



COMMUNITY DEVELOPMENT SERVICES
ECONOMIC DEVELOPMENT DIVISION
COUNTY OF HUMBOLDT

The Headwaters Fund

www.theheadwatersfund.org

Results from Humboldt 100 Headwaters Listening Campaign April 2011-August 2011

Executive Summary

The Headwaters Fund Coordinator, Dawn Elsbree, conducted over 100 personal interviews with business and community leaders to gather input into local economic development efforts. Seventy percent of those interviewed believe that in Humboldt County we are doing better than other rural economies. Eighteen percent believe that we are doing the same, and 12% that we are worse off.

When asked what the opportunities are for us in economic development, the vast majority thought we should be supporting our entrepreneurs – both the successful companies already here and new start ups. The most frequently cited supports requested were: pre-permitted land for business development, industrial parks, incubators, in particular a high tech one, access to low interest capital, and mentorship programs for businesses.

The second most frequently cited opportunity was our natural resource economy. Interviewees mentioned the following industries as ones to focus on: timber-71%, aquaculture-31%, specialty agriculture-28%, beef-26%, biomass and biofuels-20%, fishing-20%, dairy-17%, water-14%, gravel, sand, and granite mining and exporting-14%.

Other opportunities identified were strengthening local business connections with Humboldt State University, aligning our workforce needs through encouraging more students to go into the vocational trades, encouraging the growth of a local high tech industry, expanding local tourism efforts, becoming a model for rural healthcare delivery, developing the port, and licensing and branding marijuana.

The barriers to growing our economy fell into five strong themes: transportation, in particular Richardson Grove and the airport, regulatory and permitting hurdles, the political climate, land use and workforce. The request for regulatory agencies was for clarity and streamlining. The political climate was described as divisive, with a vocal minority controlling processes and a request for strong leadership in creating a unified vision to guide decisions. There is a stated lack of land available for business use with a need for pre-permitting commercial lands and creating industrial parks. Finally there is a barrier in the alignment of workforce education with business needs.

When asked what we do well in economic development, there was some confusion and uncertainty in about half of the interviewees. However, when asked what people thought we did well in our community or why they stayed here there was a universally positive response. The

most frequent response to the question was about the value of Economic Fuel, followed by an appreciation of our natural environment, the fact that we go the extra mile to help each other, that people here are generous – we give to community and non-profits and that we are creative as individuals and with our businesses.

In response to asking how we deliver the message about our economy to encourage our youth to take advantage of opportunities here, the majority of interviewees thought we should be actively highlighting and telling the stories of our successful businesses and entrepreneurs and providing access to them for high school students, parents and teachers.

Introduction

From April to July of 2011, the Headwaters Coordinator, Dawn Elsbree, conducted over 100 personal interviews with Humboldt County business and community leaders. The purpose of the interviews was to gather input into the development of a new County Economic Development Strategy (CEDS) and to provide information for the Headwaters Fund Board in prioritizing funding for future projects.

The majority of the interviewees (63%) are owners of businesses in Humboldt County. Others are in key managerial roles at local companies or are actively involved in economic development. Interviewees were selected based on recommendations of other interviewees in the business community. The list of interviewees is included in Appendix A.

Because of the diversity of our economy and the people interviewed, there were often only a few representatives from a single industry. The focus of the interviews varied between a discussion of the overall economy and the specific industry the interviewee was from. The discussion below covers the overall themes which came up the most frequently. However, Appendix B includes a list of additional ideas and opportunities that could warrant more research and potentially become the focus of some future economic development effort.

It should be noted that this is not a closed process and that the Headwaters Fund Board and staff are committed to continuing these conversations with local businesses in the hopes of collaborating on key initiatives to improve our economy and create jobs.

The sections below are organized by the specific questions asked.

How is our economy doing compared to other rural economies?

Seventy percent of those interviewed thought that Humboldt County was doing better than other rural economies. Eighteen percent thought we were about the same. Twelve percent thought we were worse off.

For those who thought we were doing better, 34% attributed it to the underground marijuana economy. The other most commonly cited reasons were our newly diversified economic base, the abundance of creative, hard working people and Humboldt State University.

The 11% who thought we were doing worse attributed it to our isolation, the decline of timber and fishing, government regulation and marijuana.

What are the opportunities for economic development in our region?

Supporting Entrepreneurs

The most commonly cited priority was supporting our entrepreneurs. There was wide spread recognition that we have a wealth of creative talent and a local culture which supports people who are hard working and disciplined. Our isolation means that this is not an easy place to be in business and those who succeed are extraordinarily determined and passionate about their business enterprises.

Our successful entrepreneurs seem to be split between a pool of Humboldt State University graduates who came to the area to go to school and those born and raised here with deep family ties and a commitment to staying and making a living. Most of the needed supports were directed at the start up businesses but the point was also made several times that with limited resources focusing support services on those businesses which already have a proven track record of growth could be more effective. The kinds of support most frequently recommended were:

- Pre-permitted land for industrial use and industrial parks (42%)
- Incubator facilities (33%)
- Access to low interest capital (20%)
- Mentoring programs (15%)
- Network of Chambers and jurisdictions to work together on large projects (12%)
- Technical assistance with access to external markets (12%)

The lack of pre-permitted land for business development was the most frequently cited need for economic development locally. Interviewees voiced frustrations with many of our potential sites being in the coastal dependent zone. Businesses cited numerous problems with finding space to start up or expand. There were requests for industrial park development in Eureka, Fortuna, Murray Field and McKinleyville. Arcata was held up as an example of successful development with its Ericson Way industrial park.

Incubator facilities to help start up businesses share resources and knowledge was another frequently cited need. Fifty percent of the interviewees who mentioned incubators thought that a high tech incubator had the most potential. Other ideas for incubators were: digital media, health technologies, artisanal building products such as glasswork, masonry and custom lighting, woodworking, and soils and fertilizers.

Access to low interest capital was mentioned by both established successful businesses and potential entrepreneurs as a need. From the manufacturer looking for research and development money to the young fisherman wanting to buy his own boat, there was a frustration with a lack of available capital. For those who stated this as a need, the gap loan funds available through the Headwaters programs with Arcata Economic Development Corporation and Redwood Region Economic Development Commission were thought to have too high an interest rate (9-10%) and were not perceived to be supporting local business development.

Businesses requested the establishment of formalized mentoring programs to share knowledge and connections. Those who had received a mentor through programs like Economic Fuel felt they received enormous benefit. The more established businesses voiced their desire and willingness to “give back” to start ups in the interest of creating jobs and moving our economy forward.

Other ideas which were mentioned a few times each:

- E- zone - web based portal to help bridge ideas and resources
- Development of public private partnerships to support start ups with infrastructure

- Further development of Humboldt Made
- Local preference policy for public projects
- Bi-lingual classes in how to start businesses
- More opportunities for businesses to network
- Provide information about starting employee owned co-ops
- More promotion of North Coast SBDC services
- Provide access to CFO level expertise for larger growing local companies
- Offer more innovative and inspiring workshops to the existing businesses
- More education to the community on supporting local businesses/buy local
- Legal technical assistance for businesses
- Headwaters to take a role as an active equity investor in local businesses
- Localized pension fund, 10% goes as equity investment in local businesses
- Research opportunities in supporting new light manufacturing facilities

Developing our Natural Resource Based Economy

Over 30% of the interviewees stated that we should be focusing our economic development efforts on our unique natural resources. We have timber, year round pastures with a moderate climate, a clean bay and ocean, water, space, gravel, sand and rock. Strategically managing these resources and maximizing their benefit without causing environmental harm was a strong theme. Opportunities identified were:

- Timber (71%)
- Aquaculture (31%)
- Specialty Agriculture (28%)
- Beef (26%)
- Biomass and Biofuels (20%)
- Fishing (20%)
- Dairy (17%)
- Water (14%)
- Gravel, sand, and granite mining and exporting (14%)

With regard to timber, there is a widespread recognition that it is a changing market but there are opportunities in that transformation. Requests were for more focus on value added wood products and an attempt to move away from exporting raw logs. Landowners asked for help in reducing the costs of timber harvesting, particularly in terms of permitting.

Aquaculture in the bay is a thriving local industry and local oyster farmers have recently received Headwaters grant support to go through the pre-permitting processes necessary to expand their operations.

Specialty Agriculture is the term coined by the County of Humboldt Targets of Opportunity Report to describe some of our growing natural resource industries including aquaculture, beef, dairy and specialty crops. Some respondents used this umbrella term to recognize the economic importance of this bundling of industries as a whole while others mentioned specific subsections such as aquaculture. Four specific requests related to Specialty Agriculture were: a local distribution network, marketing training for local farmers, an inventory

of available agricultural land for lease for startup farmers and research on potentially high value added crops that we could be producing here such as strawberries, artichokes and wasabi. Organic manure and soil development were also mentioned as potential growth areas. Next to aquaculture, beef was the next most cited as an area for more potential growth.

With three key ingredients - excess woody debris from logging, the Schatz Energy Research Center at HSU and local timber company interest, biofuels and biomass were cited as a logical direction for future job creation.

Despite recent declines, the sense is that fishing is here to stay as an economic driver. The fisheries that remain are strong and sustainable. The request from this industry is for help in reducing regulatory constraints – particularly those that are not appropriate for our local waters.

Despite financial challenges with Humboldt Creamery over the past few years, dairy is still cited as a potential growth industry for us. Year round pastures make organic dairy production cost effective. An opportunity to provide assistance to the dairy industry is to resurrect the Sustainable Agriculture Committee to assist dairy farmers with pro-actively looking at new water quality regulations.

Water is a resource we have in abundance and the desire is to find a use for it that brings revenue into the county. The Humboldt Bay Municipal Water District is in the final stages of a planning process which will look at potential economic benefits that could be derived out of our rights to the water that used to supply the local pulp mills.

Gravel, sand and granite are natural resources that we have plenty of and the rest of the state lacks. A barrier to taking advantage of this opportunity is shipping; however there is still desire on the part of some interviewees to look into the possibilities here.

Strengthening ties between Humboldt State University and the Business Community

Interviewees recognized that a discussion of local economic opportunities should include Humboldt State University (HSU). The presence of HSU is critical in setting us apart from other rural economies and gives us advantages in terms of accessing creative talent and research capabilities. Many of our successful local businesses were created by HSU graduates looking for a way to stay in the area.

Twenty-seven percent of the interviewees thought we should be strengthening relationships between the business and educational communities and HSU. Half of those requested that there be more cross pollination between HSU and business community – particularly in the form of internships and availability for research related to economic development. Twenty percent thought we should be creating links between the university and local high schools to provide local students access to mentors and academic modeling.

Several business leaders also suggested that economic development efforts be focused on the strengths that HSU has so that there is a nexus for action. Specific strengths which were mentioned were the Schatz Energy Research Center and their capacity for producing patentable products and Dr. Ken Owens and the robotics program.

Aligning Workforce Needs

These are the areas identified as opportunities related to workforce development:

- Encourage consideration of vocational trades as viable careers
- Database of HSU alumni who want to return to the area
- Teach entrepreneurship in schools
- Links between businesses and high schools for mentoring and internships
- New certificate programs at College of the Redwoods to match workforce needs

Twenty percent of interviewees saw a need to provide earlier and more locally specific career information to local school children. Specifically, 18 business and community leaders cited a lack of young people going into the trades as a local problem. The sense is that we are putting an over emphasis on a four year plus college education rather than looking at local workforce needs and putting equal importance and cultural value on the vocational trades as a viable career choice. The Decade of Difference initiative was recognized as making inroads into this issue.

The next most frequently mentioned opportunity was that of helping businesses tap into the intellectual brain trust coming out of HSU. The belief is that HSU is turning out students with firsthand knowledge of our area and its benefits. They may leave to pursue other opportunities, but it would be useful to have a database tracking system that allows them to signal that they would like to return and permits local businesses to access their resumes to see if there is a match. This would help businesses with the retention problem they face when recruiting higher level professionals from out of the area who come here without an in depth understanding of our isolation and culture.

Another theme was enhancing the teaching of entrepreneurship in schools. The Arcata Economic Development Corporation “Lemonade Day” program received kudos for a practical business teaching program. Junior Achievement was also mentioned as a successful model.

Businesses saw the need to link with local high school students but found it hard to know where to connect. They would like to see mentoring and internship programs which link their businesses and high school students. There is also a widespread community desire to create some support system for “boomerang kids” - local kids who leave for a time period and then would like to come back either to start their own business or to work for someone else.

Finally, several interviewees discussed the potential in new College of the Redwoods training certificates to meet local workforce needs. In particular, there is a need to develop a new sustainable model for these training programs which are partnerships with private business and do not rely upon state funding.

Support the Growth of High Tech Related Businesses

Seventeen percent of the interviewees thought we had potential to grow and attract high tech related businesses. They thought we should take advantage of the fact that people want to live here, especially creative, outdoors types. We should be marketing ourselves to the outside world for the right kind of talented person to come here to either telecommute or start an entrepreneurial high tech business. There is also an opportunity to further transform ourselves

into the kind of community that attracts creative talent – suggestions include more cultural events, night life, and developing the trail system.

Expand our Tourism Industry

Fifteen percent of the interviewees cited tourism as an area with economic development potential. The most frequent recommendation was to develop the Redwood National Park with concessions and a destination lodge. Recreational opportunities, eco-tourism, corporate retreats, a convention center, a tourist train from Arcata to Fortuna, trails, the equine tourism industry and a beach hotel were also repeatedly mentioned. Health tourism is also an area of opportunity – see below.

Develop our Healthcare System into a Model for Rural Healthcare Delivery

There are opportunities in healthcare as our local population ages and new healthcare delivery models are being developed at the federal level. We have the chance to develop an Accountable Care Organization (ACO) healthcare delivery model for rural regions, sell this area as a healthcare center for excellence, develop telemedicine for specialty and distance care, and build our health information technology infrastructure in a rural setting. We could also tap into the internationally growing health tourism market by marketing ourselves as a destination for elective surgeries. This would require coordination between medical providers, hotels and local tour operators. There is also an opportunity in fulfilling our local workforce needs through re-instituting the nursing program at HSU and starting specific health care professional certificate programs at College of the Redwoods.

Development of the Port

The discussion of the port development merits more research. Even though seven people mentioned short sea shipping as an opportunity, none of the manufacturers interviewed saw that as a viable option for their product. Other port development ideas included international export, shipping rock, developing additional light manufacturing facilities and large scale manufacturing that requires large land space next to water.

The Underground Economy

Marijuana was mentioned in the majority of the interviews, with reactions ranging from disgust to resigned acceptance to a desire to embrace it as an economic driver. Ideas for taking advantage of the opportunities were to license and tax it, brand it, and to engage in collaborative marketing. As the prices are currently going down, another opportunity mentioned was to provide research and training for those who have equipment and horticultural expertise who could be re-directed to an alternative specialized – and legal – agricultural product.

What are the barriers to economic development in our region?

The responses to this question were much more concentrated than on any of the other questions. Five primary themes emerged; transportation, regulation and permitting, political climate, land use and workforce.

- Transportation – isolated, removed from markets (85%)
 - STAA Trucking/Richardson Grove (27%)
 - Airport (21%)
 - Shipping costs (13%)

- Regulation and permitting (55%)
- Political climate – still fighting the timber wars, polarization, lack of trust (35%)
 - General plan example (9%)
- Mind-set – culture resistant to change, anti growth, anti business (30%)
- Lack of coherent policy and leadership at governmental level (18%)
- Well organized political minority shuts things down (18%)
 - NIMBYism (Not In My Back Yard) (5%)
- Land zoned and/or permitted for business (35%)
- Broadband redundancy/band width (24%)
- Workforce issues with the Gen X/Gen Y – lack of work ethic, willingness to put in the time before advancing, sense of entitlement, focus on time off over work (16%)
 - Losing talented youth to marijuana economy (9%)
 - Need for high end /specialized workforce (8%)
 - Schools need to teach basic work readiness skills (4%)
 - Workforce can't pass drug test (2%)
 - Lack of bi-lingual counselors available for people without insurance
- Lack of infrastructure – water, sewer, roads, cell coverage (11%)

Transportation

There are certain geographical barriers that contribute to our transportation issues that cannot be solved. The business community is asking for the straightening of Highway 101 at Richardson Grove and the recruitment of additional carriers and routes at the airport as viable partial solutions.

Permitting and Regulation

Fifty-five percent of the interviewees stated that the local city, county, state, federal and other agencies' permitting and regulatory processes inhibit economic development. Much of the frustration was not at the regulations themselves but at the inconsistent or convoluted ways in which processes are being managed. The most frequently cited solution is the idea of taking key site locations through the permitting process so that they are ready for business development – for zoning industrial lands, and developing business parks and incubators. There were also requests for streamlining and advocacy. When asked directly about having a Business Advocate to help with permitting, the response was 82% positive in concept, however there were significant concerns about the ability of a single individual to effect change or provide the kind of cross – jurisdictional support needed. In general, of all the agencies involved in local regulation, the Coastal Commission was cited as the most difficult to work with.

Political Climate

There is a lack of community clarity on land use and transportation issues. The repeated request from interviewees is for the creation of a strategic high level county vision that guides decisions on economic development issues and can provide guidance for regulatory agencies. The sense is that we are still politically divided because of the history of the timber wars and that there are extremes on both ends fighting each other which causes stasis. The consensus of the interviewees is that there is not one side or the other to blame but that on both sides a small, well organized, and passionate minority can come to the table and shut processes down. People feel that the moderate majority has become disillusioned and checked out of decision making processes and

are no longer heard. The request is for politicians to take a stand in helping to create a unified vision that the community as a whole is behind and becomes the tool for shutting down the extremes. Another solution which has been posed repeatedly is for the jurisdictions and Chambers of Commerce to come together to work on some key initiatives which will bring the whole community together to start a collaborative process of bridge building.

There is also a high level of frustration among the interviewees that we are not creating a business friendly climate. “Anti-growth mentality” was mentioned by 26% as a barrier to economic development. Solutions to this went back to the opportunities listed above, creating systems for providing support to businesses and making it easier to start up and grow businesses.

Land Use

This topic came up in response to questions about both opportunities and barriers. In this section, 35% of the interviewees thought that we had a land use barrier to economic development. They cited the difficulties in finding available land for business start up, growth and re-location. The primary barrier seems to be the unknown timeline and costs for permitting land which is not “ready to go” for business. The sense is that there is enough retail space but the need is in light manufacturing locations.

Workforce

The availability of people ready and willing to work is less an issue now than it was several years ago. The economic downturn has made it easier to find qualified personnel. However there are still problems. The primary workforce issue stated as a barrier to economic development was a disconnect between business owners and the new, Gen X/Gen Y workforce. The commonly cited problems were a lack of work ethic, willingness to put in the time before advancing, sense of entitlement, and a focus on time off over work. A solution posed to this problem is technical assistance to businesses in how to adapt to the younger generations work style and desires. There is also a stated need for a higher end, specialized workforce not available locally and the HSU alumni database has been presented as a potential solution to this problem (see above).

What is your advice to us in trying to change the message related to our economy to “the glass is half full” rather than “the glass is half empty” and in trying to develop a culture which is looking at embracing opportunity – especially in terms of our messaging to youth?

There was a mixed response to this question. Seventy-five percent of the interviewees acknowledged that there is opportunity here and it is up to all of us to work together to change the negative messaging. About 10% of the people acknowledged that they had been part of the problem and had not thought of the benefits of changing that negative perception before. However, about 25% remained skeptical about the reality of the opportunities here –citing a lack of high end jobs and the fact that not everyone is cut out to be an entrepreneur. Ten percent referenced the fact that they did not see youth coming back or staying unless they had a family business to slot into.

However, there was widespread enthusiasm for the concept of highlighting the success stories of the businesses here with the exception of two business owners who felt that it was not in their best interest to attract attention to their businesses for fear of becoming the target of public protest or regulatory agencies.

The following are the most frequent comments in response to this question:

- Showcase the successful businesses here – videos, newspaper stories, social marketing etc. (35 %)
- Engage businesses and entrepreneurs in messaging to parents, teachers and students (8%)
- Problem is high end jobs (7%)
- Not everyone wants to be an entrepreneur (7%)
- Target parents with a messaging campaign (4%)
- Target teachers with a messaging campaign (4%)
- Use Humboldt Made campaign to highlight local products (4%)
- Businesses should connect with high schools and talk positively about opportunities (4%)
- Messaging around Economic Fuel successes (2%)
- Marketing plan with no more than 3 messages
- Reach out to HSU alumni and talk to them about coming back
- Focus on social and cultural aspects of getting the message out – get people together socially and let the sparks fly
- Let people know they can get jobs training for jobs that exist here at CR
- People are positive about being in this community – build on that – it’s not really messaging – HOW we tell the story, but marketing - designing a product and selling it
- Create a pro-business climate

What are we doing well as a community in economic development?

For the first 50 interviews, almost half of the interviewees were unable to respond to this question due to a lack of exposure to economic development theories and strategies. In subsequent interviews, the question was broadened to include what we do well as a community as a whole. Once the question was opened up, the response was overwhelmingly positive. It is clear that people are choosing to be here despite the inherent difficulties in doing business in our remote rural area. The following is the list of responses from those who answered.

- Economic Fuel (15%)
- Natural environment – good stewards of the land – timber and ag (10%)
- We go the extra mile to help (8%)
- People here are generous – we give to community and non-profits (8%)
- We are creative as individuals and with our businesses (8%)
- Extraordinary entrepreneurial talent (7%)
- Services of the North Coast SBDC (7%)
- Sense of community – helping each other, support our own businesses (5%)
- Community events, we celebrate well together, arts and culture, farmers markets (5%)
- Unsure – need more information on accomplishments of Prosperity (4%)
- Cluster/Targets work (4%)

- Dedicated community that cares (3%)
- Marketing Humboldt Made (3%)

This question inevitably brought the light into each interviewee's eyes as they explained what they love about this community and why they are here. Overwhelmingly, there is a genuine appreciation for our quality of life – the natural beauty, small livable communities and the network of connections people and businesses have within those communities. People see the potential to keep and attract more entrepreneurs here with strategic thought about developing our area as a great place to start and go into business. Businesses say they are here as a choice, if they only cared about the bottom line, they would move to the I-5 corridor or a large market base. They are choosing to be here despite the obstacles. Looking forward, it is clear we need to be strategic about making it easy for our intelligent and creative entrepreneurs to stay and go into business here.

Follow Up and Next Steps

The Headwaters Fund Board has set its grant making priorities for 2012 based on input from these interviews. The priorities will be as follows:

- 1) Providing sites for businesses to locate including pre-permitting commercial space, industrial parks or incubators.
- 2) Helping businesses navigate the regulatory system including overcoming regulatory bottlenecks, permitting sites for groups of businesses, or providing advocacy or streamlining assistance.
- 3) Supporting economic development infrastructure. This could include transportation, broadband, development of the port and bay, commercial revitalization, funding to clean up contaminated sites for business use or improvements to the Highway 101 corridor through Eureka.

In order to more fully flesh out actionable projects in each of these priority areas and on other topics identified by these interviews and continuing community feedback, 16 focus groups will be created as part of the update to the County economic development strategy. These 16 focus groups are:

- 1) Encourage the development of pre-permitted commercial/industrial space
- 2) Support for local entrepreneurs
 - a. Incubator facilities
 - b. Access to capital
 - c. Mentorship programs
 - d. Networking opportunities combined with workshops and technical expertise
 - e. Training in web based marketing
- 3) Support for high tech industry growth
 - a. High tech incubator

- b. Encourage in-migration of creative technology workforce
- 4) Create working group which includes jurisdictions, Chambers, Main Streets, Tribes and HCCVB to work on coordinating efforts to market Humboldt County
 - a. Market to “creatives” out of the area, “boomerangs”, HSU alumni
 - b. Market to potential tourists
 - c. Create unified message about who we are and easily accessible information sites about local activities and resources
- 5) Strengthen ties between HSU and community
 - a. Internship programs placing HSU students with local businesses
 - b. Better access to campus expertise for local businesses
 - c. Linkages between HSU alumni who have left the area and want to return and local businesses
- 6) Support for ongoing convening of Forest Products Industry working group
- 7) Develop Biomass/Biofuels
 - a. Hold regional conference
- 8) Encourage vocational trades as career options
 - a. Support for Decade of Difference efforts
- 9) Outreach campaign to highlight successful local businesses to the community at large – students, parents, teachers etc
- 10) Specific support program to help “boomerangs” return to the area (adults who grew up here)
- 11) Creation of Business Advocate position to assist businesses through regulatory processes and work toward streamlining processes
- 12) Support for ongoing airport development and airline recruitment
- 13) Reduce and Re-use materials in manufacturing
- 14) Localization of the economy
- 15) Impacts/opportunities of marijuana cultivation/commerce
- 16) Develop youth entrepreneur programs

These 16 groups will be meeting in the beginning of 2012 to develop plans and prioritized project lists to be integrated into the new County economic development strategy.

Appendix A Interviewees

Eric Almquist – Almquist Lumber
Rob Arkley– Security National
John Aryanpur, MD –Humboldt Medical Specialists
Frank Bacik – Town of Scotia
Ron Badouin – Cher-Ae Heights Casino
Virginia Bass – Board of Supervisors
Sid Berg – Plumbers and Steamfitters Local 290
Jack Birdwell – Laborers Local No. 139
Steve and Amy Bohner – Alchemy Construction
David Borgeson – Electrical - IBEW Local 551
Sarah Brunner – Wild Chick Farms (Economic Fuel)
Mark Burtchett – Benchmark Realty
Patrick Cleary – Lost Coast Communications
Clif Clendenen, Board of Supervisors
Alicia Cox – Cox Rasmussen
Bob Crane – C. Crane Company
Kirk Cohune – Greenway Partners
Marina Cortez-Hash – Loleta Community Resource Center
Mary Cruse – Media without Margins
John Dalby – Redwood Capital Bank
Greg Dale – Coast Seafood
Ken Davlin – Oscar Larson Associates
Shannon Dawson – Littler Learners Pre-School (Economic Fuel)
Steve Dazey – Dazey Supply
Jackie Deuschle-Miller – Green Diamond Resource Company
Linda Disiere – Xpress Realty
John Driscoll – Mike Thompson’s office
Uri Driscoll – Farrier
Neal Ewald – Green Diamond Green Diamond Resource Company
Corey Fitze – Sherlock Records Management (Economic Fuel)
Dave Fonsen – Environmental Technology Inc.
Nick Frank – Community Member
Julie Fulkerson – Consultant
Maggie Gainer – Consultant
Randy Gans – Security National
Steve Gieder –Northcoast Horticultural Supply
John Gierak - Humboldt Moving and Storage
Kirk Girard – County of Humboldt Community Development Services
Glenn Goldan – ReProp Financial
Utpal Goswami, PhD- College of the Redwoods
Barbara Groom – Lost Coast Brewery
Steve Hackett, PhD – Humboldt State University School of Business
Mariann Hassler – Carpenters Local No. 751

Brandon Hemenway – Algarythms (Economic Fuel)
J. Warren Hockaday – Eureka Chamber of Commerce
Jacque Hostler – Trinidad Rancheria
Donna Hufford – Orick Chamber of Commerce
Scott Hunt – Hunter, Hunter & Hunt
Dean Hunt – Rancher
Susan Jansson – Healthsport
Dan Johnson – Danco
Kay Johnson – C &K Johnson Industries
Stuart Juodeika – Community Businessman
Michael Kraft – North Coast Small Business Resource Center
Kurt Kramer – Kramer Investment Corporation
Dennis Leonardi – Dairyman
Marie Liscomb – City of Eureka
Rick Littlefield – Eureka Natural Foods
Connie Lorenzo – Employment Training Department
Mark Lovelace – Board of Supervisors
Paul Lubitz – Holly Yashi
Tony and Nick Lucchesi – Pacific Builders
Lindsay Magnuson – Northcoast Regional Land Trust
Joe Mark – St. Joseph’s Health System
Rob McBeth – O & M Industries
John McClurg – Fire and Light
Travis Michel – Fisherman
Dina Moore – Rancher
Dennis Mullins – Labor Market Information
David Narum – Greenway Partners
Jeff Nelson – SHN Engineering
Aaron Newman – Humboldt Fishermen’s Marketing Association
Carlton Nielson – Nylex
Lynette Nutter – A. Nutter Production
Larry Oetker – City of Arcata Community Development Services
Steve O’Meara – Kokatat
Matthew Owen – Wells Fargo
Teri Paterson – Arcata Economic Development Corporation
Peter Pennekamp, Humboldt Area Foundation
Tom Perrett – Tomas
Dennis Rael – Los Bagels
Mike Renner – Renner Petroleum
Cedar Reuben – Humboldt Investment Capital
Jen Rice – Redwood Community Action Agency/Humboldt Area Foundation
Rollin Richmond – Humboldt State University
Carol Rische -Humboldt Bay Water District
Emanuel Rose – Strategice Marketing
Matt Ruchong – Fat Rat Enterprises
Elvia Saavedra– Paso a Paso

Ron Samuels – Marimba One
Jon Sapper, PhD– Humboldt CountyOffice of Education
George Schmidbauer – Schmidbauer Lumber
Carl Schoenofer – California Redwood Company
Hank Sims – Lost Coast Communications
Jimmy Smith - Board of Supervisors
Phebe Smith– Redwood Harley Davidson
Kaitlin Sopoci-Belknap – Humboldt Independent Business Alliance
Herrmann Spetzler – Open Door Health System
Connie Stewart-California Center for Rural Policy
Alex Stillman – City of Arcata, Stillman Properties
Ryan Sundberg - Board of Supervisors
Tom Tellez – Wallace & Hinz
Cindy Trobitz-Thomas – City of Eureka
Nicole Vincent – Humboldt Mobile Massage (Economic Fuel)
Kyle Visser – Shred Tec (Economic Fuel)
Nancy Vizenor –Humboldt State University Center for Entrepreneurship
Ross Welch – Arcata Economic Development Corporation
Dave Wells – Wells Commercial Realty
Mike Wilson – Harbor District
Beth Wilson, PhD – Humboldt State University Economics Dept
Elizabeth Wing – Wing Inflatables
Justin Zabel – Mercer Fraser
Katherine Ziemer – Farm Bureau

Appendix B Other Ideas

- Rail banking
- Cultural events – develop ones that will bring more people into the area.
- Research into niche manufacturing needs - targeting a small segment of a large market, value added light weight
- Tax rebates for relocation
- Develop online educational curriculum on redwoods for schools
- Manufacturing from recycled products
- Assistance with energy efficiencies for local (manufacturing) businesses
- Rail – east west, from Scotia to the Bay, as part of a through road to Canada, or as part of a “Silk Road” from Asia to Peoria, IL
- Insert language in all construction contracts with public monies that mandate that apprentices be trained on the job
- Enforce apprenticeship laws to support union apprenticeship programs and train more people
- Support local non profits to be more effective
- Short sea shipping
- Planning for expanding and maintaining a regional trail system
- Land use planning that builds on existing infrastructure
- Projects like Willow Creek renovation of 101– economic and environmental benefits
- Regional community forest system
- Support purchase of Humboldt Creamery by Organic Valley so it can be owned as a co-op partnership by local dairy farmers
- Design charrette for Broadway
- Research project with HSU and the City of Arcata on algae and possible related products
- HSU research health related technologies for development of Health Technology Incubator
- Computer rendering operations – we have a cool climate and plenty of space
- Training site at CR for environmental techs from all over the country
- The Marina project
- Export expertise in the environmental sciences
- Coastal wetlands mitigation bank
- Support program specifically for people with cottage industries (run out of their homes)
- Help people start mail order businesses
- Lack of mills is a problem – need to help them stay in business
- Site for helping to find jobs for spouses of professionals being recruited in healthcare or at HSU
- Need to deal with the issue of the homeless in terms of promoting tourism or developing our shopping districts
- Help with succession for local companies