

Exhibit F: Project Evaluation Form

The Headwaters Grant Fund  
Grantee Self-Evaluation

The information requested on this form will allow the Headwaters Fund to better understand its funding and report to the public. A positive or negative self-evaluation will not impact your future chances in applying for and obtaining Headwaters funding; thus, please be candid. We also will not rate or otherwise evaluate grantees in our public reports.

You must return this form within 30 days of your Final Project Report to the Headwaters Fund. Headwaters Fund staff may contact you with further questions about your project. If you have any questions, please contact Headwaters staff. Thank you.

Today's Date: September 17, 2010

Organization Name: Economic Development Division, County of Humboldt

Project Title: Cross-Cluster Industry Development

Project Start Date: 6/15/2004 Project End Date: 06/30/2010

Please answer the following questions, using as much space as necessary:

1. What were the project goals and were they achieved? Why or why not?
  - a. **Quarterly Business Leader Luncheons and Celebrations of Entrepreneurship:** The Economic Development Division took the lead on six luncheons, covering pertinent topics such as: building and maintaining a competitive edge, STAA trucking issues, applying green energy practices, attracting and maintaining workers, generational issues in the workforce, and applying innovation and technology. Economic Development also hosted six industry cluster-centric events, recognizing the strengths, opportunities and challenges within each cluster, while celebrating the entrepreneurs who drive local industry growth.
  - b. **Collection and dissemination of key information:** Economic Development produced nine State of the Industry Reports and a Targets of Opportunity summary report to share up-to-date, relevant information on the Humboldt county and regional economy. More than 45,000 copies of these reports have been distributed. These documents have proven extremely valuable to industry, to economic and community development entities, to educators, and to policy makers. These publications lead to front-page feature stories on each of nine industries in the regions leading newspaper, the *Times-Standard* and lead to industry events, celebrating entrepreneurs who drive business growth.
  - c. **Transportation Improvement Advocacy:** Economic Development provided information to interested businesses on issues around STAA trucking restrictions and became a hub for information sharing between industry,

community and policy makers. The current STAA chokepoint outside of Richardson Grove State Park is scheduled for corrective construction; however, lawsuits have been filed against Cal Trans on behalf of environmental organization, EPIC.

- d. **Branding the North Coast:** Humboldt Made is the brand born out of two years of meetings with industry leaders from specialty agriculture, food and beverage and niche manufacturing. At least 140 businesses have requested information on joining in the “program”.
- **What regional definition makes the most economic sense to the customer?** The Humboldt Made committee decided there was more significant customer identification and industry investment in the word “Humboldt” over “Redwood Coast” and “North Coast”.
  - **What assets of the region resonate with and appeal to consumers?** Based on committee input and customer survey information, Humboldt’s clean air, clean water, natural abundance, pristine environment and high-quality, sophisticated, carefully made, healthy, handmade and wholesome products are what customers are seeking in the marketplace. Because most consumers with access to specialty food markets live in more urban, congested environments, they are purchasing quality of life products that represent their ideals and their desire for a slower paced, rural lifestyle, in which Humboldt County is known.
  - **Who are those consumers, defined in demographic, psychographic and economic terms?** Specialty food shoppers are most often women, 18-54 years old who are college educated, employed and are in the middle to upper-level income brackets. Humboldt Made has deployed a questionnaire to gather more customer data that will be provided to businesses.
  - **What national and global trends affect the buying patterns of these consumers?** Consumers are concerned about knowing where their foods come from and that the producers of the foods have integrity in their business practices, in their treatment of employees, animals and the environment. Consumers want to trust the producers of their foods to provide high-quality, nutritious and wholesome products. Brands are being chosen with higher ideals in mind than they ever have before.
  - **What combination of communications materials best communicates our regional brand? (e.g., consumer profile, language, images, photographs, sounds.)** Businesses on the Humboldt Made committee prioritized the following tools as important to communicating our regional brand: 1. Made in Humboldt word mark; 2. Keywords and themes to describe the region; 3. Consumer profile for “Who buys Humboldt”; 4. Quintessential Humboldt County photographic images for business use; 5. Humboldt County brag points (points of pride); 6. Website encouraging consumers to buy directly from businesses; 7. Humboldt Made profile entrepreneurs in their place/community for use on websites, at events, in-store, etc.; 8. Cinematic films that showcase products in place with people to be used online, at events, trade shows, and DVD; 9. Brand testing (Specialty food market shoppers); 10. Brand

- and film premiere event to rollout brand and share with community; 11. Familiarity Tour for national media and distributors;
- **How can we make these materials accessible in a way that is sustainable and most easily utilized by business owners and marketers and by economic development efforts?** Branding tools were developed with the following adoption methods in mind:
    1. Build branding tools that businesses can easily adopt into their own marketing programs;
    2. Utilize online tools, grassroots and social network marketing to build brand identity;
    3. Launch brand with Humboldt County products that already have brand recognition;
    4. Release films weekly Spring 2010 through online, grassroots and social networking;
    5. Work with local organizational networks to utilize brand tools;
    6. Utilize Humboldt County “connections” to launch the brand, i.e., successful Humboldters;
    7. Bring media, writers, photographers to Humboldt to experience the lifestyle;
    8. Bring specialty food and beverage distributors to experience the Humboldt lifestyle;
    9. Encourage well-established, branded businesses to pull-up the next generation of brand adopters;
2. Answer the following: Who was impacted by your project and how many?
    - a. Quarterly Business Leader Luncheons: Approximately 40 - 60 business leaders attended each business leader luncheon.
    - b. Annual Celebration of Entrepreneurship: The annual event morphed into six industry cluster events hosted in Arcata, Eureka and Fortuna.
    - c. Collection and dissemination of key information: More than 45,000 copies of the State of Industry reports and Targets of Opportunity sheets have been disseminated to the public.
    - d. Transportation Improvement Advocacy: More than 60 businesses participated in STAA trucking advocacy activities.
    - e. Branding the North Coast: More than 140 businesses have made requests to participate in Humboldt Made. Twenty businesses are in the process of integrated the brand. More than 600 individuals attended the *Love, Humboldt* movie premiere held February 2010.
  3. The number of events/activities that took place, where they happened, the number of people attending, etc. Include photographs, if applicable.
    - a. Quarterly Business Leader Luncheons: Approximately 300 businesses participated in six luncheons. These luncheons were held at multiple locations: Avalon Restaurant, Humboldt Bay Aquatic Center; the Jambalaya and the Sea Grill.
    - b. Annual Celebration of Entrepreneurship: Approximately 200 - 250 individuals participated in the industry-cluster centric entrepreneurship celebrations.
    - c. Branding the North Coast: The *Love, Humboldt* film premiere attracted approximately 600 people to see the results of the Humboldt Made branding project. This event was held at the Arcata Theatre Lounge.

4. What are the lasting benefits of the project (provide quantitative and qualitative benefits)?
  - All aspects of this project have stimulated and provided opportunities for business-to business networking, peer mentoring and industry-wide discussions and problem-solving.
  - The State of the Industry reports (SIR) shared quantitative and qualitative statistics by industry as compared to state and national industry data. SIR information also included information about industry trends, regional opportunities and challenges and significant cross-cluster topics including broadband access, and barriers to growth, including access-to-market for small businesses.
  - With the conclusion of Prosperity Business Leader Luncheons, other organizations started their own topical luncheons from the following organizations: the Redwood Technology Consortium, Plan It Green, and Northern California Association of Nonprofits.
5. What challenges did you encounter during the project? There were no significant challenges besides pushing timeline to completion.
6. How will you continue the work started by this project?
  - Business Leaders Luncheons have not been an economic development division priority in the past year. Several other industry-based organizations have successfully integrated luncheons with special business topics, requested by their memberships. As the need arises, we will revive these luncheons.
  - Branding the North Coast is continuing as Humboldt Made and has received a second award from the Headwaters Fund for brand integration. Economic Development continues to invest in the brand through other grant funded projects, including, Direct to Consumer Marketing for businesses who have adopted the brand and with innovation consultants, IDEO, to develop community integration activities for Humboldt Made.
7. What, if any, are your comments about working with the Headwaters Fund and its staff?

Thank you.

8. How would you rate the Headwaters Fund as a funder?

Most excellent.

9. Do you have any other comments? No.