systems ensure transparent financial management and operational accountability

Strategic Operations and Marketing Plan

Our operational strategy emphasizes cost containment, revenue growth, and brand expansion under the "This is Fortuna" initiative.

Key priorities include:

- **Staffing:** A dedicated management team led by the Executive Director, supported by an Office Manager, Tourism and Marketing Coordinator, and part-time event staff.
- **Growth Objectives:** Achieving 20 monthly bookings and introducing weekday entertainment events to expand utilization.
- **Partnership Development:** Strengthening regional collaborations and creating lodging packages with local hotels to attract new markets.

Through this integrated and community-focused approach, the Fortuna Chamber of Commerce will ensure the River Lodge fulfills its public mission while driving sustained economic vitality for the City of Fortuna. .

Fortuna Chamber of Commerce Proposal for River Lodge Management

The Fortuna Chamber of Commerce is confident in its ability to integrate River Lodge operations into our existing organizational structure while maintaining the highest standards of professional competence, fiscal responsibility, and community service.

Integration and Professional Competence

As a member-driven nonprofit dedicated to economic growth and community support, the Chamber possesses the infrastructure and administrative expertise required to manage River Lodge effectively. Our organization currently operates the City's Visitor Center and Tourism & Marketing Committee, overseeing facility upkeep, landscaping, and promotional displays. This experience ensures a seamless transition and professional management of event administration, cost considerations, and operational efficiency.

Our management team includes an Executive Director, Office Manager, Tourism & Marketing Coordinator, and part-time event staff, each with defined roles to ensure accountability, timely execution, and consistent service quality. This structure provides the capacity to meet scheduling demands and maintain fiscal discipline while supporting the City's broader tourism and economic development goals.

Proven Track Record and Performance

The Chamber has a demonstrated history of meeting rigorous time schedules and budgets through transparent financial management and community collaboration. Our funding model, supported by membership dues, sponsorships, and major annual events such as the **Annual Awards Dinner and Auction**, reflects our ability to sustain operations responsibly. Additionally, we administer **Measure W (TOT) funds** for tourism promotion under contract with the City of Fortuna.

Our relevant experience includes:

- **Event Management:** Successful coordination of large-scale community events such as the *Fortuna Chili Cook-off*, *Fortuna Fall Festival*, and *Al Gray Lighted Parade*, each executed within budget and with year-over-year growth in attendance.
- **Marketing & Outreach:** Management of the "Visit Fortuna, CA" website and social media channels, reaching over **10,000 digital followers** and driving measurable increases in visitor engagement.
- **Tourism Operations:** Publication and distribution of the *Fortuna Visitors Guide*, management of city billboards, and execution of digital marketing campaigns that have contributed to increased hotel occupancy and local business participation

Commitment to Feasibility and Excellence

Our existing role as the City's tourism and visitor hub provides a unique advantage in positioning River Lodge as a premier destination for events and gatherings. We will apply our expertise in facility maintenance, beautification, and business referral coordination to ensure River Lodge remains a vibrant, well-managed asset to the community.

The Chamber's leadership team brings over **30 years of combined experience** in event administration, hospitality, and municipal partnership. References from past collaborators and City departments are available upon request, attesting to our reliability, professionalism, and consistent delivery of results.

Operations Plan

With our dedicated staff and proactive drive, we are confident in our ability to successfully market and expand the reach of the River Lodge. In response to the requirements for the River Lodge operations and management plan, the Fortuna Chamber of Commerce submits the following proposal.

Management and Staffing Organization

The Fortuna Chamber of Commerce will continue to operate under its longstanding bylaws and policies, overseen by our Board of Directors. The CEO/President reports to the board and will manage all operations and staff. To support this transition, we plan to hire a full-time Office Manager to work strategically with the CEO/President on plan execution. Our initial team will also include a part-time Marketing Coordinator and two part-time conference workers, with the potential to increase staffing as bookings grow.

Operations and Economic Impact

Our primary goal is to address the current occupancy deficit. Research indicates the facility is currently occupied only 120 days per year. We aim to double this occupancy within the first year, which is projected to increase revenue to approximately $388,000.

Policies and Procedures

We will utilize the existing rental rate sheet as a primary template, making strategic modifications to enhance revenue and cost containment. To manage risk, all renters will continue to be required to provide special events insurance and a refundable deposit. Our comprehensive approach will ensure high standards for security, customer service, and daily maintenance.

We look forward to the opportunity to demonstrate our team's expertise in managing and growing this event space.

Booking Process

- Direct Outreach: We will immediately contact past attendees and guests who have held annual events to announce that the River Lodge is a fully functioning facility. Additionally, we will utilize our private organizational lists to reach out to groups outside the county to attract new conferences to the area.
- Integrated Booking Support: When prospective clients inquire about bookings, we will provide immediate cross-references for local services using our Chamber membership directory. To enhance their stay, we will provide information on local events and direct them to hotels within walking distance. We also intend to establish a special discount code with local hotels for guests who have confirmed events at the River Lodge.
- Diverse Programming: To increase visitor traffic during slower months, we plan to host various entertainment events but not limited to; including live music, comedy performances, and plays.

- Business Development: We will create business training opportunities and events designed to foster local professional growth and development.

Example

- Every inquiry will receive a response within one business day.
- Events will be entered into an online booking calendar.
- Contracts and deposits will be processed electronically.
- Clients will receive planning checklists, vendor recommendations and event timelines.

Customer Service Standards

Training and Quality Assurance To ensure consistent excellence in operations, all River Lodge staff will undergo quarterly training focused on customer service, safety, and event coordination. Training modules will include emergency response procedures, hospitality standards, and technology use for booking and communication. The CEO & Office Manager will conduct monthly performance reviews and provide feedback to maintain accountability and continuous improvement.

Maintenance Plan

Maintenance Accountability The Office Manager will oversee the daily maintenance checklist and maintain a digital log of inspections and repairs. Preventative maintenance tasks will be tracked monthly, and all issues will be documented and reported to the CEO/President. This ensures transparency and timely resolution of facility needs.

We will create an extensive plan and partner with our local businesses to facilitate any maintenance that we can not take care of ourselves that will be reviewed regularly.

Daily: Clean facility, inspect bathrooms, kitchen check, remove trash

Weekly: Inspect equipment, check HVAC, review landscaping

Monthly: Fire extinguisher review, deep clean, log preventative maintenance

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Security Procedures

- **Security Cameras**
  - The facility is equipped with surveillance cameras strategically placed to monitor entrances, exits, and common areas. Footage will be reviewed as needed to ensure safety and accountability.
- **Locking Procedures**
  - A formal building lock-up protocol will be established and reviewed quarterly. Locks will be changed periodically or as required to maintain security integrity. End-of-day procedures will include a full inspection and secure closure of all access points.

- **Key Control**
  - Keys will be distributed only to authorized personnel, including the Board Chair, CEO/President, and designated staff members. A key log will be maintained to track issuance and returns, ensuring controlled access to all areas.
- **Emergency Contacts**
  - Staff will maintain a comprehensive emergency contact directory accessible in both digital and printed formats. The Board of Directors will also maintain an emergency communication tree to ensure rapid coordination in urgent situations.
- **Incident Reporting**
  - All incidents, regardless of size or severity, will be documented in a dedicated incident file. Reports must be signed by the CEO/President and included in monthly staff reports to the Chamber Board, unless immediate attention is required.

Risk Management

Financial Oversight and Cost Containment The CEO/President and Treasurer will jointly review monthly financial statements to monitor revenue, expenses, and cost containment measures. We will implement a quarterly budget review process to identify opportunities for savings and reinvestment. Vendor contracts will be evaluated annually to ensure competitive pricing and maximize value for the Chamber.

- **Required insurance-**
  - We have secured Insurance per requested coverage. Policy available for review by request due to packet size limitations
  - Event renters will be required to carry a special event insurance and provide a copy for our file
- **Damage deposits-**
  - A refundable deposit will be taken with all event bookings and returned to the rentee 48 hours after space has been inspected and reviewed.
- **Alcohol permits**
  - Event renters will be required to file and hold an approved permit authorized by the ABC office and must hold a copy during the event as well as one on file at least 3 days before the event.
- **Emergency evacuation procedures-**
  - All staff and Board of directors will be required to to read over the necessary documents outlined if an evacuation should occur. We will ask local Emergency resources for input and suggestions

Performance Metrics

We will measure success through clear, quantifiable goals:

- Achieve **95% customer satisfaction** based on post-event surveys.
- Increase **annual occupancy by 100%** within the first year.
- Reduce **maintenance costs by 10%** through local partnerships.
- Maintain **response times under 24 hours** for all client inquiries

Organization Chart

2026-2027 Fortuna Chamber Board of Directors

- Cody Hurst, Chair
- Brian Gonzalez, Immediate Past Chair
- Liz Deck, Treasurer
- Mavis Amen, Secretary
- Kimberly Rossig-Roth, Director
- Laura Morris, Director
- Jacy Snodgrass, Director Ambassador Chair
- Corrie Stevenson, Director
- Becky Giacomini, Director

Staff Roles and Responsibilities

Position	Name / Status	Notes
CEO / President	Felicia Thomsson	Current CEO/President of The Fortuna Chamber & Visitor Center
Office Manager	To be hired	Position contingent upon proposal acceptance
Marketing Coordinator	Part-time to be hired	Position contingent upon proposal acceptance
Conference Staff	Two part-time staff to be hired	Positions contingent upon proposal acceptance

Chief Executive Officer (CEO) / President

Responsible for:

- Chamber of Commerce business members
- Overall operations and strategic direction for all aspects
- Budget management and fiscal oversight
- Staff supervision and performance evaluation
- City reporting and compliance
- Community partnerships and stakeholder engagement
- Reports to the Fortuna Chamber Board Of Directors

Office Manager

Responsible for:

- Event booking and scheduling
- Contract preparation and administration
- Deposit processing and financial tracking
- Customer service and client communication
- Calendar management and coordination
- Tourism packages
- Reports to CEO

Marketing Coordinator

Responsible for:

- Website updates and content management
- Social media engagement and analytics
- Advertising campaigns and promotional materials
- Hotel partnerships and cross-marketing initiatives
- Tourism development and outreach
- Reports to CEO

Conference Staff

Responsible for:

- Event setup and teardown
- Facility cleaning and maintenance
- Kitchen support and inventory
- Customer assistance during events
- Reports to CEO & Office Manager

Sales and Marketing Plan

The Fortuna Chamber of Commerce's Sales and Marketing Plan presents a comprehensive and innovative strategy to increase utilization of the River Lodge. Building upon the Chamber's established "This is Fortuna" brand and extensive tourism network, our approach combines targeted outreach, integrated booking support, and cross-promotional partnerships to attract new and returning clients. We will engage past event hosts, regional organizations, and visitor markets beyond Humboldt County through coordinated digital campaigns, direct mail outreach, and strategic collaborations with local hotels and businesses. By leveraging the Chamber's existing marketing infrastructure, including website management, social media promotion, visitor guides, and regional advertising, we will effectively reach prospective customers and position the River Lodge as a premier venue for conferences, entertainment, and multi-day events. This plan ensures measurable growth in bookings, overnight stays, and regional visibility while reinforcing Fortuna's identity as a vibrant destination hub.

Marketing Plan

Our approach focuses on leveraging our existing resources and The Fortuna Chamber network to drive growth through the following initiatives:

- Direct Outreach: We will immediately contact past attendees and guests who have held annual events to announce that the River Lodge is a fully functioning facility. Additionally, we will utilize our private organizational lists to reach out to groups outside the county to attract new conferences to the area.
- Integrated Booking Support: When prospective clients inquire about bookings, we will provide immediate cross-references for local services using our Chamber membership directory. To enhance their stay, we will provide information on local events and direct them to hotels within walking distance. We also intend to establish a special discount code with local hotels for guests who have confirmed events at the River Lodge.
- Diverse Programming: To increase visitor traffic during slower months, we plan to host various entertainment events, including live music, comedy performances, and plays.
- Business Development: We will create business training opportunities and events designed to foster local professional growth and development.

With our dedicated staff and proactive drive, we are confident in our ability to successfully market and expand the reach of the River Lodge.

Strategic Marketing Goals (2026–2029)

Primary Objectives:

Increase:

- Overnight stays- Outreach to draw companies to host multi- day events to increase TOT.
- Event attendance - Cohesive marketing plan and assistance with promoting the public events held at the River Lodge.
- Visitor spending - By creating a one stop shop visitor center conveniently located off the freeway we will not only be able to educate visitors on events going on in the area but we will continue to promote all of our businesses and assets in hopes that they choose to stay a few days in Fortuna.
- Regional tourism awareness
- Fortuna's destination identity
- Cross-county partnerships - We have been creating new partnerships in hopes to start cross promotion campaigns by creating a destination Visitor center that could open us up for more possibilities
- .State associations
- Continue to grow partnerships with other nonprofits
- Reach out to Medical organizations
- Reach out to Government agencies
- Create Business retreats
- Become Northern California conference destination

Please find the Sales and Marketing Plan for the River Lodge, as outlined by the Fortuna Chamber of Commerce. Our strategy leverages the established "This is Fortuna" brand to increase usage of the River Lodge through innovative outreach and strategic partnerships.

As the lead promotional organization for the City of Fortuna, the Chamber manages an extensive marketing infrastructure designed to drive tourism and economic vitality. Our current efforts include:

Event Promotion & Destination Marketing: We provide comprehensive support for major annual events such as Daffodil Days, the Fortuna Rodeo, and Hops in Humboldt. This includes website management, social media campaigns, and volunteer coordination.

Chamber-Organized Events: We directly execute signature events including the Apple Harvest Festival, Al Gray Electric Lighted Parade, Fall Fest, and the Chili Cook-Off, managing everything from permitting and venue rental to vendor applications and day-of logistics.

Digital & Print Presence: We maintain the Visit Fortuna website and social media channels while distributing 20,000 annual visitor guides. Our targeted direct mail campaigns reach key corridors including Highway 99, I-5, and the greater Sacramento and Redding areas.

Visitor Center Operations: We manage the Fortuna Visitor Center, serving as the primary point of contact for travelers and providing direct referrals to local attractions and lodging.

We look forward to utilizing these established assets to enhance the visibility of the River Lodge. The Fortuna Chamber of Commerce plays a central role in driving tourism, community engagement, visitor services, and economic vitality for the City of Fortuna. Through year-round destination marketing, event promotion, visitor center management, regional advertising, and strategic partnerships, the Chamber functions as Fortuna's lead tourism and promotional organization. We strongly feel that the Riverlodge would serve as a fantastic first impression to visitors of the Eel River Valley.

Under the established branding theme **"This is Fortuna,"** the Chamber showcases Fortuna as a vibrant, welcoming, and experience-rich destination positioned as the ideal hub for visitors exploring Humboldt County and the Redwood Coast.

This strategic plan outlines:

- Current tourism and marketing efforts managed by the Chamber
- Fortuna's tourism assets and competitive advantages
- Existing promotional infrastructure
- Opportunities for expanded partnerships and visitor attraction
- Proposed growth strategies for increasing overnight stays, visitor spending, and regional visibility

Current Chamber Tourism & Marketing Responsibilities

Annual Event Promotion & Destination Marketing

The Chamber promotes Fortuna's signature events and attractions through coordinated marketing campaigns, print and digital media, social platforms, and regional outreach.

Major Events Supported:

Daffodil Days • Art & Wine in the Park • July 3rd Fireworks • Fortuna Rodeo • AutoXpo • Humboldt County Fair • Citywide Yard Sale • First Friday Markets • Farmers Market • Hops in Humboldt • Apple Harvest Festival* • River Lodge Events • Vintage Markets • Al Gray Electric Lighted Parade* • Fortuna Concert Series • Humboldt Botanical Garden Events • Shuck Yeah • Fall Fest* • Chili Cook-Off* • Christmas Music Festival (*Denotes Chamber-organized and executed events.)

Promotional Methods

- Social media campaigns and website listings
- Visitor guides and print brochures
- Regional mail campaigns
- Billboard and magazine advertising
- Cross-county partnerships and tourism websites
- Travel show participation

Digital Presence & Brand Management

Website Management: Full oversight of *VisitFortuna.com* including event calendars, tourism guides, lodging, and community updates.

Social Media: Regular destination marketing, event promotion, business highlights, and regional audience engagement.

Regional Platforms: Updates to *Visit Redwoods*, *Visit Humboldt*, and other tourism sites.

Visitor Center Operations

The Chamber manages the Fortuna Visitor Center, providing traveler assistance, distributing guides, offering business referrals, and maintaining landscaping and promotional displays to enhance Fortuna's visitor experience.

Print Marketing & Distribution

Visit Fortuna Guide: Updated annually; 20,000 copies distributed regionally.

Additional Materials: Annual event brochures, trail maps, and flyers.

Strategic Mail Distribution: Targeted campaigns across Northern and Central California, including the Highway 99 and I-5 corridors.

Paid Advertising Management

Tourism and Marketing-funded advertising includes:

- Billboards
- *Insider Magazine*
- *101 Things to Do in HumboldtAl Gray Parade advertising*
- *Apple Harvest advertising*
- *Chili Cook-Off advertising*
- *Seasonal campaigns*
- *Travel show representation*
- *Promotional video development*

*These efforts aim to **increase overnight stays and visitor spending within the region.***

Community Benefit and Public Access

Commitment to Community and Public Access

The **Fortuna Chamber of Commerce & Visitor Center** is dedicated to maintaining the **River Lodge** as a welcoming, inclusive, and accessible facility for residents, nonprofits, and public-serving organizations. Our management approach ensures that the Lodge continues to serve as a cornerstone for civic engagement, cultural enrichment, and economic vitality in Fortuna.

Equitable Access and Welcoming Environment

- Maintain **affordable rental rates** and **flexible scheduling** for community events such as weddings, baby showers, memorials, and business workshops.
- Prioritize access for **local nonprofits, schools, and civic groups**.
- Ensure **ADA compliance** and accessibility for all visitors.

Support for Community and Civic Events

We will continue hosting and supporting annual events that define Fortuna's community spirit, including the **Al Gray Lighted Parade**, **Fortuna Chili Cookoff**, and **Apple Harvest Festival**. These events foster civic pride and volunteerism while providing fundraising opportunities for local organizations.

- Additionally, we will encourage new uses such as **educational workshops**, **art exhibits**, and **youth programs** that strengthen community connections.

Partnerships and Collaboration

Our operations model emphasizes collaboration with local institutions and groups:

- **Schools and Youth Programs:** Hosting student performances, career fairs, and leadership events.
- **Community Groups:** Providing space for fundraisers and awareness campaigns.
- **Local Artists and Businesses:** Featuring rotating art installations and vendor showcases to highlight local talent.
- We also plan to partner with local organizations to **beautify the River Lodge campus** through landscaping projects and public art installations

.Economic, Social, and Cultural Impact

- The River Lodge drives local economic growth by supporting the livelihoods of **local caterers, event coordinators, florists, DJs, photographers, and rental companies**, while attracting visitors who contribute to Fortuna's hospitality and retail sectors.

Proposed enhancements include:

- **Wayfinder Signage:** Campus signage featuring a city map and local business advertising.
- **Public Art:** Installation of metal sculptures throughout the garden.
- **Sustainability:** Exploring solar partnerships and installing **EV charging stations**.
- **Visitor Services:** A professionally staffed Visitor Center offering local referrals and community information.

Alignment with the City's Mission

Our mission, to enhance economic growth through the promotion and support of community, civic interests, and member businesses, aligns directly with the City's public service goals. The River Lodge will continue to serve as a vibrant hub for residents and visitors, embodying Fortuna's values of inclusivity, collaboration, and pride.

Economic Development

By allowing the Fortuna Chamber of Commerce to manage the River Lodge, we will:

- Sustain the livelihoods of local independent contracted and small businesses.
- Increase hotel occupancy and local spending through expanded event bookings.
- Offer **nonprofit rates** to qualifying organizations, ensuring equitable access.
- Create **business-to-business (B2B)** opportunities that foster local growth and collaboration.

Financial Projections and Sustainability

To address the current operating deficit, we propose a 5 year tiered lease agreement

- Years 1 & 2: $1.00 per year. This would allow us to recoup all the missed revenue from not allowing booking to be made as well as repairing the reputation.
- Year 3: $2,000 monthly ($24,000 annually).
- Year 4: $3,000 monthly ($36,000 annually).

The proposed nonprofit operational model for the River Lodge demonstrates a significant improvement in fiscal sustainability. By leveraging Chamber resources and pursuing strategic partnerships for utilities and connectivity, projected annual expenses are reduced from $469,439 to $240,792 , a potential savings of over $228,000. This streamlined approach narrows the shortfall to $46,792 and positions the Lodge for long-term viability. Combined with the marketing plan's focus on expanding occupancy and community engagement, this budget outlook underscores a responsible, forward-thinking strategy that aligns financial efficiency with growth potential.

Figure 1. River Lodge 2025–26 Budget Comparison. The proposed nonprofit model demonstrates a significant reduction in operating costs and shortfall, positioning the Lodge for long-term financial sustainability through strategic partnerships and increased event volume.

Category	Current City Budget	Projected Nonprofit Model
Annual Expenses	$469,439	—
Annual Revenue	$194,000	—
Shortfall	$275,439	—
Basic Expenses	—	$58,513.19
Salaries	—	$179,400
Insurance	—	$2,879
Total Operating Cost	—	$240,792.19
Projected Revenue	—	$194,000
Projected Shortfall	—	$46,792.19

Projected Annual River Lodge Expenses (Based on Publicly Available Information)

Expense Item	Amount (USD)	Notes / Strategy
Dishwasher / EcoLab	$1,807.92	Routine sanitation supplies
MPPA / Sanitizing Chemicals	$1,314.00	Cleaning and maintenance materials
Advanced Security	$414.00	Basic facility monitoring services
Otis / Lift Maintenance	$897.67	Elevator service contract
AT&T	$4,475.43	Anticipated reduction through nonprofit rate
PG&E	$27,957.35	Exploring solar partnerships to improve energy efficiency and reduce cost
Water / Sewer	$12,082.58	Standard municipal service
WiFi / Fiber Optics	$9,564.24	Seeking local nonprofit partnership to lower connectivity costs
Total Basic Expenses	$58,513.19	Estimated baseline facility operations

Personnel and Administrative Costs

Position	Annual Cost (USD)	Notes
CEO / President	$69,000	Currently budgeted under Chamber; salary adjustment recommended for expanded responsibilities
Office Manager	$48,000	Full-time hourly position
Marketing / Tourism / Events	$24,000	Budgeted under Chamber; part-time hourly
Conference Support Staff (2 Part-Time)	$38,400	Event and facility operations support
Total Salaries	$179,400	Combined personnel cost

Insurance and Risk Management

Policy	Amount (USD)	Notes
Hartford Liability Policy	$1,750.00	Includes required recommendations
Hartford Board & Directors Policy	Included	Covered under Chamber umbrella
Arch Insurance (Officers & Directors)	$1,129.00	Annual premium
Total Insurance	**$2,879.00**	Comprehensive coverage maintained

Budget Alignment and Community Impact

These projections illustrate how the nonprofit model will significantly reduce annual operating costs while expanding community value. By leveraging local partnerships, sustainable energy solutions, and nonprofit pricing structures, River Lodge can operate more efficiently and redirect savings toward **program development, tourism promotion, and local workforce support**. This approach not only strengthens the Lodge's financial foundation but also amplifies its role as a catalyst for **economic growth, environmental responsibility, and regional collaboration**. The following budget comparison demonstrates the measurable benefits of this transition and the Lodge's potential for long-term sustainability.

Funding & Support Justification

The Fortuna Chamber of Commerce is securing immediate funding through **foundation sponsorships** and **private partnerships** to cover initial operating expenses. A confirmed **$100,000 pledge** will be released upon proposal acceptance, supported by **promissory notes** to ensure operational continuity during the transition phase.

By **2029**, the River Lodge is projected to become **self-supporting** through increased event volume and strategic cost reductions, including **solar energy partnerships** and **EV charging station installations**.

Building on this financial foundation, the Chamber will strengthen community partnerships that expand ongoing tourism and economic development initiatives. These efforts directly contribute to:

- Local **economic growth** and small-business support
- Increased **sales and lodging tax revenue**
- Enhanced **community engagement** and regional competitiveness
- Greater **destination visibility** within Humboldt County

Continued and expanded support will ensure the River Lodge's successful transition into a **premier, self-sustaining nonprofit destination**, reinforcing Fortuna's role as a vibrant hub for civic, cultural, and economic activity.

Conclusion

The Fortuna Chamber of Commerce is not only promoting events, but it is actively functioning as Fortuna's tourism development engine.

From managing visitor-facing infrastructure and marketing campaigns to building regional partnerships and maintaining destination branding, the Chamber is essential to sustaining and growing Fortuna's economic vitality.

With strategic investments, expanded partnerships, and innovative tourism development, Fortuna is positioned to further establish itself as: a premier destination conference and event center.

Why the Fortuna Chamber of Commerce

- Follow the mission of our organization
- 100+ years serving Fortuna
- Existing Visitor Center operation
- 400+ member businesses
- Trusted nonprofit
- Proven event management
- Existing tourism marketing
- Deep community relationships
- Economic development mission
- Volunteer network
- Ability to promote local businesses alongside River Lodge events

We believe, "No other applicant can offer this combination."

"The Welcoming Heart of Humboldt County."

Thank you for your time and consideration, we know this is a huge decision and we appreciate the opportunity.

SUNNY FORTUNA THE FRIENDLY CITY
FORTUNA CHAMBER OF COMMERCE

7/7/2026

Thank you, Fortuna City Staff & Council,

Attached find the Fortuna Chamber of Commerce & Visitor Center Financials, please note we have two accounts.

We have also included an approval of additional funding of $100,000. should our proposal be accepted.

Thank you for your consideration.

Feticia Thomsson

CEO/President Fortuna Chamber of Commerce

Gmail

Felicia Thomsson <ceo@fortunachamber.com>

Re: Proposal

1 message

Meredith Matthews <meredith.hlaredwoods@gmail.com>
To: Fortuna Chamber <ceo@fortunachamber.com>
Cc: Six Rivers Motel | Pritesh Patel <tesh0@hotmail.com>, Einstein@gmail.com

Tue, Jul 7, 2026 at 2:02 PM

This is to clarify that this is for the Fortuna Chamber of Commerce

Meredith Matthews
Executive Director
Humboldt Lodging Alliance
(707)499.0809

On Tue, Jul 7, 2026, 1:57 PM Meredith Matthews <meredith.hlaredwoods@gmail.com> wrote:

Hi Felicia,

Pending the approval of your proposal to the City of Fortuna regarding the Fortuna River Lodge-

Should your proposal be approved by the City of Fortuna, the Fortuna Lodging Alliance is prepared to hold a public meeting to approve a contribution of $100,000 to be spent on events and opportunities to promote overnight stays in the City of Fortuna.

Meredith

Meredith Matthews
Executive Director
Humboldt Lodging Alliance
(707)499.0809

11:14 AM

07/03/26

Accrual Basis

FORTUNA CHAMBER OF COMMERCE
Balance Sheet
As of June 30, 2024

		Jun 30, 24
ASSETS		
Current Assets		
Checking/Savings		
Lunches Petty Cash		40.00
Mixer Petty Cash		50.00
Umpqua Bank checking acct.		31,397.28
Total Checking/Savings		31,487.28
Accounts Receivable		
Accounts Receivable		255.00
Total Accounts Receivable		255.00
Other Current Assets		
City of Fortuna - Sponsorship		4,080.00
Due from Measure W		776.31
Edward Jones CD 0951816		3,345.82
Prepaid Expenses		1,385.49
Prepaid insurance		616.73
Total Other Current Assets		10,204.35
Total Current Assets		41,946.63
Fixed Assets		
Accumulated Depreciation		-33,497.00
Building		
Building Improvements	16,015.00	
Original Cost	13,495.00	
Total Building		29,510.00
Computer Equipment		5,269.58
Total Fixed Assets		1,282.58
TOTAL ASSETS		**43,229.21**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable		300.24
Total Accounts Payable		300.24
Other Current Liabilities		
In Kind Grant - City of Fortuna		4,080.00
Monday Club Lunch Sponsorship		70.00
Payroll Liabilities		1,102.65
Prepaid Monday Club Lunches		930.00
Total Other Current Liabilities		6,182.65
Total Current Liabilities		6,482.89
Total Liabilities		6,482.89
Equity		
Retained Earnings		5,152.54
Unrestricted net assets		11,402.33
Net Income		20,191.45
Total Equity		36,746.32
TOTAL LIABILITIES & EQUITY		**43,229.21**

10:34 AM
07/07/26
Accrual Basis

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2023 through June 2024

	Jul '23 - Jun 24	
Ordinary Income/Expense		
Income		
Dues		
Membership Dues	41,431.16	
New Members	1,129.57	
Total Dues		42,560.73
Measure W 25% - Chamber		18,531.10
Miscellaneous Income		
Labor Posters	96.69	
Miscellaneous Income - Other	0.00	
Total Miscellaneous Income		96.69
Program Income		
Annual Dinner		
Annual Dinner Sponsorships	13,250.00	
Auction Income	12,252.56	
Drinks & 50/50	3,405.23	
Table Sponsor	375.00	
Ticket Sales	16,605.00	
Total Annual Dinner	45,887.79	
Chili Cook-off		
Income	1,430.06	
People's Choice Ticket Sales	1,470.00	
Raffle	375.00	
Total Chili Cook-off	3,275.06	
FRWO - Booth Fee Income	2,325.00	
Monday Club Lunches	4,717.80	
State of the City Breakfast	4,660.00	
Total Program Income		60,865.65
Promotional Income		
Loyalty Card	20.00	
Total Promotional Income		20.00
Total Income		122,074.17
Cost of Goods Sold		
FRWO COGS		206.32
Program COGS		
Annual Dinner		
Administrative expense	1,007.46	
Bar Tending	81.00	
Caterer	8,227.48	
Invitation Postage	272.00	
Table Top Decorations	277.71	
Total Annual Dinner	9,865.65	
Chili Cookoff	0.00	
Monday Club Lunches	3,898.60	
State of the City Breakfast	1,800.00	
Total Program COGS		15,564.25
Total COGS		15,770.57
Gross Profit		106,303.60
Expense		
Advertising		500.00
Ambassadors		68.86
Board of Directors' Expense		750.00
Business property taxes		374.63
CCC Christmas Party		0.00
Contract Labor		3,230.00
Credit Card Fees		790.65
Depreciation Expense		101.14
Dues and Subscriptions		1,468.92
Expense Reimbursement		-0.05
Insurance		
Directors & Officers	884.08	
General Liability	2,317.36	
Total Insurance		3,201.44
Mileage		28.82

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2023 through June 2024

	Jul '23 - Jun 24	
Office expense		
Computer software	3,646.33	
Copier Equipment Rental	1,243.81	
Copier Print Contract	1,146.76	
Office Supplies	136.16	
Website	-25.00	
Total Office expense		6,148.06
Post Office Box Rental		72.31
Postage and Delivery		154.77
Professional Fees		
Accounting	984.53	
Total Professional Fees		984.53
Public Relations		414.75
Salaries & Wages		
Health Care Stipend	375.00	
Mileage Reimbursement	0.00	
Payroll tax	5,145.00	
Salary - President/CEO	63,334.51	
Salary Deduction T&M	-5,080.00	
Workers Compensation	402.73	
Salaries & Wages - Other	566.88	
Total Salaries & Wages		64,744.12
Storage		840.00
Utilities		
Gas and Electric	1,327.01	
Phone & Internet	2,393.83	
Water	753.72	
Total Utilities		4,474.56
Total Expense		88,347.51
Net Ordinary Income		17,956.09
Other Income/Expense		
Other Income		
Interest Income		139.75
Mixers		1,310.00
Other Income		810.61
Total Other Income		2,260.36
Other Expense		
Bank Service Charges		0.00
Other Expenses		
Event Support	0.00	
Mixers	25.00	
Total Other Expenses		25.00
Total Other Expense		25.00
Net Other Income		2,235.36
Net Income		**20,191.45**

11:13 AM
07/03/26
Accrual Basis

FORTUNA CHAMBER OF COMMERCE
Balance Sheet
As of June 30, 2025

		Jun 30, 25
ASSETS		
Current Assets		
Checking/Savings		
Lunches Petty Cash		40.00
Mixer Petty Cash		50.00
Umpqua Bank checking acct.		65,084.60
Total Checking/Savings		65,174.60
Accounts Receivable		
Accounts Receivable		18,549.31
Total Accounts Receivable		18,549.31
Other Current Assets		
City of Fortuna - Sponsorship		3,480.00
Inventory Asset		270.17
Luncheon Leftovers		56.46
Prepaid Expenses		0.40
Prepaid insurance		825.83
Undeposited Funds		1,285.00
Total Other Current Assets		5,917.86
Total Current Assets		89,641.77
Fixed Assets		
Accumulated Depreciation		-33,526.00
Building		
Building Improvements	16,015.00	
Original Cost	13,495.00	
Total Building		29,510.00
Computer Equipment		5,269.58
Total Fixed Assets		1,253.58
TOTAL ASSETS		**90,895.35**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable		174.93
Total Accounts Payable		174.93
Other Current Liabilities		
Grant Expenses Due		5,000.00
In Kind Grant - City of Fortuna		3,480.00
Payroll Liabilities		1,349.23
Total Other Current Liabilities		9,829.23
Total Current Liabilities		10,004.16
Total Liabilities		10,004.16
Equity		
Retained Earnings		25,343.99
Unrestricted net assets		11,402.33
Net Income		44,144.87
Total Equity		80,891.19
TOTAL LIABILITIES & EQUITY		**90,895.35**

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2024 through June 2025

	Jul '24 - Jun 25
Ordinary Income/Expense	
Income	
Al Gray Parade Participants	2,782.51
CCC Sponsorship	1,090.42
Dues	
Membership Dues	77,858.94
New Members	5,065.00
Total Dues	82,923.94
Measure W 25% - Chamber	24,938.22
Miscellaneous Income	
Labor Posters	684.46
Total Miscellaneous Income	684.46
Program Income	
Annual Dinner	
Annual Dinner Sponsorships	11,760.00
Auction Income	13,480.00
Drinks & 50/50	2,345.00
Table Sponsor	455.58
Ticket Sales	12,410.00
Annual Dinner - Other	150.00
Total Annual Dinner	40,600.58
Chili Cook-off	
Income	50.00
Sponsorship	6,250.00
Chili Cook-off - Other	100.00
Total Chili Cook-off	6,400.00
Monday Club Lunches	3,054.26
State of the City Breakfast	3,800.00
Program Income - Other	115.00
Total Program Income	53,969.84
Total Income	166,389.39
Cost of Goods Sold	
Cost of Membership	96.00
Program COGS	
Annual Dinner	
Bar Tending	537.92
Caterer	13.11
Table Top Decorations	83.38
Annual Dinner - Other	11,745.08
Total Annual Dinner	12,379.49
Monday Club Lunches	1,573.38
State of the City Breakfast	2,110.00
Total Program COGS	16,062.87
Total COGS	16,158.87
Gross Profit	150,230.52
Expense	
AL Gray Parade	1,180.19
Ambassadors	194.11
Board of Directors' Expense	1,074.99
Business property taxes	358.34
CCC Christmas Party	1,090.42
Contract Labor	4,324.00
Credit Card Fees	1,033.60
Depreciation Expense	29.00
Dues and Subscriptions	1,732.23
Insurance	
Directors & Officers	1,321.29
General Liability	2,090.42
Total Insurance	3,411.71
Late Fee	118.68
Licenses and Permits	5.00
Membership Recruitment	28.85
Mileage	0.00
Miscellaneous Expense	403.97

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2024 through June 2025

		Jul '24 - Jun 25
Office expense		
Computer software	5,071.39	
Computer Supplies	8.95	
Copier Equipment Rental	530.57	
Copier Print Contract	400.94	
Office Supplies	946.44	
Website	676.00	
Office expense - Other	2,610.94	
Total Office expense		10,245.23
Post Office Box Rental		317.98
Postage and Delivery		658.31
Professional Education		180.00
Professional Fees		
Accounting	3,472.58	
Professional Fees - Other	21.00	
Total Professional Fees		3,493.58
Public Relations		87.55
Salaries & Wages		
Bonus	1,500.00	
Health Care Stipend	629.68	
Payroll tax	5,460.49	
Salary - President/CEO	64,236.13	
Salary Deduction T&M	-2,400.00	
Workers Compensation	580.33	
Salaries & Wages - Other	1,469.79	
Total Salaries & Wages		71,476.42
Storage		840.00
Utilities		
Gas and Electric	1,251.25	
Phone & Internet	2,500.80	
Water	1,004.94	
Total Utilities		4,756.99
Total Expense		107,041.15
Net Ordinary Income		43,189.37
Other Income/Expense		
Other Income		
Donations		362.96
Interest Income		111.94
Mixers		1,731.00
Total Other Income		2,205.90
Other Expense		
Other Expenses		
Event Support	821.38	
Other Expenses - Other	429.02	
Total Other Expenses		1,250.40
Total Other Expense		1,250.40
Net Other Income		955.50
Net Income		**44,144.87**

2:52 PM
07/03/26
Accrual Basis

FORTUNA CHAMBER OF COMMERCE
Balance Sheet
As of June 30, 2026

		Jun 30, 26
ASSETS		
Current Assets		
Checking/Savings		
Lunches Petty Cash		40.00
Mixer Petty Cash		50.00
Umpqua Bank checking acct.		55,192.31
Total Checking/Savings		55,282.31
Accounts Receivable		
Accounts Receivable		18,549.31
Total Accounts Receivable		18,549.31
Other Current Assets		
City of Fortuna - Sponsorship		1,923.15
Due from Measure W		-8,941.71
Edward Jones CD 0951816		8.32
Inventory Asset		270.17
Luncheon Leftovers		56.46
Prepaid Expenses		-53.68
Prepaid insurance		682.67
Undeposited Funds		1,285.00
Total Other Current Assets		-4,769.62
Total Current Assets		69,062.00
Fixed Assets		
Accumulated Depreciation		-33,526.00
Building		
Building Improvements	16,015.00	
Original Cost	13,495.00	
Total Building		29,510.00
Computer Equipment		8,084.81
Total Fixed Assets		4,068.81
TOTAL ASSETS		**73,130.81**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable		174.93
Total Accounts Payable		174.93
Other Current Liabilities		
Grant Expenses Due		3,729.92
In Kind Grant - City of Fortuna		3,480.00
Payroll Liabilities		1,310.78
Prepaid Membership Dues		-3,621.15
Prepaid STOC Tickets		50.00
Total Other Current Liabilities		4,949.55
Total Current Liabilities		5,124.48
Total Liabilities		5,124.48
Equity		
Retained Earnings		69,488.86
Unrestricted net assets		11,402.33
Net Income		-12,884.86
Total Equity		68,006.33
TOTAL LIABILITIES & EQUITY		**73,130.81**

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2025 through June 2026

	Jul '25 - Jun 26
Ordinary Income/Expense	
Income	
Al Gray Parade Participants	520.00
CCC Sponsorship	1,400.00
Dues	
Membership Dues	49,487.25
New Members	5,905.00
Dues - Other	75.00
Total Dues	55,467.25
Measure W 25% - Chamber	17,275.64
Miscellaneous Income	
Labor Posters	0.00
Miscellaneous Income - Other	480.00
Total Miscellaneous Income	480.00
Program Income	
Annual Dinner	
Annual Dinner Sponsorships	7,250.00
Auction Income	12,870.00
Drinks & 50/50	1,976.00
Table Sponsor	1,050.00
Ticket Sales	16,910.00
Total Annual Dinner	40,056.00
Chili Cook-off	
Income	75.00
Raffle	646.00
Sponsorship	2,850.00
Chili Cook-off - Other	800.00
Total Chili Cook-off	4,371.00
Monday Club Lunches	1,196.62
State of the City Breakfast	3,825.00
Program Income - Other	85.00
Total Program Income	49,533.62
Total Income	124,676.51
Cost of Goods Sold	
Program COGS	
Annual Dinner	
Bar Tending	312.72
Event Space	608.67
Table Top Decorations	695.27
Annual Dinner - Other	11,378.94
Total Annual Dinner	12,995.60
Chili Cookoff	2,926.82
Monday Club Lunches	1,862.31
State of the City Breakfast	2,366.00
Program COGS - Other	437.94
Total Program COGS	20,588.67
Total COGS	20,588.67
Gross Profit	104,087.84
Expense	
Advertising	846.50
AL Gray Parade	671.07
Ambassadors	475.72
Board of Directors' Expense	74.70
Business property taxes	327.05
CCC Christmas Party	1,387.45
Contract Labor	7,005.00
Credit Card Fees	1,106.30
Dues and Subscriptions	568.00
Insurance	
Directors & Officers	2,611.85
General Liability	82.08
Total Insurance	2,693.93
Licenses and Permits	365.00
Membership Recruitment	74.82
Miscellaneous Expense	-150.00

FORTUNA CHAMBER OF COMMERCE
Profit & Loss
July 2025 through June 2026

	Jul '25 - Jun 26	
Office expense		
Computer software	5,645.00	
Computer Supplies	91.97	
Copier Equipment Rental	193.14	
Copier Print Contract	335.20	
IT Support Charges	1,025.00	
Office Supplies	713.92	
Website	768.00	
Office expense - Other	2,733.40	
Total Office expense		11,505.63
Post Office Box Rental		272.00
Postage and Delivery		631.31
Professional Fees		
Accounting	2,293.13	
Professional Fees - Other	14.00	
Total Professional Fees		2,307.13
Public Relations		361.99
Salaries & Wages		
Bonus	3,500.00	
Health Care Stipend	2,768.60	
Mileage Reimbursement	819.25	
Payroll tax	5,544.50	
Salary - President/CEO	69,000.00	
Workers Compensation	502.53	
Salaries & Wages - Other	14.00	
Total Salaries & Wages		82,148.88
Storage		840.00
Utilities		
Gas and Electric	1,166.37	
Phone & Internet	2,670.53	
Water	1,033.63	
Utilities - Other	95.48	
Total Utilities		4,966.01
Total Expense		118,478.49
Net Ordinary Income		-14,390.65
Other Income/Expense		
Other Income		
Donations		500.00
Interest Income		8.32
Mixers		1,570.00
Total Other Income		2,078.32
Other Expense		
Other Expenses		
Event Support	572.53	
Total Other Expenses		572.53
Total Other Expense		572.53
Net Other Income		1,505.79
Net Income		**-12,884.86**

Measure W - Fortuna Chamber of Commerce
Balance Sheet
As of July 3, 2024

	Jul 3, 24
ASSETS	
Current Assets	
Checking/Savings	
Dog Park Savings account	255.63
Umpqua Bank-Measure W	72,382.18
Total Checking/Savings	72,637.81
Other Current Assets	
Prepaid Expenses	51.69
Total Other Current Assets	51.69
Total Current Assets	72,689.50
Fixed Assets	
Accumulated Depreciation	-2,381.50
HIGHWAY 101 SIGN	17,856.50
Total Fixed Assets	15,475.00
TOTAL ASSETS	**88,164.50**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	4,438.02
Total Accounts Payable	4,438.02
Other Current Liabilities	
Due to Chamber	1,537.93
Total Other Current Liabilities	1,537.93
Total Current Liabilities	5,975.95
Total Liabilities	5,975.95
Equity	
Restricted Dog Park equity	6,000.00
Unrestricted Net Assets	76,969.85
Net Income	-781.30
Total Equity	82,188.55
TOTAL LIABILITIES & EQUITY	**88,164.50**

Measure W - Fortuna Chamber of Commerce
Profit & Loss
July 2023 through June 2024

		Jul '23 - Jun 24
Ordinary Income/Expense		
Income		
Annual Chili Cookoff Income		4,968.00
Measure W Income		74,124.34
Total Income		79,092.34
Cost of Goods Sold		
Dog Park Expense		276.48
Total COGS		276.48
Gross Profit		78,815.86
Expense		
Advertising		
101 Things to Do	3,983.00	
Advertising Production	200.00	
Citywide Event Advertising	1,785.00	
Miscellaneous Advertising	600.00	
Multimedia	2,290.00	
Tourism Advertising	9,228.69	
Total Advertising		18,086.69
Annual Chili Cookoff		2,914.09
Chamber 25% reimbursement		18,531.09
Credit Card Fees		123.25
Depreciation Expense		1,190.50
Fllm Commission		4,500.00
Office Supplies		181.20
People Mover		56.41
Postage		497.11
Promotion		
Apple Harvest	3,600.38	
AutoExpo	100.00	
Bridal Show	3,166.54	
Certified Displays	2,029.06	
Rodeo Week	4,142.30	
Total Promotion		13,038.28
River Lodge PA System		859.19
Website		
Maintenance	25.00	
Monthly Fee	102.00	
Total Website		127.00
Total Expense		60,104.81
Net Ordinary Income		18,711.05
Other Income/Expense		
Other Income		
Interest income		0.03
Total Other Income		0.03
Net Other Income		0.03
Net Income		**18,711.08**

11:33 AM
07/03/26
Accrual Basis

Measure W - Fortuna Chamber of Commerce
Balance Sheet
As of July 3, 2025

	Jul 3, 25
ASSETS	
Current Assets	
Checking/Savings	
Dog Park Savings account	255.63
Umpqua Bank-Measure W	68,553.60
Total Checking/Savings	68,809.23
Other Current Assets	
Prepaid Expenses	53.38
Total Other Current Assets	53.38
Total Current Assets	68,862.61
Fixed Assets	
Accumulated Depreciation	-3,572.50
HIGHWAY 101 SIGN	17,856.50
Total Fixed Assets	14,284.00
TOTAL ASSETS	**83,146.61**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	612.00
Total Accounts Payable	612.00
Total Current Liabilities	612.00
Total Liabilities	612.00
Equity	
Restricted Dog Park equity	6,000.00
Unrestricted Net Assets	76,638.76
Net Income	-104.15
Total Equity	82,534.61
TOTAL LIABILITIES & EQUITY	**83,146.61**

11:35 AM
07/03/26
Accrual Basis

Measure W - Fortuna Chamber of Commerce
Profit & Loss
July 2024 through June 2025

		Jul '24 - Jun 25
Ordinary Income/Expense		
Income		
Annual Chili Cookoff Income		125.00
Measure W Income		68,775.94
Total Income		68,900.94
Cost of Goods Sold		
Dog Park Expense		78.34
Total COGS		78.34
Gross Profit		68,822.60
Expense		
Accounting Fees		1,607.58
Advertising		
101 Things to Do	974.00	
Brochures (Creation & Printing)	8,962.43	
Citywide Event Advertising	800.00	
Miscellaneous Advertising	698.06	
Multimedia	818.00	
Tourism Advertising	5,139.27	
Advertising - Other	167.00	
Total Advertising		17,558.76
Annual Chili Cookoff		3,972.37
Chamber 25% reimbursement		20,431.17
Credit Card Fees		5.15
Depreciation Expense		1,191.00
FIlm Commission		9,000.00
Hwy 101 Billboards		4,100.00
Hwy 101 Sign land rental		3,200.00
Postage		438.14
Promotion		
Apple Harvest	1,895.01	
AutoExpo	100.00	
Certified Displays	3,144.96	
Community Projects	100.00	
Total Promotion		5,239.97
utilities		193.55
Visit Fortuna Promotion		1,023.00
Website		
Domain Names	20.00	
Monthly Fee	1,173.00	
Total Website		1,193.00
Total Expense		69,153.69
Net Ordinary Income		-331.09
Net Income		**-331.09**

Measure W - Fortuna Chamber of Commerce
Balance Sheet
As of June 30, 2026

	Jun 30, 26
ASSETS	
Current Assets	
Checking/Savings	
Dog Park Savings account	255.63
Umpqua Bank-Measure W	68,381.93
Total Checking/Savings	68,637.56
Other Current Assets	
Prepaid Expenses	42.72
Total Other Current Assets	42.72
Total Current Assets	68,680.28
Fixed Assets	
Accumulated Depreciation	-3,572.50
HIGHWAY 101 SIGN	17,856.50
Total Fixed Assets	14,284.00
TOTAL ASSETS	**82,964.28**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	867.00
Total Accounts Payable	867.00
Other Current Liabilities	
Due to Chamber	-1,100.00
Total Other Current Liabilities	-1,100.00
Total Current Liabilities	-233.00
Total Liabilities	-233.00
Equity	
Restricted Dog Park equity	6,000.00
Unrestricted Net Assets	76,638.76
Net Income	558.52
Total Equity	83,197.28
TOTAL LIABILITIES & EQUITY	**82,964.28**

9:47 AM
07/07/26
Accrual Basis

Measure W - Fortuna Chamber of Commerce
Profit & Loss
July 2025 through June 2026

		Jul '25 - Jun 26
Ordinary Income/Expense		
Income		
Apple Harvest Income		730.00
Measure W Income		69,102.50
Total Income		69,832.50
Gross Profit		69,832.50
Expense		
Advertising		
101 Things to Do	974.00	
Tourism Advertising	13,511.73	
Advertising - Other	35.00	
Total Advertising		14,520.73
Annual Chili Cookoff		495.46
Chamber 25% reimbursement		17,275.64
Chamber Beautification		912.59
Event Support		483.49
Film Commission		4,500.00
Hwy 101 Billboards		600.00
Hwy 101 Sign land rental		3,200.00
Miscellaneous		9.64
Office Supplies		611.36
Postage		278.60
Promotion		
Apple Harvest	3,575.78	
AutoExpo	100.00	
Certified Displays	6,882.96	
Community Projects	75.00	
Rodeo Week	435.00	
Promotion - Other	1,585.00	
Total Promotion		12,653.74
Transfer to Chamber		5,151.71
utilities		392.63
Visit Fortuna Promotion		6,371.39
Website		
Domain Names	192.00	
Monthly Fee	275.00	
Total Website		467.00
Total Expense		67,923.98
Net Ordinary Income		1,908.52
Other Income/Expense		
Other Income		
Chamber reimbursement		-1,350.00
Total Other Income		-1,350.00
Net Other Income		-1,350.00
Net Income		**558.52**

1. Staffing, Succession Planning, and Board Support

The proposal anticipates hiring an Office Manager, Marketing Coordinator, and two part-time conference staff positions, all of which are contingent upon the award of the River Lodge contract. Please provide additional detail regarding:

- The anticipated timeline for recruiting, hiring, and onboarding these positions.
  - To ensure uninterrupted operations during the transition period, the Fortuna Chamber of Commerce will implement a clear succession framework. The CEO/President will maintain direct oversight of River Lodge management until the Office Manager and Marketing Coordinator are fully onboarded. In the event of unexpected delays in hiring or staff turnover, the Chamber's Board Chair and Executive Committee will temporarily assume supervisory responsibilities. All operational procedures, financial reporting, and client communications will follow documented protocols to maintain consistency. A cross-training program will be introduced within the first month to ensure that key duties—event scheduling, vendor coordination, and customer service—can be seamlessly handled by multiple team members if needed.
  - With the anticipation of this possible merger conversations have already been put into place for the Office Manager and Marketing coordinator positions. The Office manager would be hired immediately upon RFP being accepted, lease and take over date agreed upon and allowing them time to give a 2 week notice at their current employment.
  - The Marketing Coordinator, and two part-time conference staff positions would be onboarded 2 weeks before the official take over date.
  - We intend to advertise the two part-time conference staff positions once we have an official date, we also plan to reach out to local colleges to promote the open positions. We also have a group of Chamber ambassadors and board members that are willing to volunteer during this transition time.
- How River Lodge operations would be managed during the transition period before all positions are filled.
  - Immediately merging the online presence, a public statement will be issued to explain transition.
  - The CEO & Office Manager will immediately meet with the Park & Rec director to obtain copies of the last two years of reservations and inquiries in order to personally reach out to them and let them know the River Lodge is under new direction and would like the opportunity to have their business again.

        - Also would be reaching out to all event coordinators, caterers, photographers, DJ's and schools in the county informing them on the new direction.
        - If the City is to agree that the takeover date be November 1st, 2026, we would also immediately begin the application process for the Annual Holiday Craft Fair, as long as we have the official authorization to takeover at least 60 days prior to Nov 1, 2026 .
- The Chamber's succession plan should the CEO/President position become vacant or experience extended absence.
    - Implement our Emergency Succession plan that would be adopted into our current policies and procedures should the proposal be accepted.
    - Our plan is to have the Office manager cross trained in all positions should something like this arise. The Board of Directors would also step in and assist where needed, assess the situation, create and execute the plan to fit the need.
        - If the CEO were to vacate the position the Board will temporarily have Office Manager fill the role while flying the position per policies and procedures and finding the next best fit for the role.
- How employee turnover would be managed and the potential operational impacts to River Lodge services.
    - We will be striving to have this be a team environment where employees would be given clear direction, expectations and forward communication. We would develop a full team biweekly meeting schedule as well as a weekly check in meeting with the CEO/Office Manager. Should turnover arise we will implement our succession plan that our board will be reviewing and adopting into our current policies and procedures should the proposal be accepted.
    -
- The specific role the Chamber Board of Directors would play in supporting oversight, governance, and operational continuity of the River Lodge.
    - The Fortuna Chamber Board will play a key role in overseeing and governing the River Lodge by adhering to our bylaws, policies, and procedures, ensuring we remain aligned with and fulfill our mission statement. We would be adopting the addition of the River Lodge to our current By-laws and Policies and Procedures at the August 22nd Board meeting should our proposal be accepted.
        - Monthly board meetings that include CEO & Office manager updates.
        - Monthly review of financials as well as continued support by treasurer and CPA
            - We will also encourage board members to shadow the CEO and or Manager on any given day to allow them to have a better understanding on the routine and duties required at the River lodge should the need present itself where they are needed to fill in for a day.

2. Initial Operating Cash Flow and Payroll

The proposal anticipates adding approximately $179,400 in annual staffing costs, including a full-time Office Manager and additional event staff. Please provide additional detail regarding how the Chamber intends to fund start-up operations, including the first three payroll cycles, before River Lodge revenues are fully established. Please also identify the sources of working capital available to support River Lodge operations during the initial transition period.

- These projected expenses reflect River Lodge's commitment to maintaining a high standard of operations while ensuring financial sustainability. The allocation prioritizes essential services such as utilities, staffing, and maintenance, balancing operational efficiency with responsible resource management. This financial structure supports the Lodge's long-term goal of providing a safe, welcoming, and well-maintained facility for community events and visitors.
- Should we be able to expand our visitor services, other partnership funding would be available to us
- We have met with other community partners that have communicated direct funding should the proposal be accepted but prefer not to be named at this time.
- Elevated business sponsorship to include rebranding and renaming the center's room names, garden plots, etc.

Expense Category	Annual Cost (USD)	Monthly Cost (USD)
Dishwasher / Eco Lab	$1,807.92	$150.66
MPPA Sanitizing Chemicals	$1,314.00	$109.50
Advanced Security	$414.00	$34.50
Otis / Lift	$897.67	$74.81
AT&T	$4,475.43	$372.95
PG&E	$27,957.35	$2,329.78
Water & Sewer	$12,082.58	$1,006.88

WiFi & Fiber Optic	$9,564.24	$797.02
Insurance	$2,876.00	$239.67
Additional Maintenance / Repairs	$12,000.00	$1,000.00
CEO	$69,000.00	$5,750.00
Office Manager (Full-Time)	$48,000.00	$4,000.00
Marketing (Part-Time)	$24,000.00	$2,000.00
Conference Worker (Part-Time)	$19,200.00	$1,600.00
Conference Worker (Part-Time)	$19,200.00	$1,600.00
Total	**$253,888.49**	**$21,157.77**

Income Source	Annual Amount (USD)	Notes

Chamber Annual Income	$125,000.00	Regular operational revenue generated by Chamber activities
Tourism & Marketing Budget	$70,000.00	Dedicated funds for marketing and tourism initiatives, including the part-time marketing position
HLA Grant Funding	$100,000.00	Conditional grant funding pending proposal acceptance
Total Projected Income	**$295,000.00**	Combined annual income available for River Lodge operations

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Category	**Annual Total (USD)**
Total Projected Income	$295,000.00
Total Annual Expenses	$253,888.49
Net Balance (Surplus)	**$41,111.51**

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3. Building and Grounds Maintenance

The RFP requires the operator to be responsible for day-to-day operations and maintenance of the River Lodge. The proposal references daily inspections, facility cleaning, preventative maintenance, and partnerships with local businesses for services the Chamber cannot perform internally. Please provide additional information regarding:

- Who will be responsible for daily building and grounds maintenance.
- Which maintenance services will be performed by Chamber staff versus outside contractors
- How landscaping, parking lot maintenance, HVAC systems, commercial kitchen equipment, elevator maintenance, and other building systems will be managed.

River Lodge daily building and grounds maintenance will be overseen by the **CEO & Office Manager**, supported by the Chamber's staff. Routine inspections and cleaning will occur each morning to ensure all public areas, restrooms, and event spaces remain guest-ready.

- **Division of Services**
    - **Chamber Staff:** Responsible for daily cleaning, minor repairs, supply restocking, and coordination of maintenance schedules.
    - **Outside Contractors:** Engaged for specialized services including HVAC servicing, electrical and plumbing repairs, and deep cleaning of carpets and windows
- **Local Partnerships:** The Chamber will continue collaborating with local businesses for landscaping, pest control, and seasonal maintenance needs.
- **Preventative and Scheduled Maintenance**
    - A quarterly maintenance plan will be implemented to address HVAC system checks, kitchen equipment servicing, and exterior upkeep. Preventative measures will be logged and reviewed monthly to ensure compliance with safety and operational standards.
- **Landscaping and Grounds Care**
    - Landscaping and parking lot maintenance will be contracted to a local provider familiar with the property's layout and environmental requirements. The Chamber will monitor performance and maintain communication to ensure grounds remain attractive and well-kept year-round.

In addition:

- We intend to request access to previous maintenance records, including contractors who performed the work. Reviewing this information will allow us to connect with local licensed contractors familiar with this facility and its operations.
- If our proposal is accepted, we will begin reaching out to qualified contractors that have been provided to ensure continuity of service. There are numerous qualified contractors in our local area and regional area.

- Whether adequate funding for routine and preventative maintenance has been incorporated into the proposed budget projections and, if so, where those costs are reflected.

Although no current or historical maintenance schedule or documentation of deferred maintenance was provided, we have budgeted adequate initial operating capital for routine and preventative maintenance including bi-annual hood cleaning, grease trap maintenance, HVAC maintenance, and pest control services estimated at $5000 annually.

4. Fourth-Year Rent Calculation

The proposal includes a tiered lease structure with Years 1 and 2 at $1 annually, Year 3 at $24,000 annually, and Year 4 at $36,000 annually. Please provide additional information regarding how the proposed Year 4 annual rent amount of $36,000 was determined, including any assumptions regarding occupancy, revenue growth, operating expenses, or other factors used to support that projection.

- Without knowing what the city's expectations were going to charge for a lease, we were factoring in repairing the damage done to the current rental status of the River Lodge; we understand that this is far below the current market value. Requesting a low annual rental rate for the first two years will ensure financial stability to ensure successful transition. We would be increasing rental rates in year 3 and year 4 as the clientele builds back up to support the increase of annual lease rate. This model will allow us to use revenue to make upgrades and modifications that will most likely be needed to allow the facility to stay updated in year 1 and 2 examples but not limited to: efficient seating, dishes, flatware, drinkware replacement and possible kitchen equipment upgrades.
- By establishing Fortuna as a Humboldt County destination and visitor information center, we believe the River Lodge will become a central hub for visitors seeking information about local attractions, events, and recreational opportunities throughout the region. This increased visibility will help drive daily visitation, expand facility rentals, and attract new customers to the River Lodge.
- Serving as both an information center and community event hub for Fortuna and the surrounding communities will strengthen regional partnerships, encourage longer visitor stays, and increase spending at local businesses. We believe this approach will contribute to a stronger local economy while positioning the River Lodge as a welcoming gateway to Humboldt County.

5. Revenue Projections and Occupancy Assumptions

The proposal states that River Lodge occupancy would increase from approximately 120 days per year to approximately double that amount in the first year, generating approximately $388,000 in revenue. Please provide additional detail regarding the assumptions used to develop these occupancy and revenue projections, including projected numbers of bookings, event types, rental rates, and anticipated sources of new business.

To address the projected increase in River Lodge occupancy and revenue, our strategy centers on a multi-faceted approach (see below) to restoring facility utilization and expanding community engagement.

Our primary goal is to re-establish the River Lodge as a premier local venue by proactively re-engaging past renters and leveraging our Chamber of Commerce network to value added experiences for renters of the venue and visitors of the city and our region as a tourism hub. We are confident in the return of our established annual events; however, to achieve our growth targets, we are implementing several strategic initiatives:

* Revenue Diversification: We plan to introduce new, consistent programming, including community-focused music and comedy nights, as well as seasonal holiday events. These will generate revenue through a combination of vendor fees and guest admission charges. The Chamber and Visitor center in that desired location would showcase local and regional services to encourage visitors in our area to shop, stay, and play which would in hopes develop more sales tax revenue and TOT.
* Educational Programming: We will host quarterly economic development workshops including SBDC classes to enhance our business community and Chamber-led networking luncheons to increase consistent venue usage.
* Regional Partnerships: We are initiating outreach to visitor centers outside of the county to foster cross-promotion and attract destination retreat conferences.
* Hospitality Synergy: Our plan is not only to move our current operations of the Chamber and visitor center into the River Lodge, it is to become a destination visitor center that is conveniently located right off the freeway. To be a resource to visitors not only for our city but for our region.

We intend to collaborate and offer comprehensive visitor packages that encourage extended stays, thereby maximizing regional Transient Occupancy Tax (TOT).

* Business Support: We intend to host home-based business expos, providing a dedicated space for local entrepreneurs to network and grow.

Regarding our financial projections, these estimates are based on a balanced assessment of historical performance and anticipated growth. In the event that occupancy rates do not reach our target growth during the initial transition period, our baseline revenue model mirrors the fiscal year 2025-2026 performance of 120 days of occupancy using the current rental rate schedule, ensuring fiscal stability while we actively work to repair the facility's reservation reputation and scale our programming. Including the grant of $100,00 from HLA, our projected expenses are expected to be fully covered.