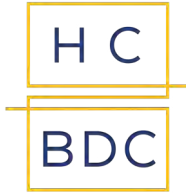




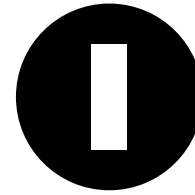
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**HCBCD PROPOSAL**

COUNTY OF HUMBOLDT  
COLLECTIVE CANNABIS BRANDING,  
PROMOTING AND MARKETING STRATEGY  
FOR HUMBOLDT COUNTY

**RFP #1120-275-PTMARKETING**

2021\_07.30



## RFP Signature Affidavit

## RFP Signature Affidavit

	<p><b>Request for Proposal (RFP)</b>  <b>Cover Page</b>          County Administrative Office          County Department of Economic Development          County of Humboldt, Eureka, CA</p>										
<p><b>COUNTY AGENCY</b></p>	<p><b>Economic Development</b></p>										
<p><b>RFP NUMBER</b></p>	<p>1120-275-PTMarketing</p>										
<p><b>RFP TITLE</b></p>	<p>Collective Cannabis Branding, Promoting and Marketing Strategy for Humboldt County</p>										
<p><b>PURPOSE</b></p>	<p>The purpose of this document is to provide interested parties with information to enable them to prepare and submit a proposal for the development and implementation of a Collective Cannabis Branding, Promoting and Marketing Strategy for Humboldt County, including recommendations for strategic use of a county STAMP program.</p>										
<p><b>DEADLINE FOR RFP SUBMISSION</b></p>	<p><b>DEADLINE FOR PROPOSALS TO BE RECEIVED</b>          June 30, 2021          1:30 p.m. Pacific Standard Time          LATE, FAXED OR UNSIGNED PROPOSALS WILL BE REJECTED</p>										
<p><b>SUBMIT RFP TO THIS ADDRESS</b></p>	<p>HUMBOLDT COUNTY ECONOMIC DEVELOPMENT DIVISION          520 E Street          Eureka, CA 95501</p>										
<p><b>SPECIAL INSTRUCTIONS</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Label the lower left corner of your sealed submittal package with the RFP number 1120-275-PTMarketing.</li> <li><input checked="" type="checkbox"/> Submit one original with seven additional copies of proposal with required forms.</li> </ul>										
<p><b>DIRECT ALL INQUIRES TO</b></p>	<table border="1"> <tr> <td><b>NAME</b></td> <td>Peggy Murphy</td> </tr> <tr> <td><b>TITLE</b></td> <td>Economic Development Specialist</td> </tr> <tr> <td><b>PHONE #</b></td> <td>(707) 445-7745</td> </tr> <tr> <td><b>FAX #</b></td> <td></td> </tr> <tr> <td><b>EMAIL</b></td> <td>ProjectTrellis@co.humboldt.ca.us</td> </tr> </table>	<b>NAME</b>	Peggy Murphy	<b>TITLE</b>	Economic Development Specialist	<b>PHONE #</b>	(707) 445-7745	<b>FAX #</b>		<b>EMAIL</b>	ProjectTrellis@co.humboldt.ca.us
<b>NAME</b>	Peggy Murphy										
<b>TITLE</b>	Economic Development Specialist										
<b>PHONE #</b>	(707) 445-7745										
<b>FAX #</b>											
<b>EMAIL</b>	ProjectTrellis@co.humboldt.ca.us										
<p><b>COUNTY WEBSITE</b></p>	<p><b>WEBSITE</b> <a href="https://www.gohumco.com/243/Project-Trellis-Marketing">https://www.gohumco.com/243/Project-Trellis-Marketing</a></p>										
<p><b>DATE RFP ISSUED: Friday, May 7, 2021</b></p>											

<b>RFP SIGNATURE AFFIDAVIT</b>	
<b>NAME OF FIRM:</b>	Humboldt Community Business Development Center
<b>STREET ADDRESS:</b>	427 F Street, Suite 213
<b>CITY, STATE, ZIP</b>	Eureka, CA 95501
<b>CONTACT PERSON:</b>	Natalynne DeLapp, Executive Director
<b>PHONE #:</b>	707-599-6670
<b>FAX #:</b>	N/A
<b>EMAIL:</b>	natalynne@hcbdc.org

Government Code Sections 6250 *et seq.*, the “Public Records Act,” define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above named firm and hereby agrees to all the terms, conditions, and specifications required by the County in this Request for Proposal and declares that the attached proposal and pricing are in conformity therewith.

**Signature** \_\_\_\_\_ **Title** Executive Director  
 Natalynne DeLapp

**Date** July 15, 2021

**Name (type or print)**

This firm hereby acknowledges receipt / review of the following addendum(s) (If any)  
 Addendum # \_\_\_\_\_ Addendum # \_\_\_\_\_ Addendum # \_\_\_\_\_

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# Table of Contents

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## Organization/Agency Profile

# Organization/Agency Profile

**Dear Humboldt County Board of Supervisors, Economic Development Staff, and Project Trellis Committee members,**

Humboldt County's cannabis history is lengthy, born of an intense work ethic that has resulted in a reputation for producing the finest cannabis in the world.

Our history is one of a fiercely resilient community, diverse and often shrouded in the darkness cast by prohibition. Yet, despite that darkness, our community was one born of peace—a desire to escape the throes of everyday life and return to the land to grow food, educate children, and steward the land to our best abilities. We flipped the proverbial bird at the government post-Vietnam and at the timber industry that dominated our lands. Pencil Patches funded our rural community schools. Volunteer fire departments were created and stood as community pillars for both our safety and social lives. A true community and a new culture were born.

Our vision and culture changed again with the introduction of Just Say No and the War on Drugs. Prohibition turned the next generation of Humboldt County residents into soldiers. Our culture became that of secrecy, deception, and overwhelming fear. Our motto became one of greater risk and greater reward. The militarized actions the government used against our community irrevocably changed both its residents and the land itself.

Yet our sense of community remained: a connection to where we came from and what we still hoped one day would be. Then the winds of change brought legalization—an opportunity to shed the years of trauma and PTSD and openly return to our roots. The desire to heal the land and our psyches drives our commitment to see our compliance journeys through, a journey which promises us the ability to live openly and honestly. Our genuine love and understanding for the plant that we built our culture and community around can now shine: whether through our land stewardship, a community potluck to support our fire departments, a road association maintenance crew, or a new school playground.

This document details how we intend to honor our history and our culture. With resiliency, diversity, and humility, we believe the marketing efforts of Humboldt County cannabis should be led by what started it all – our grassroots community. By combining the extraordinary local expertise of our two nonprofit organizations, the Humboldt Community Business Development Center and Humboldt County Growers Alliance, and amplified by world-class marketing of Iconic, we appreciate the opportunity to provide you with our strategy to honor the history and culture of cannabis in Humboldt County and protect and enhance our community's future through countywide cannabis marketing efforts.

We kindly ask you to join us in our vision.



**Scott Davies** HCBDC Board of Directors & Winterbourne Farms



**Kaylie Saxon** HCGA Board of Directors & Forbidden Fruit Farms

We are humbled to provide our vision for a place-based export branding, promotional, and marketing strategy for Humboldt County’s world-renowned cannabis industry. In line with Humboldt County’s demonstrated leadership, dedication, and imagination, this strategy would be the first ever to be implemented, globally, for the promotion of place-based craft cannabis.

Adopted by the Board of Supervisors in November 2020, the Humboldt County Cannabis Marketing Assessment analyzed how successful place-based export products - known as Geographical Indications, or GIs - are structured and promoted.

This proposal is informed and structured by the findings and recommendations of that Assessment. In particular, the first two findings of the Marketing Assessment speak to the structural and organizational factors necessary to create a firm and equitable foundation for any subsequent decision on regional marketing:

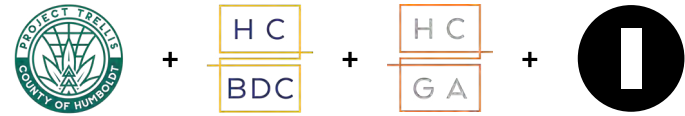
**Finding #1:**

“Strong organizational and institutional structures are critical to GIs that seek to promote regional products over many decades. Most commonly, resilient and successful GIs are managed in collaboration between industry and government.”

**Finding #2:**

“Equitable participation requires decision-making structures that can balance the management of regional brand identity with specific priorities of stakeholders such as appellations, cooperatives, independent brands, and distributors. Successfully integrating these stakeholders is an essential aspect of creating an equitable GI.”

The organizational core of this proposal is the partnership between the Humboldt Community Business Development Center (HCBDC), Humboldt County Growers Alliance (HCGA), and our marketing partner, Iconic Collective. Collectively, we believe these organizations create a team that is well-equipped to provide services and benefits to our community through strong organizational structures and equitable participation.



These two findings are the foundation of both structure and process that directed the development of our proposal. HCGA is uniquely qualified with a demonstrated capacity and reputation for developing professional, transparent, and accountable strategies with community buy-in. By partnering with HCBDC, the two organizations can maximize impact across the entire cannabis industry in Humboldt County.

To facilitate a democratic and transparent decision-making process, HCGA will convene a Humboldt County Cannabis Marketing Committee. The Marketing Committee will be composed of and elected by permitted cannabis farmers to make collective marketing decisions for the benefit of cannabis stakeholders, including farmers, appellations, cooperatives, and independent brands.

We also believe that it is imperative to create a bridge between our past, present, and future, which is why in addition to the Marketing Committee, HCGA will convene an “Elders Council.” The Elders Council is an advisory group of people who lived in and participated in developing Humboldt County’s back-to-land/homestead movements. The council works with the Marketing Committee, Iconic, and HCGA to ensure the history of Humboldt’s cannabis story is told accurately.

To achieve the full potential of a Humboldt County cannabis GI, we believe that Humboldt’s cannabis industry must align itself with skilled branding and marketing professionals who have incredible creative design, are strategic thinkers and understand California’s cannabis market dynamics. In addition, we must remember that we are not selling weed to ourselves. Instead, we are creating a place-based export strategy to brand and market Humboldt County’s cannabis to consumers across the state, and in the future, across the United States, and someday internationally. For these reasons, we’ve partnered with Iconic Collective, a marketing firm from the Los Angeles area. Iconic brings their team and wheelhouse of experience and professionalism to complement our deep connection to the Humboldt community and the cannabis industry. We are thrilled to be working with their caliber of excellence and look forward to combining our different skill sets to bring forward the best efforts for our community.

After strategic planning and an abundance of community involvement, HCGA and Iconic will create a new and adaptive action plan and brand for the Humboldt County cannabis industry. The marketing program will pull elements from international GI organizational development and combine it with

the innovative approaches to marketing that Iconic specializes in, such as industry-facing marketing, strategic partnerships, media partnerships, and supporting canna-tourism.

We envision Humboldt’s cannabis farmers and their stories, their communities, their cooperative associations, their appellations, and their history being honored, uplifted, and amplified through a new consumer-facing website, business-to-business events, social media, and public relations campaigns.

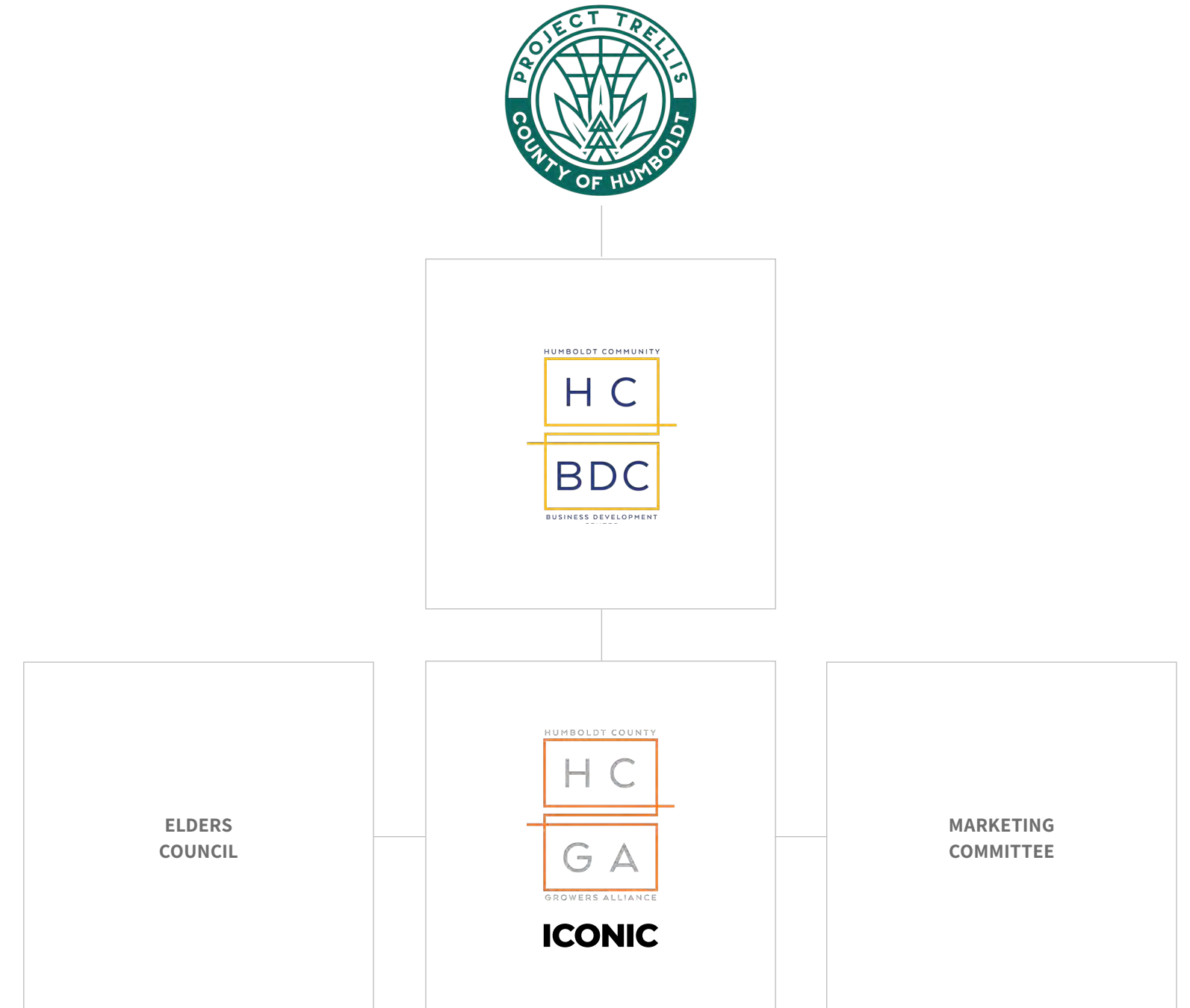
Our team will work with cannabis stakeholders and the county to ensure that the brand and marketing activities reflect the values of our community. We will provide transparent, accountable, democratic processes that allow for maximum public involvement. In addition, we will provide robust financial transparency and accountability to ensure taxpayer funds are used wisely and in alignment with approved strategic plans.

Together, we believe that local industry and local government can be the architects of an institution capable of protecting and enhancing Humboldt County’s world-renowned craft cannabis industry over many decades.

Thank you, and we look forward to working with you on this compelling and historical adventure.



Extraordinary local expertise  
amplified by world-class marketing.



## SECTIONS C / HCBDC ORGANIZATIONAL PROFILE

### HCBDC ORGANIZATIONAL OVERVIEW (RFP C1)

The legal name of the organization making this proposal is Humboldt Community Business Development Center (HCBDC) which is a California Nonprofit Public Benefit Corporation with status as an IRS-Tax Exempt 501(c)3. The organization is controlled by the HCBDC Board of Directors (Page 21).

The primary point of contact is:

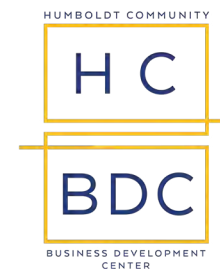
Natalynne DeLapp, Executive Director  
natalynne@hcbdc.org / 707-599-6670

The HCBDC was incorporated July 18, 1985 and the EIN is 68-0070019.

The organization's offices are located at 427 F Street, Suite 213, Eureka, CA 95501.

The phone number is 707-599-6670.

The HCBDC does not currently have full-time employees. However, the Board of Directors has established a Staffing Agreement with HCGA (Appendix 1 & 4) and Iconic Collective.



## SECTIONS C / HCBDC ORGANIZATIONAL PROFILE

### A POWERFUL COALITION (RFP C2)

HCBDC will be the nonprofit organization that contracts with Humboldt County and will employ all vendors and subcontractors, including Humboldt County Growers Alliance (HCGA) and the marketing firm, Iconic Collective.

- HCBDC is a federally recognized tax-exempt non-profit 501(c)3 organization.
- HCBDC's tax-exempt status may allow for reduced rates for vendors and subcontractors because the vendors can write off their contributions as donations to HCBDC.
- All branding, marketing, and promotional activities included within this proposal are for the benefit of Humboldt's entire legal cannabis industry.

### AN OVERVIEW OF HCBDC'S CURRENT AND PREVIOUS BUSINESS ACTIVITIES (RFP C2A-D)

Humboldt Community Business Development Center (HCBDC) was initially founded in 1985 as the North Coast Small Business Resource Center (NCSBRC). It is a tax-exempt 501(c)3 nonprofit public interest organization. The organization does not have members but works on behalf of the greater good of Humboldt County. In early 2019, the corporate structure of the NCSBRC was donated to HCGA to be refreshed with a new Board of Directors, updated mission and bylaws, and now is doing business as Humboldt Community Business Development Center (HCBDC).

**The mission of HCBDC is to support the development of Humboldt County cannabis businesses and communities through education, economic, social and environmental protection and development.**

### HOW HCBDC AND HCGA WORK TOGETHER:

#### INTER-ORGANIZATIONAL COLLABORATION (RFP C2)

The Humboldt Community Business Development Center (HCBDC) and Humboldt County Growers Alliance (HCGA) have a developed understanding to facilitate collaboration, share resources and improve services provided by each organization. Each organization is separate and distinct, with its board of directors and finances. By sharing resources, the organizations can efficiently use each organization's talents, constituencies, and tangible assets.

Described as "partner organizations," HCGA acts as the nucleus, and HCBDC the projector. The partnership between the two organizations allows HCGA to transmit its energy outward to advance the greater good of the cannabis industry beyond its membership. HCBDC has a MOU with HCGA that it will provide all staffing needs as the Marketing Management Organization. HCBDC and HCGA have partnered with Iconic Collective to bring world-class marketing services to Humboldt. Iconic's expertise is a perfect compliment to the deep roots and understanding resident within HCBDC and HCGA. HCGA/Iconic will implement the marketing programs developed to carry out the strategic vision and goals of the cannabis community.

A Professional Services Agreement will be deployed between HCBDC and the County, understanding that the strategy and staffing are developed and implemented by HCGA. ( See Memorandum of Understanding between HCGA and HCBDC in Appendix 2) Upon securing the contract with the county, an additional contract between HCBDC and HCGA would explicitly detail a Staffing Services Agreement and financial agreement based on the finalized Scope of Services with the county.

**PUBLIC GRANT** (RFP C2)

In 2019, a Memorandum of Understanding was developed that allowed HCGA to create and implement grant-based programming for the organization. At present, HCBDC is solely grant-funded. In 2019, HCBDC successfully developed and implemented a Headwaters Grant to provide a Cannabis and Manufacturing Training Program to Humboldt County cannabis operators and employees.

In 2020, HCBDC was asked to partner with Humboldt State University’s Center for Rural Policy and Humboldt Institute for Interdisciplinary Marijuana Research, in conjunction with Sonoma State University to develop a Northern California Economic Impact Report for cannabis. The grant was authorized by the Bureau of Cannabis Control.

**PUBLIC CONTRACTS** (RFP C2.C)

The HCBDC and the HCGA have not held public contracts. Iconic has had a public contract with the University of California system – Specifically, The University of California, San Francisco (UCSF). Iconic’s extensive multi-year project was completed with excellence and the ROI for the UCSF exceeded all expectations. Iconic has been providing services equivalent to those articulated in this proposal since 1999.

**NO FRAUD** (RFP C-3)

HCBDC, and its partners, HCGA & Iconic, do not have any fraud convictions related to public contracts – or related to any contract for that matter.

**ELIGIBLE** (RFP C-4)

HCBDC, and its partners, HCGA & Iconic, do not currently, nor has they ever had, any debarments, suspensions or other cause that might render us ineligible to participate in public contracts.

**ELIGIBLE** (RFP C-5)

HCBDC, and its partners, HCGA & Iconic, have had no federal or state violations of industry or regulatory requirements. There is nothing that might render Iconic ineligible to participate in public contracts.

**CORPORATE OWNERSHIP & CONTROL** (RFP C9)

HCBDC, HCGA, and Iconic do not hold a controlling or financial interest in any other organization and is NOT owned or controlled by any other person or organization.



**ADAM GROSSMAN**  
PRESIDENT  
Papa & Barkley



**GREGG FOSTER**  
Redwood Region Economic  
Development Commission



**DANE VALADAO**  
TREASURER  
ReProp Financial



**ASHLEY HANSON**  
SECRETARY  
Humboldt Green  
Light Kitchen



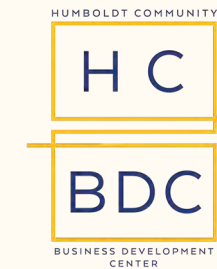
**NICOLE RIGGS**  
DIRECTOR  
Manifesto Synergies



**PAUL GALLEGOS**  
DIRECTOR  
Attorney at Law



**SCOTT DAVIES**  
DIRECTOR  
Winterbourne Farm



HCBDC has custom-built an unmatched team to fulfill the recommendations of the Humboldt County Marketing Assessment.

**HUMBOLDT COUNTY MARKETING ASSESSMENT**

Humboldt County partnered with HCGA to develop the Humboldt County Cannabis Marketing Assessment. The Humboldt County Marketing Assessment identified eight findings, and from those findings, thirty recommendations. These recommendations include ways to build a strong organizational structure, ensure equitable participation, protect collective intellectual property, build strong market partnerships, and recommendations for other marketing activities. The recommendations also included guidance for quality control and grading standards, centralized data collection, research and development (R&D), education, public policy controls and promotion of environmental sustainability. See Appendix 5 for a list of ways the Marketing Assessment may be implemented over the next three years.

The HCBDC will adhere to and enforce the fulfillment of the recommendations of the Humboldt County Marketing Assessment. To recap the Assessment headlines, the HCBDC will ensure:

01. Strong Institutional Foundation
02. Industry and Government Collaboration
03. Strong Ties Beyond Industry & Government
04. Representative Democracy
05. Transparent, public oversight and accountability
06. Integrating manufacturers, distributors, and retailers
07. Working with appellations and cooperatives
08. Messaging with substantial community input
09. Countywide certification mark or stamp program
10. IP held by Humboldt County government
11. Enforceable IP Strategy

12. Prioritize relationships with distributors and retailers in major urban markets
13. Prioritize building relationships with equity businesses
14. Influence marketing dynamics
15. Prioritize resources (financial)
16. Promote Humboldt through a lens of terroir
17. Incorporate public relations and (earned) media coverage
18. Promote cannabis tourism and coordinate with Humboldt County Tourism efforts
19. Track grading standards, consider promotional efforts related to development of grading program
20. Conduct agriculture and consumer research on cannabis quality and grading standards
21. Consider adoption of minimum quality standards for flower sold with the Humboldt County name.
22. Collaborate with appellations on marketing
23. Support Project Trellis Micro-grants to fund cooperative owned manufacturing and distribution
24. Integrate public policy expertise
25. Marketing efforts integrate with local, state, national and international cannabis policy developments.
26. Conduct (or purchase) consumer trend research for all Humboldt cannabis businesses
27. Make relevant educational materials available to all Humboldt cannabis businesses
28. Promote environmental sustainability.
29. Collaborate with appellations to promote sun-grown and terroir-grown cannabis and regenerative farming practices.
30. Promote environmental certifications, if found to be adequately promoted to consumers.



## SECTION C / HCGA ORGANIZATIONAL PROFILE

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### HCGA ORGANIZATIONAL OVERVIEW (RFP C1)

HCBDG will partner with Humboldt County Growers Alliance (HCGA) to fulfill this proposal. HCGA is a California Nonprofit Mutual Benefit Corporation, but is not a tax-exempt organization due to federal prohibitions. HCGA has submitted an application to the IRS seeking tax-exempt status as a 501(c)6 business league. The organization is controlled by the HCGA Board of Directors (Page 27).

The primary point of contact is:  
Natalynne DeLapp, Executive Director  
natalynne@hcgaco / 707-599-6670

The HCGA was incorporated February 13, 2017 and the EIN is 82-0658286.

The HCGA shares offices with HCBDG at 427 F Street, Suite 213, Eureka, CA 95501.

The phone number is 707-599-6670.

The HCGA has three full-time employees and one part-time employee. The HCGA has a staffing plan in place for eight full-time and two part-time employees.



### HCGA's MISSION (RFP C2.D)

**To preserve, protect, and enhance Humboldt County's world-renowned cannabis industry.**

HCGA is grounded in the values of the Triple Bottom Line: People, Planet, and Prosperity. Through the Triple Bottom Line lens, HCGA develops annual strategic plans, goals, and objectives to carry out its mission and achieve its vision.

### HCGA VISION (RFP C2)

"Humboldt County's world-renowned cannabis is recognized and sought after. Humboldt County's collective intellectual property is protected and enhanced, and a unified marketing strategy is implemented. We are influential with policymakers at all levels at a time when our industry is poised to tackle state and (coming) national and international markets. The industry has the tools and know-how to survive and thrive in the regulated market through various well-positioned brands and businesses. Our industry is a good neighbor. We take pride in giving back to the county through our tax dollars and community engagement. Cannabis culture is normalized and is intimately woven into the fabric of Humboldt County's social landscape. We are leaders of sustainably produced and manufactured cannabis. We believe that social responsibility and environmental leadership are fundamental to Humboldt County's future success."

**AN OVERVIEW OF HCGA’S CURRENT AND PREVIOUS BUSINESS ACTIVITIES** (RFP C.2.A-D)

Humboldt County Growers Alliance (HCGA) was organized as a direct response to the needs and at the request of Humboldt’s cannabis industry. Building off more than a decade of cannabis community organizing efforts, HCGA stepped into its role immediately after the passage of California’s Proposition 64, the Adult Use of Marijuana Act.

Before launching HCGA, the founders assessed the needs of Humboldt’s cannabis community, identified its target audience, developed specific mission, vision, and goals, implemented programs and services to meet the needs of its members/ customers/clients, and established budgets and revenue-generating strategies.

HCGA was incorporated in February 2017 as a California nonprofit mutual benefit corporation to organize Humboldt County’s emerging newly legal cannabis businesses into a trade association. Trade associations specialize in advocacy, public relations, market development, and education. Before forming HCGA, the founders and founding members of the organization worked with other state and local organizations to help usher through California’s landmark Medical Marijuana Regulation and Safety Act (2015) and Humboldt County’s Commercial Marijuana Land Use Ordinance.

**COMMUNITY BUY-IN** (RFP C2)

As a membership-based trade association, HCGA is funded through voluntary membership dues. The organization is entering its fifth year of renewals and currently includes 275 licensed cannabis businesses as paid members. This demonstrates that HCGA’s members believe that HCGA provides their businesses with tangible value and are willing to pay membership dues to the organization to continue to carry out its mission, vision, and goals.

**BETWEEN 2017-2021** (RFP C2)

- HCGA represents 275 permitted cannabis operators, nearly 30% of Humboldt’s entire licensed industry.
- Raised over \$1MM in membership-based revenue (\$1,113,864.00).

**CURRENT HCGA PROGRAMS** (RFP C2)

- Government Affairs
- Market Development & Public Relations
- Education
- Events

**HCGA DEMONSTRATES** (RFP C2)

- Industry buy-in
- Strong institutional and organizational structure
- Intelligent fiscal management
- Financial transparency, strategic planning, annual reporting
- Democratically elected Government Affairs Policy Committee
- Annual Reports 2017, 2018, 2019, 2020 (Appendix 5)



**KAYLIE SAXON**  
CHAIRWOMAN  
Forbidden Fruit Farms  
Green Road Consulting



**SCOTT DAVIES**  
TREASURER  
Winterbourne Farm



**STACIA ELIASON**  
SECRETARY  
Bear Extraction House  
Peach Tree Farms  
Cedar Creek Farms



**DAVID DICKINSON**  
DIRECTOR  
Woody Ridge Farm



**AARON LIEBERMAN**  
DIRECTOR  
Paradise Mountain Farm



**STATEMENT OF HCGA’S QUALIFICATIONS, EXPERIENCE, AND TECHNICAL CAPABILITIES** (RFP C.6.D & E)

HCGA has demonstrated the following organizational management capabilities.

**HUMBOLDT COMMUNITY NETWORKING**

Humboldt County is a small and tightly knit community. HCGA stays engaged and in communication with a wide variety of government officials, organizational leaders, institutions, industry members, media, and stakeholders. It is through maintaining long term relationships that the organization is able to keep its finger on the pulse of Humboldt County.

**STRATEGIC PLANNING**

Every two years, HCGA’s staff and Board conducts overarching strategic planning, reevaluating its vision, goals, and objectives. Working in conjunction with its membership, HCGA surveys its members to identify challenges and opportunities. It then incorporates the members’ needs into annual programmatic strategic plans submitted to the membership for feedback and then implemented after board approval.

**BOARD MANAGEMENT**

HCGA’s Board of Directors meets every quarter to review programs, budgets, and financial statements. The Board approves financial actions to carry out the organization’s programs. Agendas and minutes are kept in a shared drive.

**STAFF MANAGEMENT**

HCGA’s Board of Directors reviews the Executive Director on an annual basis. The Executive Director reviews and evaluates staff performance every year. The Board ensures that HCGA’s

employee manuals are up-to-date every year. The Executive Director establishes contracts approved by the Board.

**FINANCIAL MANAGEMENT**

HCGA sets an annual budget and the Executive Director is responsible for ensuring that revenues and expenditures are per the funding and yearly tax filings are completed. In addition, HCBDC secured a contract with Humboldt County’s Headwaters Foundation. HCBDC submitted quarterly reports to Headwaters and reimbursement requests to the county.

**ANNUAL REPORTING**

Annual reporting and transparency are a priority for HCGA. The organization writes a yearly report, discloses all membership, and financial information to its membership.

**WEBSITE DEVELOPMENT AND MAINTENANCE**

HCGA & HCBDC maintain two websites [hcgaco.com](http://hcgaco.com) and [hcbdc.org](http://hcbdc.org). that are regularly updated to provide information to members and the public.

**COMMUNICATIONS**

HCGA maintains a Slack online communications platform for its membership. For 700+ users, it is a 24-hour source of up-to-date information. It allows members to communicate with each other, ask questions, get answers, and crowd-source information.

Using Zoom, HCGA holds a weekly meeting with its members to discuss current issues, seeks feedback and input, and hosts special presentations by industry experts. On average, 30-60 attendees join each week.

HCGA sends out a weekly e-newsletter to more than 325 members. With a nearly 50% open rate, the newsletters contain information about the agenda for the weekly Industry Affairs Calls, HCGA updates, program news, and event postings.

HCGA maintains an Instagram account. To date, HCGA’s Instagram account [@hcgahumboldt](https://www.instagram.com/hcgahumboldt) has more than 7,052 followers and created 703 posts.

In 2021, HCGA initiated a quarterly print newsletter called the Terpene Tribune. The newsletter has a feature article and program updates.

HCGA has access to an online database that allows it to communicate with all California cannabis licensed businesses. Through this database, HCGA can invite manufacturers, distributors, and retailers from across the state to HCGA business-to-business events.

HCGA writes and submits occasional press releases, editorials, and articles for outside media.

HCGA and its members are regularly quoted in local, state, and national media outlets. Since 2017, HCGA has been quoted in more than 500 publications.

**HCGA GOVERNMENT AFFAIRS PROGRAM**

The cornerstone of HCGA’s efforts is to effectively and professionally advocate for its members’ interests. HCGA government relations professionals monitor proposed legislation and regulations to evaluate their impact on members. Information is presented to the membership during weekly

Industry Affairs calls and via its online member platform for group discussion and feedback. The Policy Committee, an elected and appointed decision-making body, votes to direct HCGA’s policy positions. HCGA staff implements the membership directives, submits formal letters to the authors of bills stating the organization’s position, and implements grassroots advocacy programs for or against specific legislation throughout the legislative process. The organization engaged in developing the state’s Medical Marijuana Regulation Safety Act, developing subsequent state regulations, developing appellations of origin and county of origin protection programs, two Humboldt County cannabis land use ordinances, numerous county-level land-use, tax amendments, and more. See [hcgaco.com](http://hcgaco.com) for more information.

**HCGA EDUCATION PROGRAM**

To ensure that the industry has the tools to survive and thrive in regulated markets, the organization brings professional development workshops and up-to-date and best available information back to Humboldt’s cannabis industry.

**EVENTS**

HCGA hosts Business-to-Business trade shows specifically designed to facilitate the trade of licensed cannabis products from Humboldt across California. It has produced Speed Dating with Distro (11/2017), Meet the Buyers (09/2018), Seed-to-Sale Pre-Planting Planning Conference (02/2019), House of Humboldt (11/2019). The House of Humboldt event offered an opportunity for licensed purchasers to explore Humboldt’s 2019 harvest showcased by cultivators and manufacturers. The House of Humboldt trade show saw more than 1,200 people in attendance from across the state. Spring Genetics Online Conference (04/ 2020) and the Summer B2B Networking Fair (08/2021).



**SECTION C6 / HCGA ORGANIZATIONAL PROFILE**

**MARKETING HUMBOLDT CANNABIS (RFP C.6.D & E)**

Since HCGA's inception, one of its primary goals is to develop and implement a cohesive world-facing Humboldt cannabis brand and marketing campaign. Some of HCGA's advocacy efforts to develop a comprehensive, funded and legally protected program include:

- HCGA founders and founding members supported the creation of Measure S.
- HCGA engaged Senator McGuire and Assemblymember Wood to successfully create "County of Origin" and "Appellations of Origin" protections within state law, including the passage of SB 185 in 2019 and SB 67 in 2020. These protections serve as the legal foundation for all subsequent countywide and appellation marketing efforts.
- Between the years 2016 and 2019, HCGA worked with the County and the SICPA track and trace systems to advance the concept of a "County of Origin" marketing strategy.
- HCGA worked with Supervisors to advance policy that would reinvest a portion of Measure S back into the cannabis industry.
- HCGA supported county staff to develop and implement Project Trellis.

**SECTION C6 / HCGA ORGANIZATIONAL PROFILE / STAFF**

**HCGA ORGANIZATIONAL LEAD (RFP C6)**

Natalynne DeLapp, HCGA co-founder and Executive Director, brings more than a dozen years of experience in organizational development and management and community organizing to the table. Before stepping into the role of Executive Director, she acted as HCGA's Operations Director from 2016- 2020. She's worked with non-profits and trade associations on project-based public relations strategies and election campaigns. She holds a degree in Environmental Science and Public Policy from Humboldt State University; and certifications from the Cascadia Center for Leadership and Leading Organizational & Community Change (LOCC).



**NATALYNNE DELAPP**  
EXECUTIVE DIRECTOR



**ROSS GORDON**  
POLICY DIRECTOR

**CONTRACTED SUPPORT (RFP C6)**

Additionally, HCGA contracts with various independent contractors, including lobbyists, expert consultants, graphic designers, and attorneys.



**HEATHER LUTHER**  
MEMBERSHIP DIRECTOR



**ALEGRIA SITA**  
MEMBERSHIP  
COORDINATOR

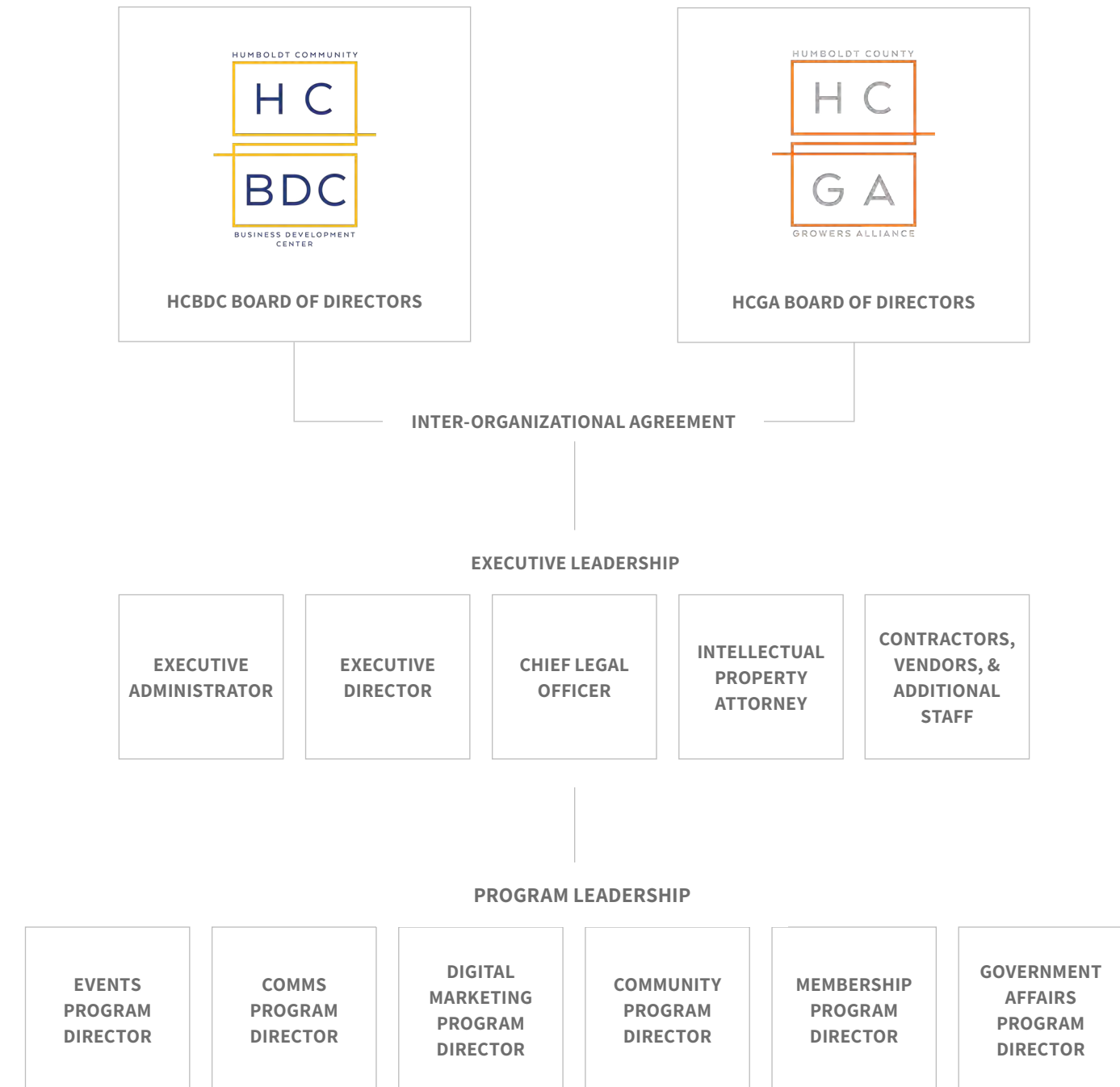
**INCREASING HCGA STAFF CAPACITY (RFP C6)**

To carry out the long-term protection, management, and implementation of the Humboldt County cannabis brand and marketing strategies, HCGA will hire four new staff members to carry out strategic objectives and provide customer service to the community and county. The four new hires include a Director of Community Relations, Chief Legal Officer, Communications Director, and Executive Administrator. The HCGA staff build-out plan is attached in Appendix 4. New staff will be hired in a phased approach to meet the needs of the community and marketing programs.





A staffing plan designed to make a transformative impact on the Humboldt community.



**ICONIC ORGANIZATIONAL OVERVIEW** (RFP C1-2)

HCBDC will partner with Iconic Collective to fulfill this proposal. Iconic is a California LLC. Iconic is controlled by the Managing Member, Rick Rabe.

The primary point of contact is:  
Rick Rabe, Founder & President  
rabe@IconicCollective.com  
212-871-8990

The agency was originally established in 1999 and was reorganized and incorporated as Iconic Collective on August 1, 2019.

The EIN is 84-2551510.

# ICONIC

**WE ARE VIRTUALLY EVERYWHERE** (RFP C6.A)

Iconic has 75 part- and full-time employees that live and work all over the country. Many team members utilize all of the office locations. We gather together as frequently as required and work virtually whenever possible. It is a contemporary agency model designed to deliver excellence in a more cost-effective manner.

**OFFICE LOCATIONS** (RFP C1, 6.B)

The physical location address of all facilities from which Iconic will provide services to Humboldt County are:

ICONIC LOS ANGELES  
4136 Del Rey Avenue, Suite 601  
Marina Del Rey, CA 90212  
877-930-0409

ICONIC SALT LAKE CITY  
10 West 100 South, Suite 609  
Salt Lake City, UT 84101  
877-930-0409

ICONIC AUSTIN  
828 W. 6th Street  
Austin, TX 78703  
877-930-0409

ICONIC NEW YORK  
390 Broadway, 3rd Floor  
New York, NY 10013  
877-930-0409

Iconic will also share office space with HCBDC & HCGA at:

**ICONIC HUMBOLDT**  
427 F Street, Suite 213  
Eureka, CA 95501  
707-599-6670

**ICONIC MISSION STATEMENT** (RFP C.2.D)

The Iconic mission statement declares,  
**“We use our time, talent, and resources to build thriving communities around causes that better the planet, society, and humanity.”**

As a result, the agency has attracted clients with products and services in education, healthcare, farming, and other industries that form the building blocks of thriving communities and a better world.

**AN OVERVIEW OF ICONIC’S CURRENT**

**AND PREVIOUS BUSINESS ACTIVITIES** (RFP C.2.A-D)

In 1999, Rick Rabe founded the agency as a film production company. As the business grew, the agency became well-known for a depth and breadth of excellence across film production, strategy, consulting, design, advertising, entertainment marketing, and philanthropic communications. In 2019, the agency was reorganized, reincorporated, and renamed the Iconic Collective. Our work has won top honors at award shows and is recognized for its effectiveness in the marketplace. Perhaps it is because we believe that great solutions require passion, intelligence, and personal commitment – a truth demonstrated by a portfolio of work that spans five decades.

**THE POWER OF “WE”** (RFP C.2.A-D)

We believe transactional-based marketing (“selling”) is outdated. At best, it merely generates superficial “likes,” incremental sales, or temporary change. In sharp contrast, we believe a brand’s most powerful, influential, and lasting connections are built through relational-based marketing within a strong and vibrant community. A community of believers creates a powerful multiplier effect on the affinity and kinship people have with the brand or organization. And communities can fuel a deeper, more unshakeable loyalty, taking evangelism to the next level through active advocacy. The strongest communities are built on shared truth, values, trust, transparency, and a heartfelt sense of belonging. We believe “community” is the key to developing effective marketing and communications for Humboldt County Cannabis. We believe in the power of WE.

**A BREADTH & DEPTH OF EXCELLENCE** (RFP C2-6)

Designed for the modern marketplace, Iconic is unique because we provide the services of a consulting firm, advertising agency, design firm, digital agency, and film production company. We are unaware of any other agency that delivers smart thinking and extraordinary branding across such a vast range of creative services. We partner with well established and emerging clients in both the for-profit and non-profit industries, and are respected for our history of crafting highly effective creative solutions that produce significant business results.

**ICONIC IS AN AD AGENCY** (RFP C2-6)

Iconic specializes in branding and product advertising, and we consistently deliver effective, award-winning strategic planning and creative excellence. We have developed top-level brand building campaigns and product promotions for Citi, AT&T, American Express, Mercedes-Benz, BMW Motorcycles, Johnson's, GE, Crate&Barrel, Jefferson Health, and The New York Times, to name but a few.

**ICONIC IS A DESIGN FIRM** (RFP C2-6)

Iconic is one of the most respected design firms in the country. We have designed books for the Olympics, Princeton, and Coach, as well as comprehensive brand identity systems for Harvard, MIT, UCSF, and Sundance. We design products and packaging for Nike, and we developed the brand style guide for the new Academy Museum of Motion Pictures. Our work for JetBlue included naming the airline and designing the logo, uniforms, plane tails, web experience, ticket kiosks, and everything required to redefine the modern airline experience.

**ICONIC IS A PRODUCTION POWERHOUSE** (RFP C2-6)

Iconic was initially founded as a Hollywood production company. We have led the production and post-production of commercials, feature films, documentaries, and Emmy award-winning series for Disney, HBO, and Netflix.





















Our production team delivers the same extraordinary level of quality at an exceptionally ordinary price point. Regardless of budget, every Iconic client has access to our production powerhouse. That's how we make sure every great idea is distinctive and well-executed from start to finish.

One of the most exciting things about film editing is the power it has to completely transform the nature, quality, and efficacy of a story. We know how to build buzz and ignite communities. Our award-winning editors are trusted by Disney, HBO, and Netflix to produce the most compelling stories.

**ICONIC IS FOR HUMBOLDT** (RFP C2-6)

The same strategists, copywriters, art directors, and filmmakers who work on these respected brands will be helping to develop the creative solutions for Humboldt County. Our team will ignite believers for the Humboldt community through ideas that resonate, inspire a following, drive momentum, and build engagement.

# ICONIC CLIENTS



**RICK RABE**  
FOUNDER &  
PRESIDENT



**LORRAINE KETCH**  
BRAND STRATEGY  
DIRECTOR



**STEVE LE NEVEU**  
RESEARCH &  
INSIGHTS DIRECTOR



**WILL KING**  
DIRECTOR OF  
DIGITAL DEVELOPMENT



**CANACE PULFER**  
DESIGNER &  
CREATIVE DIRECTOR



**ADRIAN PULFER**  
DESIGN  
DIRECTOR



**SCARLETT RABE**  
DIRECTOR OF  
CLIENT SERVICE



**ALEX SADOFF**  
FILM PRODUCER  
SR. EDITOR



**SKYE EMERSON**  
DIGITAL & SOCIAL  
MEDIA DIRECTOR

## ICONIC



### THE CRITERIA WE WILL USE TO EVALUATE CREATIVE WORK FOR HUMBOLDT COUNTY

#### TRUTHFUL

Great work is honest.  
Otherwise, it won't resonate  
with the community.

#### CLEAR

Great work must be easy to  
understand. Clever isn't clever  
if it isn't clear.

#### UNIQUE

Great work must be unique.  
It must have a distinctive  
positioning and fresh voice.

#### MEMORABLE

Great work sticks.  
The impact lingers.

#### PERSUASIVE

Great work works. We are  
not hired to do art projects.  
The solutions we develop must  
accomplish Humboldt's business  
and community objectives.





We love microbial fungi.

Although the Iconic portfolio is filled with award-winning work for corporate clients like Nike, American Express, and Mercedes-Benz, we are not white-collar marketing city slickers. Quite the opposite. We love to get our hands dirty. We are sincerely devoted to farming. We have personal relationships with organizations like Savory Institute, Rodale Institute, and Green America. We support Dr. Bronner's efforts against the federal prohibition of cannabis. We donate our time, talents, and financial resources to supporting organizations like Kiss The Ground. We worked with Sun+Earth pro bono, so we know farmers all over the Humboldt region. Yes, we are nationally respected for our creative portfolio, but we are personally dedicated to farming, cannabis, and California. We are thrilled with the combined power of the HCGA/Iconic team. For us, this Humboldt County initiative is not just a project. It is our passion.

**KISS THE GROUND** (RFP C6.D)

Kiss the Ground is an education and advocacy nonprofit advancing initiatives across four distinct programs: Advocacy, Farmland, Education, and Media. In addition to their program work, the organization brings impact projects to life.

They convene key players in the regenerative agricultural movement to catalyze collaboration, action, and innovation.

The overarching mission of Kiss The Ground is to inspire participation in global regeneration, starting with the soil.

We have been working with Kiss The Ground as passionate advocates for regenerative farming, and providing support for farms and their communities. We have written film scripts, edited films, designed posters, and developed other communication materials. Our efforts serve to spotlight farmers doing it right. We celebrate their integrity, craftsmanship, and dedication to hard work.

Not only does Iconic support the organization's marketing efforts, but we are also donors.



**WORLD-CLASS DESIGN** (RFP C2, C6)

A potential deliverable for Humboldt County Cannabis is the STAMP that represents the region as superior quality cannabis. Iconic is one of the most respected sources of design excellence in the country. We have designed coffee table books for the Olympics, Princeton, and Coach, as well as comprehensive brand identity systems for Harvard, MIT, UCSF, New York Times, Sundance, and the Academy Museum of Motion Pictures. We have designed Annual Reports for American Express and products and packaging for Nike. Our work for jetBlue included naming the airline and designing the logo, uniforms, plane tails, web experience, ticket kiosks, and everything required to redefine the modern airline experience.

The same award-winning designers who work on these respected brands will be working on the materials we design for Humboldt County Cannabis.





Iconic is honored to be the agency of record for Sun+Earth. We helped develop the brand strategy, positioning, brand identity, social media playbook, swag, outdoor, promotional materials, PowerPoint presentations, event materials, films, web design, web development, and media strategy.

The Iconic team members donated all of our services, time, talent, travel, and hard costs – free of charge. Essentially, all of the marketing services required to successfully launch this not-for-profit cannabis certification organization.

Sun+Earth certifies that cannabis brands are holistically, responsibly, and regeneratively grown for the well-being of all people, farmers, and the planet. They set the standard above and beyond organic. The Sun+Earth certified farms oppose any practice harmful to growers or Mother Earth.





**SUN+EARTH CANNABIS CERTIFICATION**

We recently created a campaign for a “STAMP” to certify regeneratively grown cannabis on behalf of Sun+Earth. With parallels to the Humboldt County Cannabis goals, the aim of their STAMP is to make their certified cannabis the gold standard. The goal was to go beyond awareness. We needed to inspire buyers and dispensaries to request brands that are Sun+Earth certified. We convened, collaborated, and aligned industry thought-leaders from Dr. Bronner’s, the Cannabis Conservancy, and growers. We learned first-hand the extraordinary craft, dedication, and passion of better-practice small farms like Certified Kind, Moon Made, and HappyDay Farms. Together, we developed a brand strategy and a fully integrated campaign that included media and communications planning. Sun+Earth is transforming how consumers and businesses think about their cannabis choices.

The Sun+Earth Phase 1 brand focus is on education and the recruitment of farms, dispensaries, and businesses to the Sun+Earth credo and community. Iconic developed the website to establish the Sun+Earth certification standards in:

- 1. Earth Care & Cultivation**  
The standards represent an evolution beyond organic by embracing the concept of regeneration.
- 2. Human Empowerment**  
These standards attempt to address the rights of farmworkers, who, as a social group within agriculture, have long been exploited and marginalized.
- 3. Community Engagement**  
These standards require farms to engage in their local community with greater focus and intention.



**ICONIC MISSION STATEMENT**

We use our time, talent, and resources to build thriving communities around causes that better the planet, society, and humanity.

**ICONIC RESULTS**

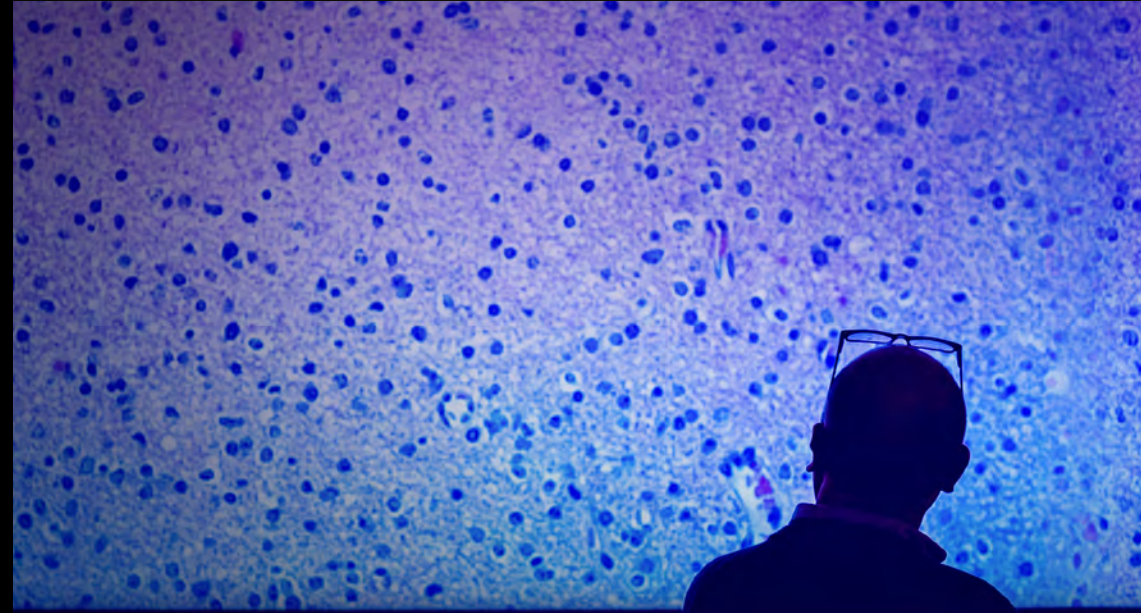
While we work with organizations of all sizes, we are honored to have led the development of communications for four of the largest and most successful not-for-profit fundraising campaigns in history.



MIT / \$5 BILLION FUNDRAISING GOAL / \$6 BILLION RAISED



UC SAN FRANCISCO / \$5 BILLION FUNDRAISING GOAL / \$6.2 BILLION RAISED



DANA-FARBER / \$2 BILLION FUNDRAISING GOAL / CAMPAIGN ABOUT TO LAUNCH



HARVARD / \$6 BILLION FUNDRAISING GOAL / \$9.6 BILLION RAISED

# HARVARD CASE HISTORY

QUANTITATIVE RESEARCH

QUALITATIVE RESEARCH

FOCUS GROUPS

STAKEHOLDER INTERVIEWS

COMMUNICATIONS AUDITS

CAMPAIGN NAMING & THEMES

MESSAGING FRAMEWORKS

IDENTITY SYSTEMS

BRAND STYLE GUIDES

INTERNAL ROADSHOWS

CASE STATEMENTS

CAMPAIGN COPY & NARRATIVES

INFOGRAPHIC SYSTEMS

DIGITAL STRATEGIES

FILM SCRIPTS & PRODUCTION

SOCIAL MEDIA ENGAGEMENT

DIGITAL STRATEGIES & DESIGN

MUSIC LICENSING

GRAPHIC DESIGN

PROMOTIONAL ITEMS

MOTION GRAPHICS & ANIMATION

EVENT PLANNING

SPEECH WRITING

## APPENDIX 1 / ICONIC PORTFOLIO / HARVARD CASE HISTORY

### THE CHALLENGE

Harvard's endowment was the largest in the country and larger than half of the world's economies. Nevertheless, they had relevant, essential, and world-changing needs to raise an additional \$6 billion. One of the significant barriers to achieving this goal was the general perception that there was already such great wealth. We needed to rekindle pride and gratitude among alumni, increase engagement across the organization, and demonstrate how a gift to Harvard was one of the most significant ways to have an impact on the world.

### THE SOLUTION

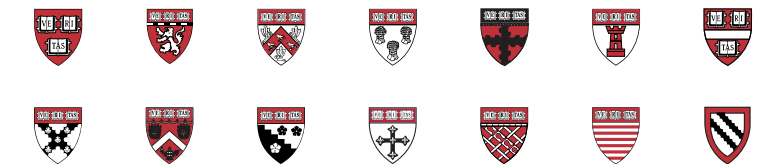
First, we created cohesion. Prior to that point, each individual school had its own independent fundraising efforts, design system, and messaging. We had to forge a flexible yet unified communications system and strategy that would be accepted and adopted by all of the independent divisions that comprise Harvard University, including Harvard College, Harvard Business School, Harvard Medical School, Harvard School of Dental Medicine, Harvard School of Public Health, Faculty of Arts and Sciences, School of Engineering and Applied Sciences, and Harvard Law School.

The Iconic team helped Harvard, for the first time in its 375-year history, to develop a unified, "One Harvard" campaign messaging and identity system that was embraced university-wide.

"The campaign saw more than 153,000 households from 173 countries contribute more than 633,000 gifts. Yet these numbers tell only a small fraction of the story. Donors are actively supporting initiatives across campus including research focused on climate change and the prevention of cancer." - FORBES MAGAZINE

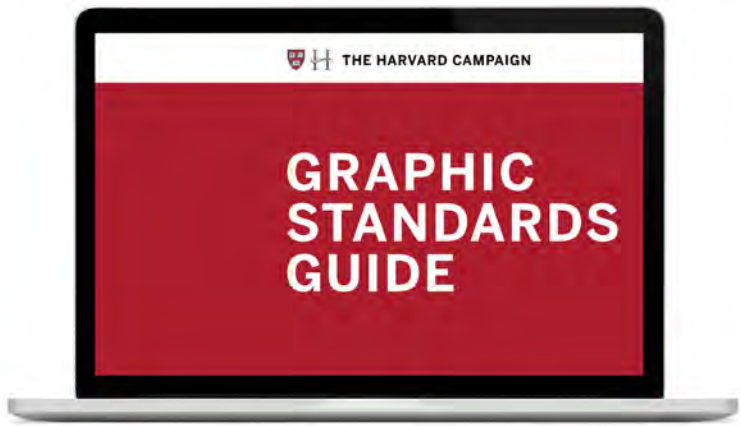
### THE SUCCESS

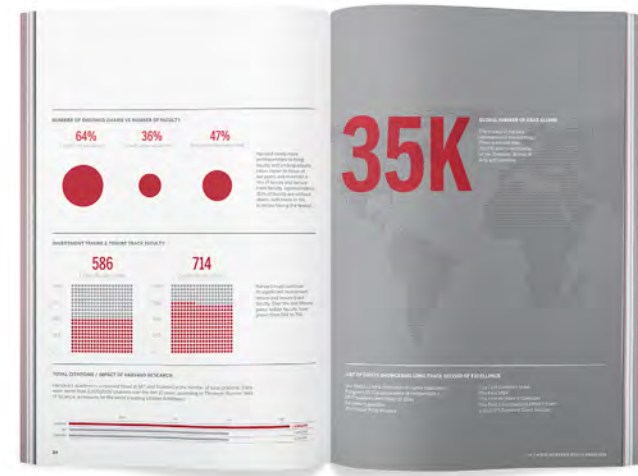
The Harvard Campaign is the largest and most successful campaign in the history of fundraising. The campaign is celebrated as a model for building community and engagement, and successfully accomplished in a few years what could have been a decade-long process. Harvard raised \$9.6 billion, exceeding its fundraising goal by \$3.6 billion.



### HARVARD & HUMBOLDT

We believe there are many similarities between Harvard and Humboldt. The marketing goal is to ignite a community. Our work exerts a multiplier effect on the affinity and kinship people have with the brand, fuels a deeper, more unshakeable loyalty, and takes evangelism to the next level through active advocacy.

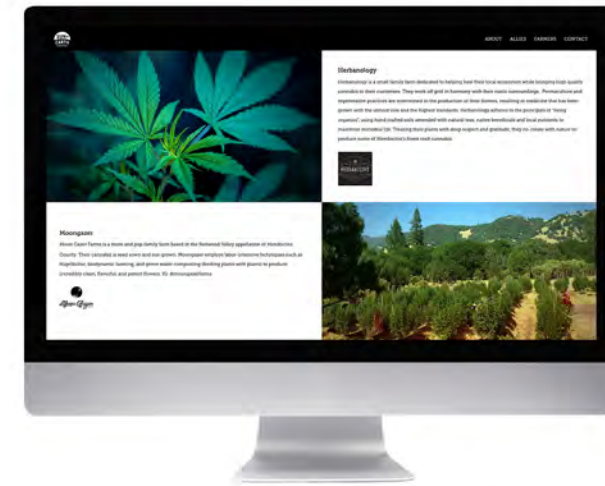
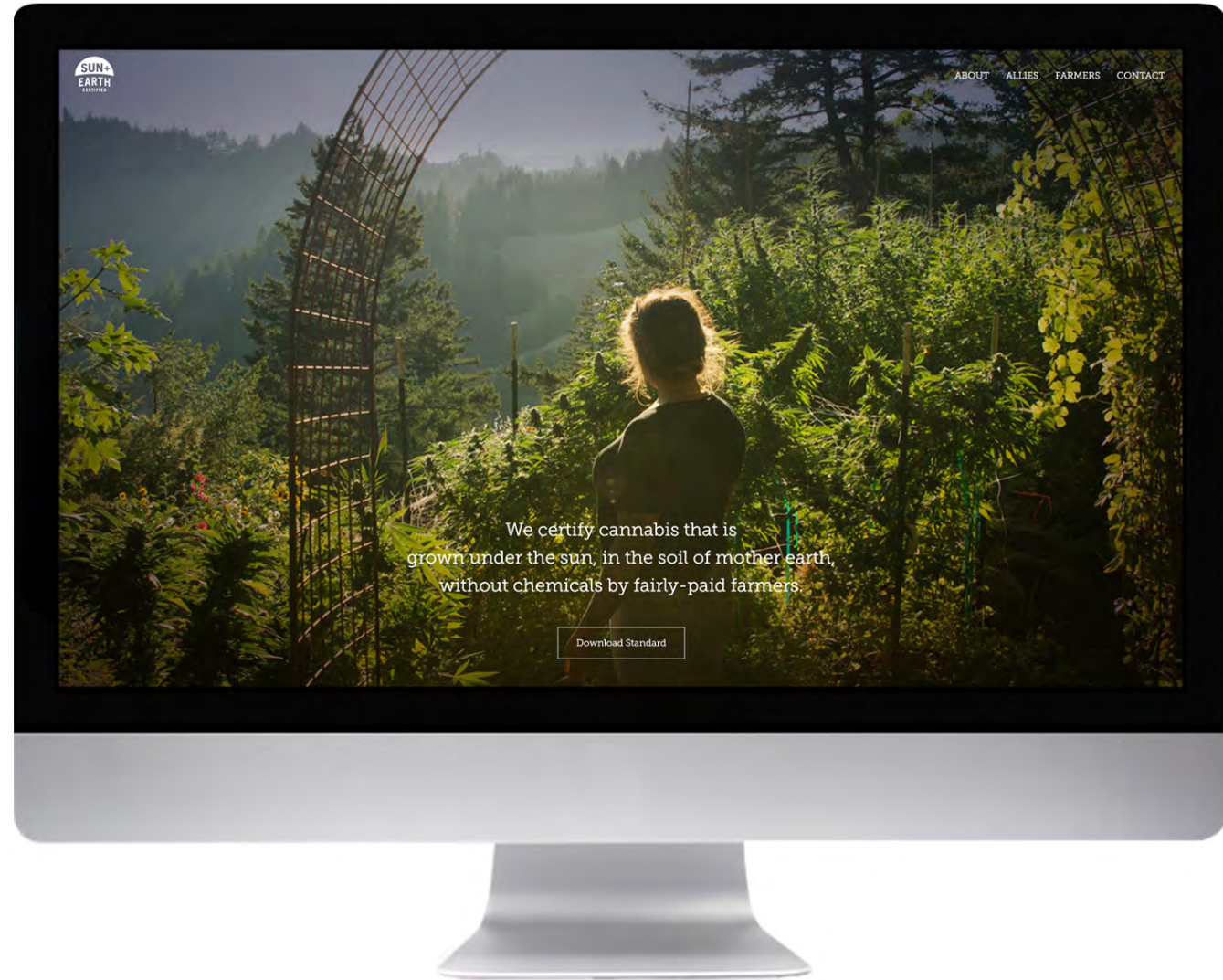


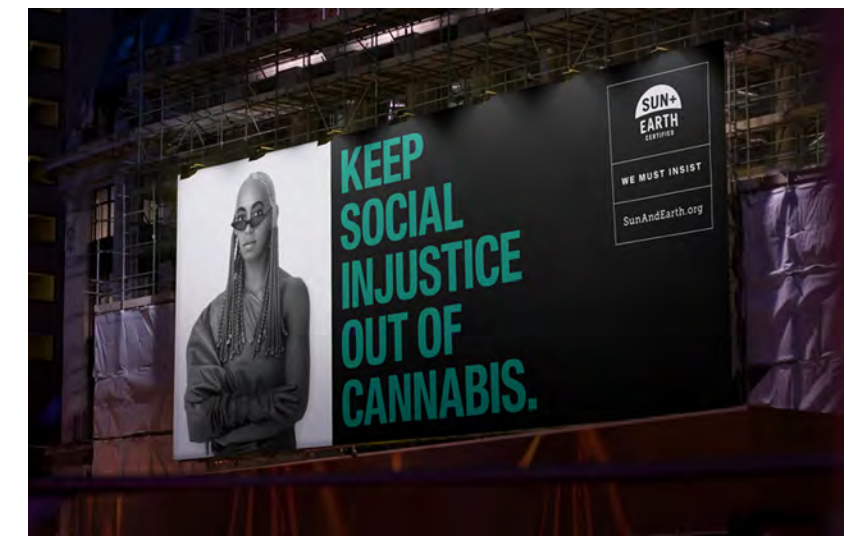
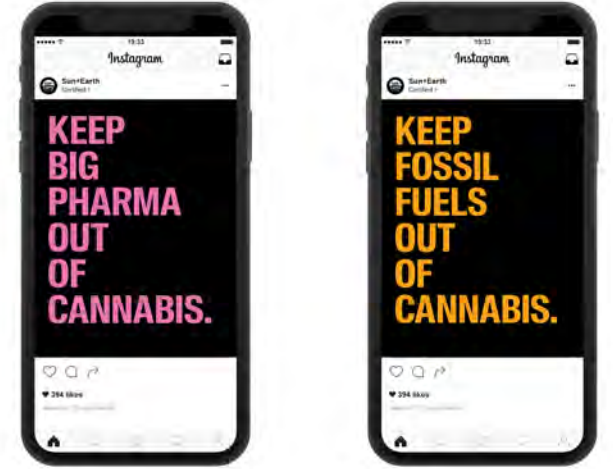
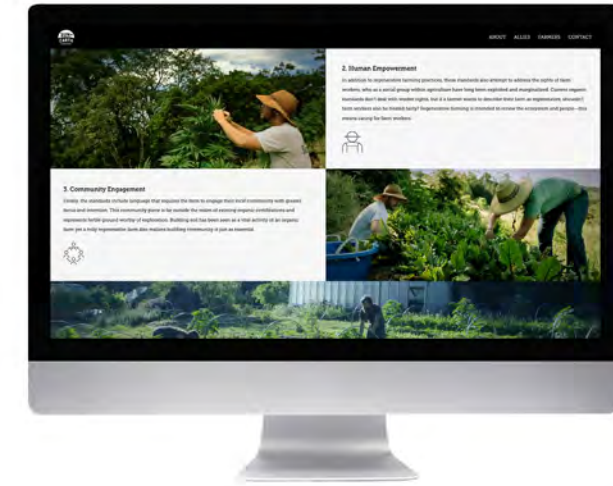




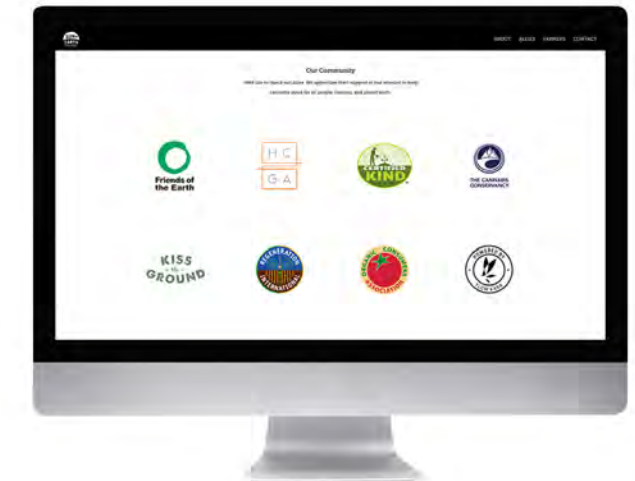
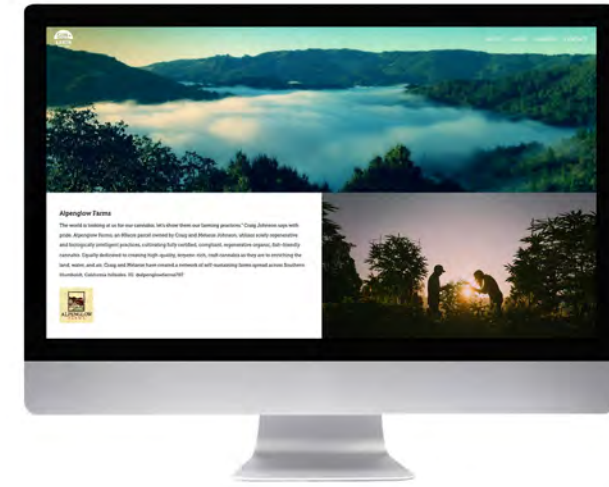
# SUN+EARTH PARTNERS & FARMS

	<p>high water farm</p>			
<p>seed&amp;star</p>				











# THE DEDICATED TEAM FOR HUMBOLDT



## **CUSTOMER SERVICE & KEY CONTACTS** (RFP C6-C)

The Executive Director of HCBDC, Natalynne DeLapp, will be the contact person for the County of Humboldt. We request that Natalynne's name be given to County Departments as the contact for customer service.

### **NATALYNNE DELAPP**

EXECUTIVE DIRECTOR  
427 F Street, Suite 213  
Eureka, CA 95501  
natalynne@hcbdc.org  
707-599-6670

The alternate project manager's name to be given to County Departments as the contact for customer service:

### **RICK RABE**

CREATIVE DIRECTOR  
427 F Street, Suite 213  
Eureka, CA 95501  
rabe@@IconicCollective.com  
212-871-8990

## **THE DEDICATED TEAM** (RFP C6-C, C6-D, & C6-E)

As requested, we are including background information about each of the HCBDC/HCGA/Iconic core team members. HCGA's approach as a Marketing Management Organization is a philosophy that allows for an organization to achieve:

1. Maximum programmatic flexibility to adjust to a very chaotic and rapidly developing marketplace
2. Gives optimum availability for industry, stakeholder, and community participation
3. Works to build a supply chain in the marketplace that has a strong desire for Humboldt county cannabis products
4. Positions the farmers, their sub-associations at the heart of the efforts and provides resources to their organizations

## **NATALYNNE DELAPP** **EXECUTIVE DIRECTOR**

Natalynne is Executive Director of the Humboldt Community Business Development Center (HCBDC). Additionally, Natalynne is the co-founder and Executive Director of HCGA. Prior to stepping into the role of Executive Director, she acted as HCGA's Operations Director from 2016-2020. She's worked with non-profits, trade associations, on public relations strategies, and election campaigns. She holds a degree in Environmental Science and Public Policy from Humboldt State University.

Previously Natalynne worked with a regional environmental advocacy organization to protect and restore the forests of Northwest California. During her tenure she developed extensive experience in nonprofit management. In addition, she developed relationships with state and regional legislators and regulators, and built alliances with land managers and owners. Natalynne initially became involved with the burgeoning public discourse of how to effectively regulate cannabis agriculture in 2010 while managing the successful political campaign to re-elect District Attorney Paul Gallegos.



**RICK RABE**  
**FOUNDER & PRESIDENT**

Rick began his advertising journey at the age of 12 as a printer’s apprentice with the assigned task of cleaning the ink out of the presses. By the age of 16, he opened his own design business in order to pay for his Art Center College of Design diploma.

Rick then helped launch the New York office of Hal Riney & Partners. His success led to a position as VP of Ogilvy & Mather. Rick traveled the globe for four years with celebrity photographer Annie Leibovitz, shooting the American Express “Portraits” campaign. Advertising Age celebrated the work as “The Campaign of the Decade.” Rick then helped launch Omnicom’s Merkley+Partners and helped grow the half-billion-dollar agency from the ground up. As Creative & Managing Director of the Atlanta office, he orchestrated the acquisition of another agency.

Rick shifted his attention to film directing and helped launch the Hungry Man production company. Rick is the founder of Propeller, which he later renamed Iconic Collective. The “Accents” spot Rick directed for HUD received the rare honor of being included in the permanent collection of the New York Museum of Modern Art. As the agency founder, Rick is personally involved in all creative work. He will personally lead the creative development for Humboldt as he does for all clients.

**LORRAINE KETCH**  
**BRAND STRATEGY DIRECTOR**

Lorraine is a highly creative and award-winning marketer with over 20 years experience working with a unique blend of global brands like PlayStation, Microsoft Xbox, Apple, T-Mobile, Virgin, Absolut, Levi’s, and Evian; social impact companies like SU2C and health-tech and health-food brands from Pivot adaptogen coffee to Traditional Medicinals tea.

A highly experienced qualitative and quantitative research practitioner looking for patterns, gaps, and insights that inspire original ideas and translate to great creative work is the lifeblood of her work. Lorraine was one of the founders of Challenger brand strategy and Disruption Theory.

At Iconic, Lorraine leads strategy development for Sun+Earth, The Academy of Motion Pictures Museum, and UCSF’s \$5 billion fundraising campaign. Lorraine was previously the Managing Partner, EVP Head of Strategy at TBWA Chiat/Day Advertising for over a decade, and CMO for Samsung’s Dacor brand.

**STEVE LE NEVEU**  
**RESEARCH & INSIGHTS DIRECTOR**

Steve is a marketing and communications veteran who has led the strategy departments of several major US agencies, including Publicis, JWT, and TBWA Chiat/Day. He has over a quarter-century experience of building famous brands, including T-Mobile, Aetna, Pepsico, Nissan, Kleenex, Jack in the Box, Smirnoff, Energizer, Nestlé, Wilson Sporting Goods, Guinness, and the LA Times, to name but a few. Steve’s work has won six Gold Effies for advertising effectiveness, plus two Gold Pencils and several Cannes Lions.

Steve has particular strength in sustainable/organic brands, including Nature’s Path, Planet, Green Forest, Om Mushroom Powder, Alter Eco chocolate, and The Northwest Energy Efficiency Alliance (NEEA). In addition, Steve helped birth Fork in the Road Foods and Impossible Foods, and recently launched the cEVAd CBD health and beauty brand.

**CANACE PULFER**  
**DESIGNER & CREATIVE DIRECTOR**

As a graphic and digital designer, Canace is somewhat of a Renaissance woman. She is celebrated for her work designing and directing projects including brand identities and guidelines, writing, UX/UI initiatives and guidelines, environmental graphics, motion graphics, ad campaigns, corporate websites, and e-commerce sites. She is also responsible for account relationships and design team management.

Canace has worked closely with clients to create solutions that significantly improved sales and brand awareness. Her ability to understand and apply consumer research has resulted in award-winning branding, research, naming, identity, illustration, and packaging work. Canace graduated from the exclusive design program at Brigham Young University and then moved to New York City. As an Iconic team member, Canace spent nearly two years going to work each day at the New York Times to manage two-dozen in-house designers to produce print and digital communications as “The Iconic Creative Director on Premises.”

Since joining Iconic, Canace has led design efforts for clients including Multiple Myeloma Research Foundation, Bates, Aequalis, McKesson/Fuse, Jefferson Health, UCSF, BD2020, Imagine Learning, Marine Corps Scholarship Foundation, Utah Heritage, Exeter, MIT, Harvard, and New York Times.



**WILL KING**  
**DIGITAL DEVELOPER**

Will King is a Full Stack web developer who is recognized for building highly functional websites and web applications. With over 15 years in the industry, Will is respected for his expertise in web-based languages such as HTML, CSS, Javascript, PHP, Ruby, and the various technologies and frameworks that accompany them. Will has led the development of several complex web solutions for Toshiba, Dutch, Apria HealthCare, Pet IQ, and Jim Carrey’s Better U Foundation.

In addition to coding, Will has a vast amount of experience in digital marketing. This includes properly implementing on-page SEO, and the ability to create and manage paid advertising campaigns across platforms such as Google and Facebook. Before becoming a full-time web developer, Will graduated from Cal State Fullerton with a BA in Advertising. This foundation in advertising and marketing has helped him to approach every project with the overall goal of creating smart, compelling, brand-building digital experiences.

Since joining Iconic, Will has led the digital development for Harvard, Fuse Health, Jefferson Health, MMRF, Aequalis, and the massive campaign website for UCSF.

**HEATHER LUTHER**  
**MEMBERSHIP DIRECTOR**

Heather got her start in community leadership as Region One President of California Association of Student Councils in 2004. In this role, she supported students within Humboldt, Mendocino, Trinity, Lassen, Modoc, Shasta, Siskiyou, and Tehama Counties by developing student leadership conferences. Heather graduated from Dartmouth College in 2009 with a Bachelors in Sociology and a minor in German Studies. After studying in Berlin and teaching high school for a year in the Marshall Islands, she returned to her hometown of McKinleyville in Humboldt County. There, she served with YouthServe AmeriCorps mentoring at-risk high school students experiencing barriers to higher education.

Between 2016-2018, Heather was a founding member of 350 Humboldt, a local chapter of an international climate advocacy group. Heather assisted in writing, developing, and lobbying for the 100% Clean Energy Resolutions successfully passed by Eureka and Arcata City Councils as well as McKinleyville Community Services District and the Board of Supervisors.

Heather holds a Digital Communications & Imaging certificate from Humboldt State University and has presented workshops for the North Coast Youth Summit. She has also been a mentor with Big Brothers Big Sisters since 2016. Her favorite class at Dartmouth was organic farming and she is an avid gardener.

**ADRIAN PULFER**  
**DESIGN DIRECTOR**

As an Australian, Adrian brings a unique range of experience and expertise to the creative process at Iconic. As a textile designer, he has created fabrics and wallpapers for Knoll International and F. Schumacher, New York. As an art director, he has produced advertising for American Express including the “Make Life Rewarding” and the “Portraits” campaigns. As a graphic designer, he has created the graphic standards for a number of America’s leading corporations, from Crate & Barrel to Sundance. He has designed many books, including “The World of Biedermeier” by Thames & Hudson, and the books that won the Winter Olympics bid for Salt Lake City.

Adrian earned a BFA from BYU, where he has led the University’s Design program for the past twenty years. His work has been recognized by the Advertising Club of New York, AIGA, Creativity, Communication Arts, Graphis, U&lc, Typographic Design, Print Magazine, Idea Magazine, Type Directors Club, Society of Publication Designers, and the San Francisco Gold Show.

Adrian has led the development of all the design work for Phillips Exeter Academy, Multiple Myeloma Research Foundation, McKesson/Fuse, MIT, Marine Corps Scholarship Foundation, Aequalis, Imagine Learning, Amgen, Jefferson Health, UCSF, Princeton, and all of the schools of Harvard University.

**SKYE EMERSON**  
**DIGITAL & SOCIAL MEDIA DIRECTOR**

Skye’s passions and expertise across the creative, sports, and technology landscapes bring a unique and diversified perspective and skill set to all her endeavors. As a brand strategist, Skye helped to successfully launch grassroots and college marketing campaigns for Fortune 50 companies, including MTV Networks, Swedish Fish, HBO, Starbucks, and PepsiCo North America.

As a digital project manager, Skye conceptualized – then developed – a mobile digitized playbook application now utilized by high school, college, and professional sports teams across the country. Within the creative arts, Skye recently received her MFA from the illustrious UCLA School of Theater, Film, and Television, where her biopic script on Dr. Sally K. Ride took home the top prize at the UCLA Film Festival.

Skye has an unparalleled enthusiasm for innovation and creation; when not writing film or television scripts, cheering on her favorite sports teams, or redesigning her home’s mid-century modern interior, she can be found developing mobile applications aimed at improving human efficiency. Skye recently led the development of the digital experience for the UCSF Campaign.



**ROSS GORDON**  
**POLICY DIRECTOR**

Ross is Policy Director at HCGA, working to manage HCGA’s Government Affairs program at the local, state, and federal level. In 2013, Ross earned his B.A. from Emory University in Atlanta, Georgia, and later worked as a paralegal for Robert A. Raich, P.C., a cannabis-focused law firm working to help operators comply with the requirements of Proposition 215 and SB 420.

Prior to coming on board with HCGA, Ross worked as policy staff for California Growers Association, a statewide trade association primarily representing the interests of small, independent, and legacy cannabis farmers in rural California.

In 2018, Ross began working for HCGA with a focus on a range of legislative and regulatory policy goals including sustainable rural economic development, the protection of the Humboldt name, and the ability for small and independent businesses to succeed within the regulated cannabis market.

**SCARLETT RABE**  
**DIRECTOR OF CLIENT SERVICE**

Scarlett doesn’t fit the mold. Her path into advertising is an unconventional one. As a child, she was a piano prodigy, performing concertos with symphonies at age 7, offered a world tour at 17.

True to the cliché, she “rebelled” and moved to LA to be a singer/songwriter. She wore every hat, made every business decision, wrote every note, crafted every lyric, directed every video, and built an indie record label. She worked with top producers, had a top 20 Billboard hit, and made music for advertising and film. That’s how she discovered her passion for advertising.

Scarlett has tremendous social media expertise. She spends hours each day socializing engaged on a variety of platforms. Because of her pop music career, she has over a million followers.

Scarlett is passionate about climate and our planet. She has been heavily involved with initiatives that address Climate Crisis, especially related to regenerative agriculture and carbon sequestration. Since joining Iconic, Scarlett has done extensive research and worked with Kiss The Ground, Sunrise Movement, and Dr. Bronner’s.

**ALEX SADOF**  
**FILM PRODUCER & SR. EDITOR**

Alex grew up in Boston, Massachusetts, where he attended Thayer Academy and studied Advertising and Communications at Emerson College. After moving to Los Angeles in 1995 where he studied Film at UCLA, Alex got his first start in the motion picture advertising industry at Trailer Park in January, 2000.

After only 18 months, his passion and creative talents helped Alex move quickly up the ranks from being a runner, control room operator, and assistant editor, to editor, working side by side with creative and marketing directors from 20th Century Fox, Paramount Pictures, Disney, Universal, Lionsgate, Dreamworks, and Miramax. After becoming a senior editor in 2007, Alex brought his talents and editorial vision to Create Advertising, where he continued his work with many exciting projects and people, including Kenny Ortega for the “Michael Jackson’s This Is It” campaign, and Jon Favreau for the “Iron Man” and “Iron Man 2” campaigns. In 2012, Alex joined Iconic as a producer and senior editor to oversee the creative and post production teams.

Alex is passionate about regenerative agriculture and cut the film trailer for Kiss The Ground. Additionally, he has overseen the post-production and editorial of over 200 films for Iconic including a launch film for Sun+Earth.

**ALEGRIA SITA**  
**EVENTS DIRECTOR**

Alegria Sita is the Founding Owner of Gala Events and Weddings, a local event planning company started in 2011. While weddings are the bulk of her business, she also supports businesses with product launches, mixers, workshops, and conferences. In 2018 she assisted HCGA with the Meet the Buyer Conference in Fortuna, CA; and then as an event coordinator she assisted the Historic Eagle House in hosting HCGA’s House of Humboldt in 2019 and several other cannabis industry mixers and events.

Alegria’s love of event planning, organizing and hospitality began at the age of 13 when she worked on producing events for her school. She continued building these skills through college at Humboldt State University. She received her BA in Interdisciplinary Studies focusing on Communications and Leadership Studies. Throughout her education, Alegria worked for local non-profits mentoring K-12 youth and supporting them in planning, designing, and implementing their own events.

2015–2018 Alegria served as an elected Board Member for the Humboldt County Convention and Visitor’s Bureau promoting tourism; now she serves as Marketing Chair on the Sequoia Park Zoo Foundation Board. Alegria has directly and indirectly been involved with the cannabis community since she moved to Humboldt in 1996.

# THE DEDICATED TEAM FOR HUMBOLDT



**NATALYNNE DELAPP**  
EXECUTIVE DIRECTOR



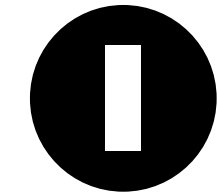
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**RICK RABE**  
CREATIVE  
DIRECTOR



**LORRAINE KETCH**  
BRAND STRATEGY  
DIRECTOR



**STEVE LE NEVEU**  
RESEARCH &  
INSIGHTS DIRECTOR



**CANACE PULFER**  
DESIGNER &  
CREATIVE DIRECTOR



**WILL KING**  
DIRECTOR DIGITAL  
DEVELOPMENT



**HEATHER LUTHER**  
MEMBERSHIP  
DIRECTOR



**ADRIAN PULFER**  
DESIGN  
DIRECTOR



**SKYE EMERSON**  
DIGITAL & SOCIAL  
MEDIA DIRECTOR



**ROSS GORDON**  
POLICY  
DIRECTOR



**SCARLETT RABE**  
DIRECTOR OF  
CLIENT SERVICE



**ALEX SADOV**  
FILM PRODUCER  
SR. EDITOR



**ALEGRIA SITA**  
EVENTS  
DIRECTOR

Under the direction of the Executive Director, HCGA will also hire specialized program staff to effectively fulfill the obligations of the Marketing Assessment, engage Humboldt's cannabis industry, and perform the day-to-day maintenance of brand protection and marketing activities.

**CHIEF LEGAL OFFICER (CLO)**

The CLO holds a graduate degree in public administration, public policy, or a law degree. The CLO works with HCGA to ensure proper collaboration between industry and government, researches and understands collective intellectual property protection, works with outside legal counsel to develop and implement IP protection strategies, tracks the development of grading standards over time, integrates public policy expertise on issues including how policy dynamics will affect the California markets and interstate markets, policy and compliance considerations related to legal restrictions on cannabis marketing and events. The CLO will work with the Policy Director to consider potential impacts of marketing activities on state, local, and national policy developments.

**COMMUNICATIONS DIRECTOR**

The Communications Director is responsible for managing and directing internal and external communications. They implement communication strategies and may serve as a key spokesperson and media contact for the organization. They are part of the team that is responsible for translating strategy into clear, compelling communications for all audiences. Assists internal partners with communication for targeted audiences. Has expertise and is accountable for the company's communication strategy and reputation as it relates to all media - social media, earned media, and integration and internal media development.

**DIRECTOR OF COMMUNITY RELATIONS (DCR)**

The Director of Community Relations has on-the-ground understanding of Humboldt's cannabis industry as well as deep understanding of how California's cannabis moves through the supply-chain. The DCR works directly with the E.D., the Marketing Committee, and Iconic to implement marketing strategies. The DCR establishes relationships with cannabis retailers and equity businesses across the state to promote Humboldt County's cannabis industry. Keeps a strong presence in the industry and seeks optimal opportunities for broad promotion. Develops and maintains relationships and acts as community liaison for VIPs at events.

**EXECUTIVE ADMINISTRATOR**

The EA is a critical role, allowing management to focus on decision-making and higher-level responsibilities. They also serve as links between the Executive Director and the rest of the staff, contributing to better organization and planning, and helping leaders be more effective in their roles. The EA performs a variety of reporting, financial, and administrative tasks to support HCGA's senior-level directors, the Marketing Committee, and Elders Council.

**WE STAND READY**

As described in the previous collection of biographies, each individual has worked on projects of similar or greater scope, scale, and complexity to the Work described in the RFP. Each individual will be available once the County is ready for us to begin Work. We will scale and supplement the HCGA/Iconic team as outlined and needed during each phase of the process.







## SECTION C7 / QUALITY ASSURANCE

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### **YEAH, QUALITY IS NOT REALLY NEGOTIABLE (RFP C7)**

As a service provider, our reputation is our most valuable asset. The HCGA/Iconic team members have a flawless record of customer service – and we are known for going above and beyond.

We believe Quality Assurance begins with the quality of our team members. The biographies, experience, and award-winning accomplishments of the HCGA/Iconic team we are proposing for Humboldt County testify of their standard of excellence.

We also believe that excellence can only be achieved when we work in close collaboration with our clients. We will work in alliance with the Humboldt community throughout development. We seek to verify that we are all in lock-step before we move forward to the next phase. We have found that the key to a successful partnership is to talk frequently with transparency. We aim to develop a relationship where communication is open, candid, and constructive.

We have developed the expertise necessary to successfully manage projects that require the involvement of hundreds of stakeholders. We foster a disciplined process that helps build buy-in at every step. For example, The Harvard Campaign was a multi-year task requiring the unification of Harvard's 14 independent schools. There were over 250 active clients, each with different objectives. Our successful effort resulted in a unified content system, logos, standards manual, case statements, digital tools, messaging, copywriting, multimedia presentations, brochures, one-sheets, invitations, websites, 3-D projection, digital, and event planning. We also wrote and produced 135+ films for the launch, special events, admissions, and worldwide roadshows.

No two organizations are exactly alike, so the process of creating the work and quality assurances is never exactly the same. We will specifically tailor the process, frequency of meetings, and our project management tools to match the preferences of the Humboldt County team and community. Some clients prefer to know that we are on-site certain days every week. Others prefer video conferences and remote work sessions. There are some who have unique project management tools that work distinctly for them. The HCGA/Iconic team follows best practices, but we will also customize our workflow and quality assurances to match the culture of the clients we serve.

From our point of view, our work isn't done until the Humboldt clients are more than satisfied. Our reputation depends on it.

### **QUALITY ASSURANCE FOR HUMBOLDT**

Please refer to Section D3 for specific measures HCGA/Iconic will employ to ensure excellence for Humboldt County.



## SECTION C8 / EARTH-FRIENDLY POLICIES

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### ACTING RESPONSIBLY ISN'T NEGOTIABLE

The Executive Director of HCBDC/HCGA, is responsible for plans to minimize adverse environmental and health-related impacts associated with our business operations. A task declared to be “virtually effortless.”

We feel comfortable saying all of the HCGA/Iconic team members are committed to reducing our impact on the environment. We are proactive advocates for earth-friendly policies and practices. Unlike many organizations that must publish and enforce a policy, we attract people who already practice environmentally-friendly habits because they genuinely want to protect the environment. This truth is declared in Iconic’s mission statement: “We support causes that better the planet, society, and humanity.” Both organizations, HCGA and HCBDC are grounded in a culture of environmental sustainability.

Environmentally friendly and sustainable practices that promote the well-being of people, animals, and the planet are central to our mission. Our experience has been that a greener workplace reduces our impact on the earth and creates a healthier – and often more productive – place to work.

We have worked hard to reduce our footprint by minimizing office space and encouraging people to work from home. While some face-to-face meetings are essential, rather than get into cars and onto planes, we do as much work as possible by messaging and video conferencing. The quality of videoconferencing services is now excellent, and this mode of communication often allows much more frequent face time than conventional in-person meetings. When we do have to fly, we offset our carbon emissions through the Gold standard.

## AGENCY PROFILE – QUESTION C8: EARTH-FRIENDLY POLICIES

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The HCGA/Iconic team believes these practices have improved the quality of life for all. It also reduces our overhead while helping the planet. The buildings we occupy are LEED certified and we have adopted many eco-friendly habits. Here are some of the things we have done to reduce our environmental footprint:

- We endorse a recycling program. We have placed recycling bins in lunchrooms and near copiers and printers.
- We use both sides of the paper whenever possible.
- We purchase recycled paper and other recycled products.
- We donate unwanted supplies to local nonprofit organizations.
- We provide reusable coffee mugs, water bottles, plates, and utensils instead of disposable products.
- We encourage everyone to put their computer in sleep mode instead of using screen savers that still use energy.
- We changed to energy-efficient bulbs and motion-activated lights that turn off automatically when a space is not in use.
- We encourage employees to use clean commuting options such as biking, carpooling, or public transit.
- We are nearly paperless. We have developed a workflow that relies on electronic files. We use cloud-based collaboration tools like DropBox, Wistia, and Google Drive.

- We have placed plants around the office. The indoor greenery boosts oxygen levels and removes harmful pollutants such as carbon dioxide and formaldehyde. (NASA research shows plants reduce 87% of indoor air pollutants within 24 hours.)
- We support green vendors.
- We encourage everyone to get outside and volunteer. Cause-driven programs are a huge part of the Iconic culture.
- Even if potentially profitable, we refuse to work with clients and corporations that harm the environment.
- Regardless of profitability, we seek to work with clients and corporations that better the environment and protect our natural resources.

The HCGA/Iconic team lives and advocates for a better future for people, animals, and the planet. We gather like-minded clients into our community to be instigators for change. In short, we believe green business is not only better business but our moral responsibility.



## Description of Services

## Description of Services

**GOAL (RFP D1)**

HCGA/Iconic clearly understands the needs and goals of Humboldt County's cannabis industry and the marketing assessment, and we would restate as follows:

1. HCGA/Iconic will build on and enhance Humboldt County cannabis's already world-renowned reputation for cannabis. We will ignite awareness and preference for Humboldt County cannabis products. We will build a powerful emotional connection with Humboldt's legacy, people, and products to drive deep affinity, unshakeable loyalty, and impassioned support for advocacy efforts.

2. HCGA/Iconic will help drive consumer and industry demand and support for premium pricing and margins. Our work will help fuel a groundswell of interest and investment in Humboldt County cannabis-related products and services, including canna-tourism. Our work will also help instigate partnerships and new ventures, thereby protecting the thriving community.

HCGA/Iconic will help perform rigorous research-based exploration and multi-channel, multi-stakeholder communication strategy. We will develop a Brand Identity System and integrated brand campaign. Our work will include a website, digital strategy (SM, SEO/M, CRM), and support.

HCGA/Iconic will develop specific strategies to accomplish the goals outlined in the RFP and Marketing Assessment including:

- Synthesis of Task 1 findings
- Refinement, articulation, and confirmation of project goals
- Additional Audience Research and identification of audiences
- Strategy Identification



“The most common responses indicated that transparency and accountability were major concerns of the community. A strong interest/need for community involvement from farmers, stakeholders and industry professionals in the decision-making process, including selecting the group that will create the marketing plan, and in the creation of the marketing plan.” –County Staff report from BOS 11/17/20

**APPROACH AND PRINCIPLES** (RFP D1)

HCGA/Iconic believes that HOW the Humboldt County Cannabis branding process is implemented is as important as the process itself. To this end, the following outlines the principles which will govern all HCGA/Iconic action and decision-making throughout:

- Transparency
- Inclusivity
- Accountability
- Protection
- Efficiency

**TRANSPARENCY** (RFP D1)

One of HCGA's goals is to develop robust, democratic processes with a long-term functional structure for shared decision-making and community participation. The following is an overview of how the marketing efforts will be representative of and accountable to the Humboldt cannabis industry.

**HUMBOLDT CANNABIS MARKETING COMMITTEE** (RFP D1)

Humboldt County permitted farmers will elect nine (9) Humboldt County permitted farmers and two (2) “alternates” for a total committee composition of eleven (11) permitted farmers to the Humboldt County Cannabis Marketing Committee. The committee will only be composed of permitted farmers because farmers are paying the Measure S Cultivation Tax.

HCGA/Iconic will conduct a countywide Marketing Committee Nomination and Election Information outreach campaign that includes print materials mailed to every Humboldt County permitted cannabis cultivator, as well as advertisements in print,

digital, and via radio. Two town hall presentations will be held to present information and answer questions. Interested nominees will fill out a form through the HCBDC/HCGA/Iconic website (see Appendix 3 for Humboldt Cannabis Marketing Committee Rules and Procedures). All validated nominees will be added to the ballot. HCGA/Iconic will use an online election system called “Association Voting.”

Marketing Committee members will serve four (4) year terms; however, in the first election, half of the committee will serve two (2) year terms and half four (4) year terms to allow for rotating terms to maintain stability. Elections will be held in 2022, 2024, 2026, etc. Committee members may be elected to serve a maximum of two terms (or eight years, whichever is less).

The Marketing Committee (MC) is a governing body. The MC is responsible for approving brand development and direction and approving future yearly programmatic strategic plans and associated budgets to implement initiatives & campaigns, communications strategies, and yearly events based on the Marketing Assessment's 30 recommendations.

This type of participation does three things:

1. Gives HCGA/Iconic valuable and direct industry input at the start of the planning process
2. Gives the committee a direct hand in shaping the “marketing strategy” of the industry as needed through their day-to-day business lens.
3. Assigns ultimate responsibility of idea development across multiple stakeholders, whereas ultimate responsibility to execute the plan is left to staff and contractors.

**HUMBOLDT CANNABIS MARKETING COMMITTEE (CONTINUED)**

The MC shall meet monthly and have agendas reflecting the various stages of strategic planning, execution, and review. At monthly MC meetings via Zoom (or comparable web-based technology). Supervisors, Economic Development Department staff, and members of the public are welcome to attend. Marketing Committee meetings will be held as an open public meeting with posted agendas, opportunities for public comment, and posted meeting minutes. Agendas will be posted at HCGA.co.

To facilitate MC elections, HCGA/Iconic requires that the County provide HCGA/Iconic with contact information for all permitted cannabis cultivators.

**THE ELDERS COUNCIL (RFP D1)**

At HCGA/Iconic, we firmly believe that we need to appropriately and respectfully ground all future marketing efforts in a thoughtful and authentic retelling of the past. There would be no world-renowned reputation for Humboldt’s cannabis if it were not for the efforts and sacrifices of our elders, many of whom did not choose, or were not able, to transition into California’s cannabis licensing system. We wish to honor Humboldt’s history, and we will develop an engagement mechanism that provides for direct input by our elders into today’s efforts. This is where the Elders Council will play a key role.

The Elders Council is a group of 3-5 “OG” advisors who will participate with HCGA & Iconic to develop a world-facing Humboldt’s cannabis brand and story. Humboldt’s cannabis origin story is fundamental to these efforts. The Elders council

will work directly with HCGA & Iconic to ensure an accurate account of the “Humboldt County Story,” with particular attention paid to the “Origins Story” of the Humboldt County Cannabis industry and people who lived through the War on People/Drugs.

**WHAT, WHO, AND HOW IS THE ELDERS COUNCIL?**

HCGA/Iconic selected the originating Elders Council based on community recommendations and the willingness of the Elders to participate. The goal is to convene a group of 3-5 canna-community elders, defined as the baby-boom generation who moved to (or already lived in) southern Humboldt between the years of 1965-2016. The elders participated in the back-to-the-land / homestead movement / southern Humboldt community development. The elders have a deep understanding of Humboldt’s cannabis history origins and are well-connected to other Elders in the Humboldt cannabis industry.

Starting with the originating Elders, once the contract is secured, the Elders Council will advertise to fill the vacant seats. The terms of service are two years, with additional terms allowed. The Elders will solicit nominees and vote to seat additional Elders to the Council.

**THE ELDERS COUNCIL (2021-2023) INCLUDES**

**LINDA SHERBY “SHERBY”**

Sherby moved to Humboldt in 1968 and has lived in several communities including, Miranda, Briceland, Palo Verde, China Creek, Redway, Harris/Bell Springs, and currently Blocksburg. Sherby has been building her homestead with her partner Jim Lamport for more than 27 years. She has participated in the birth of the Humboldt cannabis legacy. She chose not to enter into the regulated cannabis system because the cost of doing so was unrealistic for her. She created and maintains a very ambitious edible landscape and uses biodiverse, permaculture, and organic methods. Good stewardship of the land and rivers is very important to her. Her partner, Jim, has been very active in the So Hum community and shares her values.

**AL CERAULO**

Al “Owl” Ceraulo moved to Humboldt County in 1973. He and ten other commune members bought 190 acres of land named Hoka Hey! outside of Briceland. Al lived as a homesteader with his partner, Colleen, to build their home, raise their boy, and explore a new community. Al co-founded the Pure Schmint players, a comedy troupe that mirrored our rapid community and unique lifestyle. Al’s interest in writing and theater grew, so he attended the HSU dramatic writing program, maintains where he wrote an award-winning play showcased in ACTF. He later attended AFI (American Film Institute) and studied screenwriting. He wrote and directed three short films, one of them winning the Audience Choice Award at a Hollywood film festival. In 1993 he and his co-host Paul Bassis created a call-in talk radio show “Thank Jah It’s Friday.” on KMUD FM Radio. The popular show continues

today with “Owl” as a co-host. Al is involved with another KMUD show called “Outlaw Nation”; a show that runs interviews with community members and their experiences of living in Southern Humboldt. Also, Al is a contributor and writer on a documentary of the “Emerald Triangle” by Mark Kitchell.

**DAVID DICKINSON**

David Dickinson, Elders Council Chair, Woody Ridge Farms, HCGA Board Member. Raised by deaf parents who relied on both sign language and their son’s interpreting, David grew up well prepared to meet the world with self-reliance and a work ethic grounded in family, sacrifice, and empathy. As a young adult, his carpentry and furniture design interests led him to construction and general contracting. David developed his love of cannabis in his early years. Inspired by the “CoEvolution Quarterly,” a journal that focused on self-sufficiency, ecology, alternative education, and DIY experience, when Dave and his wife discovered southern Humboldt in 1993, they fell in love. Through the years, he spent time in Salmon Creek and Elk Ridge. There they experienced both the benefits and harsh reality of prohibition. Eventually, he and his wife bought a farm on Old Briceland Road, which in 2016 became known as Woody Ridge Farm, a licensed 5,000ft2 farm. Over the years, he continued to work toward master craftsmanship and a growing entrepreneurial prowess. Dave and his wife both worked and were involved in southern Humboldt community organizations such as Citizens Observation Group, Civil Liberties Monitoring Project, Mateel, and KMUD. He acted as a sound engineer for “Thank Jah it’s Friday” and the KMUD News. Today, Dickinson is the proud father and husband to a career community advocate.



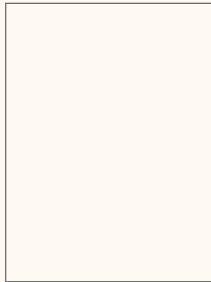
LINDA SHERBY  
"SHERBY"



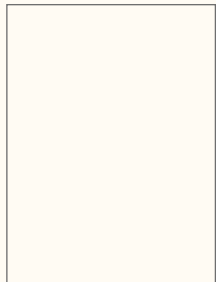
AL CERAULO



DAVID DICKINSON



VACANCY



VACANCY

VACANCIES  
Currently, there are two vacant seats on the Elders Council.

**INCLUSIVITY** (RFP D1)

We have identified approximately 75-100 individual Humboldt cannabis businesses that are marketing retail-ready cannabis products. HCGA/Iconic may survey Humboldt County's "shelf-ready" products to gather information and better understand the insights of existing brands into the California market.

**STAKEHOLDER IDENTIFICATION** (RFP D1)

(as identified in the Spring of 2021)

- All 900+ Humboldt County permitted cultivators
- All sub-regional cannabis associations and future appellation of origin groups.
- Other cannabis license holders within Humboldt County, e.g., manufacturers, distributors, and retailers.
- Cannabis Trade Associations representing large numbers of equity businesses, e.g., Bay Area Latino Cannabis Alliance (BALCA)
- California cannabis retailers associations, e.g., United Cannabis Business Association (UCBA), et al.
- California distribution associations e.g. California Distribution Association (CDA)
- Humboldt County Economic Development Department and Board of Supervisors
- Other interested parties, e.g., Humboldt County tourism organizations, Chambers of Commerce, Humboldt Made, Cooperation Humboldt, Black Humboldt, local unions, environmental organizations, local tribes, etc.
- The California Center for Rural Policy (CCRP) at Humboldt State University, Humboldt Institute for Interdisciplinary Marijuana Research (HIIMR), and College of the Redwoods.
- Members of the public.



**ASSESSMENT PLAN & QUALITY ASSURANCE PLAN** (RFP D1)

HCGA/Iconic are committed to providing Humboldt County and the cannabis industry for which it serves with processes, plans, and policies that ensure the marketing contract is managed successfully and adds value to Humboldt’s cannabis industry. Yearly performance surveys to the industry after the deliverables are executed to gauge the success of the deliverables and gather feedback on the effectiveness of the efforts. In addition, staff will:

1. Define quality objectives – SMART Goals:  
Specific, Measurable, Attainable, Realistic, and Timely.
2. Roles and Responsibilities
3. Implement the Quality Assurance Plan
4. Examine the results
5. Make adjustments
6. Keep the industry, county and stakeholders informed

A variety of Key Performance Indicators (KPI) will be established to assess the goals of the Marketing Program. HCGA/Iconic will create a series of quantifiable metrics that will be established and evaluated to track effectiveness. We will review the KPI with the county at the outset of the branding process.

HCGA/Iconic will submit quarterly reports to the Economic Development Department to review program progress and objectives. Those reports should be forwarded to the Humboldt Board of Supervisors.

All quarterly and annual reports will be posted to the HCGA/HCBDC website for public review.

Once a year, HCGA/Iconic will present to the Board of Supervisors to review the year’s activities. At that time, members of the public may make comments. HCGA/Iconic will accept Supervisor and public comments for review and possible inclusion in the following year’s marketing strategic plans.

Developed mechanisms to adjust goals, strategies, and timelines if necessary to more successfully achieve project goals as part of the communication plan, HCGA/Iconic will post regular marketing updates on its website. In cases of special public interest, HCGA/Iconic will submit press releases to local media outlets.

**COLLABORATION WITH COUNTY STAFF** (RFP D1)

HCGA/Iconic will submit all strategic plans and accompanying budgets to the Humboldt County Economic Development Department on an annual basis. In addition to monthly Marketing Committee meetings, HCGA/Iconic will meet with staff of the Economic Development Department every quarter to review campaign, program progress, and objectives.

**TAX-PAYER FUNDED ASSETS HELD IN PUBLIC TRUST**

The assets, graphics, intellectual property, website, domain names, and content developed during this project shall be held in public trust by the county of Humboldt.

- HCGA/Iconic will work directly with County Economic Development staff to ensure access to the new website URL, CRM systems, social media accounts, etc.
- HCGA/Iconic will create a Google Shared-Drive Folder and upload all assets, photos, graphics, brand guidelines, etc., for the county and other Humboldt County contracted tourism organizations to draw from (with appropriate attribution and approval).

**INTELLECTUAL PROPERTY (IP) PROTECTION PLAN** (RFP D1)

**HUMBOLDT CANNABIS MARKETING ASSESSMENT FINDING #3:**

**“Intellectual Property protection and anti-fraud activities are critical to GI viability. Successful IP protection strategies involve several components, including advocating for public policy and mark (or protected GI) that protect and enforce the collective regional brand.”**

HCGA’s approach to intellectual property will be multi-pronged, diligent, and aggressive. HCGA will contract with a skilled, experienced, and professional IP attorney to ensure all developed assets are protected. In addition, our Chief Legal Officer will be responsible for working directly with the IP attorney and staff to ensure our IP strategy is being implemented in compliance with all applicable IP laws. HCGA’s Government Affairs Program will advocate for strong protections for California’s County of Origin and Appellations of Origin programs

as the U.S. Government looks at ending federal prohibition and allowing for interstate commerce. We will partner with the Humboldt County government to ensure that the cannabis community’s collective IP is held in trust for the benefit of the industry at both the state and federal levels.

Here are some opportunities to protect the valuable collective intellectual property of the Humboldt County cannabis industry:

- Any content created will be expressly owned by the county and stored in a shared drive accessible to county staff.
- HCGA will continue, with the assistance of its members and the community, to monitor the greater marketplace for County of Origin offenders and work with county staff and council (as requested) to send cease and desist notices to businesses violating Humboldt County’s name protection laws.
- HCGA will actively advocate for better clarity around and enforcement of the County of Origin laws and regulations.
- HCGA will notify the county on the need to file for certification marks (stamp program) should such a need present itself.
- All applicable copyright notices will be displayed on the project outputs.

**LEGACY PROTECTION** (RFP D1)

In addition to the Elders Council, HCGA, HCBDC, and Iconic are committed to supporting Humboldt Area People’s Archive’s efforts to capture the authentic stories and interviews of the people that made Humboldt County the cradle of US cannabis from the late 1970s through the early 2010s. (See Appendix 4)



**RECOMMENDATIONS FOR COUNTYWIDE**

**HUMBOLDT “STAMP” PROGRAM** (RFP D1)

Many Geographical Indications (GI) and Appellation of Origin (AO) products have a unifying mark, such as Colombian coffee and the familiar Juan Valdez logo, other world-renowned origin-based products do not, such as Napa Valley wine. Instead, the Napa Valley Vintners spent five years working to obtain a certification mark for the words “Napa Valley” and all of their vintners voluntarily put the words on their bottles (if their wines qualify with 85% of grapes grown in Napa).

HCGA/Iconic sees tremendous value in a certification stamp that is used to promote Humboldt County cannabis products through an origin verification and authentication system. We also recognize a significant amount of scoping and planning will need to occur before this program can be established. Including, but not limited to:

1. Industry and local government outreach to gauge interest
2. Clear understanding from the state on the county of origin guidelines on manufacturing, labeling, packaging, and bottling outside of the County
3. Research into federal and state certification mark opportunities and challenges
4. Additional funding and yearly budget development

5. Public and private program logistics

- Implementation
- IP protection
- Data collection and analysis

6. Oversight and enforcement of the mark

7. Incorporation into brand and marketing strategies

8. Contract with stamp provider

We believe that as federal legalization opens up and HCGA/Iconic builds programs that can manage a mark, over time, certification will become paramount to preserving and protecting Humboldt County’s valuable collective efforts and further developing our Geographic Indications system. In preparation for transition to such a system, HCGA/Iconic recommend the development of a distinctive and compelling Humboldt County cannabis branding mark that can be built much more quickly and begin to build awareness of the Humboldt County cannabis legacy and preference for Humboldt County cannabis products immediately.

**EXECUTIVE PROGRAM**

The Executive Program will provide leadership in all strategic planning development and annual reporting, performs all administrative duties, responsible for transparency throughout the organization, ensures strong fiscal health, manages board of directors, staff and HR, ensures compliance with all contracts governmental and private, manages benchmark and tracking activities, develops and maintains IP protection and strategy.

The Executive Program Staff:

- Executive Director
- Executive Administrator (EA)
- Chief Compliance Officer (CCO)
- Intellectual Property Attorney
- Contractors and Vendors

**COMMUNICATIONS PROGRAM**

The Communications Program activities will include the general public relations needs of the Humboldt County cannabis industry including but not limited to external relationships with the public, the industry, and the media through print, press, and other written platforms. Responsible for yearly strategic planning, including communications strategy, development, and management of specialty communication projects, assistance with other program’s projects as needed. All public policy press requests, questions, and strategies to be directed exclusively to HCGA’s Policy Director.

Examples of Potential Specialty Projects:

- Press Tours
- Humboldt Cannabis Writers Symposium

**COMMUNITY PROGRAM**

The Community Relations Director will become the point of contact for brand development and maintenance. Responsible for yearly strategic planning, including the development and management of specialty promotional projects to maintain brand awareness within the industry. Works closely with all other programs to source the right local industry participants and partners for promotional activities. Keeps a strong presence in the industry and seeks optimal opportunities for broad promotion. Develops and maintains relationships and acts as community liaison for VIPs at events.

Example of Potential Future Specialty Projects:

- Budtender Experience
- Coordination of ‘Farmers and Photographers’ experience for digital marketing (shared project with Digital Marketing Director)
- Humboldt Cannabis Certification Program
- Relationship building with Urban Equity Community
- Relationship building with Retail Community
- VIP coordination

**EVENTS PROGRAM**

The Events Program will be responsible for yearly strategic planning, which will include the development and management of specialty events with a broad range of focus including but not limited to Business to Business (B2B) for technical services, B2B for supply chain connections, VIP events, and local industry-to-industry meetups. Will assist with other program projects as needed.



**INTEGRATING RESOURCES TO MAXIMIZE IMPACT AND SHARED SUCCESS (RFP D1)**

Humboldt County is about to commence a first-of-its-kind branding and marketing effort on behalf of its place-based export product – cannabis. Place-based export products are referred to as Geographical Indications (GI). In authorizing the Humboldt County Cannabis Marketing Assessment, HCGA researched and analyzed four place-based products, including Napa and Bordeaux wines and Colombia and Kona coffees. This research led to the series of findings and thirty (30) recommendations adopted by the Board of Supervisors in November 2020. These findings and recommendations inform the current and continue to inform countywide marketing efforts’ organizational and programmatic direction.

In Humboldt County, there are approximately two dozen tax-payer-funded marketing efforts to promote tourism. HCGA/Iconic would like to incorporate existing and relevant assets, knowledge, and research into our program development activities. We request that the county provide access to the marketing research and assets paid for by tax-payer funds related to cannabis and tourism, including the ability to review marketing research, findings, and assets of the Southern Humboldt Business and Visitors Bureau, Humboldt County Visitors Bureau, and the City of Eureka.

**HCGA/Iconic recommend that the county provide a shared server/drive or cloud-based repository for all county-funded marketing initiatives.**

**PHASE 1 – START STRONG: ALL TEAM KICK-OFF MEETING**

Prior to the project development, we would schedule a series of kick-off meetings with the Humboldt County staff, Elders Council, and Marketing Committee:

- Alignment of goals, challenges, and approach
- Identification of gaps in the HCGA/Iconic proposal and/or modifications to assignment
- Confirmation and review of deliverables, timing, and key milestones
- Calendaring of key events
- Creation of an internal PR plan to ensure project progress and communications
- Establishment of working preferences such as communication channels, points of contact, frequency and nature of check-ins, status meetings, hotlist updates, and project management
- Review of technological compatibility, including video conferencing, and file-sharing systems
- Sharing and briefing on any existing Humboldt research, data, and information
- Identify key stakeholders and audiences to be interviewed
- Review other items that impact process and implementation

**PHASE 1 – 10/01/2021–10/08/2021**

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Kick-off Meetings Oct 01 - Oct 08

**PHASE 2 – DISCOVERY**

First we must identify the ESSENCE and shared story of Humboldt County Cannabis. We will conduct a deep and

broad Research & Discovery Phase that includes exploration and definition of the Humboldt key audiences. HCGA/Iconic’s discovery process always works from the inside out to ensure the Humboldt County cannabis brand is anchored in authenticity.

We will build on HCGA’s deep understanding of Humboldt County Cannabis through desk research of the region, history, legacy, creators, assets, constituents, and cultural context from perspectives inside and outside of the community.

HCGA/Iconic’s discovery process always works from the inside out to ensure the brand truth is anchored in authenticity.

We will build on HCGA’s deep understanding of Humboldt County Cannabis through desk research of the region, history, legacy, creators, assets, constituents, and cultural context from perspectives inside and outside of the community. Then, we will conduct a series of in-depth 1-on-1 interviews with leadership and key stakeholders. This will help us identify the challenge and vision for Humboldt County Cannabis. HCGA/Iconic will develop a facilitated “roadshow” where the community can help influence brand development.

HCGA/Iconic will follow up with a comprehensive qualitative research study. This will help in the exploration of attitudes, beliefs, and behaviors of the community that spans cultivators, extraction/manufacturing industry, distributors, dispensaries/retailers, and end-users inside and outside of the community. Then, HCGA/Iconic will be prepared to align these findings with the project goals. HCGA/Iconic will next uncover perspectives on the Humboldt County legacy, its greatest assets, and the lived experience of the community. The HCGA/Iconic team has a treasure trove of proven, proprietary techniques and tools that will be implemented throughout the discovery process.

We are looking for insights and supporting facts that will make Humboldt County Cannabis resonate with audiences, feel different from other regions, distinct from cannabis in general, and uniquely superior. Stories from the community will be carefully curated to bring to life the truth, purpose, values, and beliefs of Humboldt County Cannabis.

**PHASE 2–A FOUNDATIONAL IMMERSION**

**METHODOLOGY**

Desk research and retailer audit for a rigorous examination of:

- The 2020 Humboldt County Marketing Assessment
- Existing proprietary and secondary research
- Industry and Humboldt County articles, analyst reports, and other sources of information
- Data Analytics: website, search, industry assessment, owned channels
- Map segments

**TACTICS AND STRATEGIES**

- Excavate the legacy of Humboldt County and its Cannabis industry, including a timeline of its history, people, places, milestones, and their impact on Humboldt County Cannabis with guidance from the Elders Council
- Review current awareness of usage and attitudes towards Humboldt County Cannabis
- Review market estimates, size, value, breakdown of products, regions, and retailers
- Audit of Humboldt County Cannabis owned, earned, and paid channels including website, social media, and search

- Identification and clear articulation of area assets
- Review of outcomes of current and previous marketing efforts
- Map the category of brands inside and outside of the region: positioning, asset audit, superiority claims, messaging, language audit, visual audit, user personae.
- Exploration of the cultural context in the changing face of Cannabis in Humboldt, California, and nationally

**HCGA/ICONIC TOOLS INCLUDE**

- Brand War Room
- Whitespace Analysis
- Attribute Mapping
- HCGA/Iconic Culture Trend Analysis



## SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES

### PHASE 2–B LEADERSHIP VISION

Armed with a solid foundational understanding, Iconic will conduct an in-depth examination of leadership’s specific needs and vision for Humboldt County cannabis. All research objectives, discussion guides, techniques, and samples will be developed by the HCGA/Iconic team.

#### METHODOLOGY

1-on-1 Interviews & Workshops:

- Marketing Committee
- Elders Council
- Industry operators
- In-person and phone/video conferences as needed
- Half-day work-session with key stakeholders

#### GOALS

- Articulate the definition of success
- Define specific outcomes and the reason behind them
- Discuss vision, values, beliefs, and behaviors
- Discuss needs of the community and prioritize stakeholders
- Discuss strengths/obstacles, proof points, critical assets
- Discuss authentic and sustainable points of difference
- Discuss current and potential partners, new sources of business, and prioritize based on value
- Review goals and deliverables and collectively refine if needed

#### HCGA/ICONIC TOOLS INCLUDE

- Visioneering
- Scenario Planning
- Laddering
- 4Cs
- Golden Circles

## SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES / PHASES OF PROCESS AND DEVELOPMENT

### PHASE 2–C COMMUNITY RESEARCH

HCGA/Iconic will explore all of these issues among a diverse spectrum of stakeholders. Our efforts will span across the current and potential Humboldt County Cannabis community to identify the core idea that connects and ignites them. All research objectives, discussion guides, stimulus, techniques, and samples will be developed by HCGA/Iconic in collaboration with the Marketing Committee.

#### METHODOLOGY

Qualitative and Quantitative Research

#### QUALITATIVE

Ethnographic research, discussion groups, interviews, video diaries

#### QUANTITATIVE

MRI for audience profiling, tracking, segmentation, usage and attitudes, and pricing

#### MARKETING COMMITTEE

HCGA/Iconic will work with the farmer-elected Marketing Committee and Elders Council as a sounding board and source of insight throughout the development, launch, and roll-out of the project:

- Identify, size, and profile all Humboldt County Cannabis target audiences
- Dimensionalize audiences: demographics, attitudes and motivations, needs and behaviors, values and beliefs, emotional connections
- Develop perceptions of the legacy, assets, competition, and lifestyle of Humboldt County Cannabis community members.
- Explore ways to articulate the craftsmanship, stewardship, passion, and dedication of Humboldt County Cannabis cultivators and industry
- Audit, map, and articulate the key assets of Humboldt County Cannabis that detail the strengths, differentiation, relevance, and ownability
- Get feedback on a range of potential positioning territories and statements
- Develop ideas, opportunities, and issues
- Define potential partners and sponsors and prioritize individual pros and cons.
- Create segments and prioritize
- Develop personae
- Define the consumer journey
- Capture the stories of the community that reflect the lived experience of Humboldt County
- Define the ecosystem and dynamics of the Humboldt County Cannabis community

**SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES / PHASES OF PROCESS AND DEVELOPMENT**

HCGA/ICONIC TOOLS INCLUDE

- Projective Techniques
- Positioning Territory Stimulus
- Convention Hunting
- Fuse-lighter Recruitment
- Brand Attic Exploration
- Attribute Mapping
- Tribal/Conflict Groups
- Mind-mapping

**PHASE 2 – 10/11/2021–02/11/2022**

Foundational Immersion	Oct 11 - Oct 29
Leadership Interviews	Nov 01 - Nov 19
Audience Analysis	Nov 29 - Jan 28
Team Work Session	Nov 29 - Feb 04
Community Research	Feb 23 - Feb 11

**PHASE 3 – STRATEGIC PLANNING**

This phase serves to articulate the USP (Unique Selling Proposition) of Humboldt County Cannabis. Iconic Collective will define this USP in an emotionally resonant strategic positioning statement. This statement will inspire powerful ideas and extraordinary creative work. This positioning is mission-critical to creating a consistent brand and will serve as a filter for everything done by Humboldt County Cannabis.

We put this strategic positioning statement at the center of all creative briefs. It will help us develop the “big idea” or platform, brand identity, and subsequent channel briefs.

1. Strategic Positioning
2. Brand Idea or Platform Brief
3. Brand Identity System Brief
4. Channel-specific Briefs:
  - Promotional Materials
  - Website
  - Social Media Playbook
  - Content Development
  - PR
  - Events
  - Partnership & Sponsorship
  - Onboarding Materials
  - Internal Communications

**METHODOLOGY**

Work sessions, strategic analysis, and creative development. All learning and insights are now analyzed and pulled together into a powerful positioning strategy.

**SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES / PHASES OF PROCESS AND DEVELOPMENT**

WORK SESSION

We share our learning, analysis, and insights in the form of an on-site “brand room” that showcases strategic work-in-progress. Here we share observations, note contradictions, and propose hypotheses to stimulate discussion. We invite collaboration, new ideas, refinement, and alignment. Together the Marketing Committee, Elders Council, and the HCGA/Iconic will construct and agree on the direction and core premise of the Humboldt County Cannabis brand positioning and subsequent strategies.

POSITIONING STRATEGY DEVELOPMENT

- Make strategic recommendation
- Define Brand Architecture & Narrative
- Define Community (Audience) Landscape
- Define Brand Voice
- Gather feedback, make refinements, and gain alignment

COMMUNICATIONS STRATEGY

- Develop KPIs, tracking, and benchmarking
- Define Key Audiences
- Develop Personas & Consumer Journey
- Develop Media Plan including channel and platform mix
- Develop a Launch Plan
- Develop a Messaging Framework
- Gather feedback, make refinements, and gain alignment

CREATIVE BRIEF

- Develop the Big Idea/Brand Platform
- Develop the Brand Identity System
- Gather feedback, make refinements, and gain alignment
- Develop all channel and tactical briefs
- Briefing of creative and media planning teams.

HCGA/ICONIC TOOLS INCLUDE

- Brand War Room
- Disruption Theory
- Challenger Brand Theory
- Archetypes
- Brand Narrative

**PHASE 3 – 02/14/2022–03/18/2022**

Learning Report Work Session	May 25 - May 29
Positioning Strategy	Jun 01 - Jun 12
Creative Brief	Jun 15 - Jun 26
Communications Strategy	Jun 15 - Jun 26
KPI Tracking	Jun 15 - Jun 26

**SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES / PHASES OF PROCESS AND DEVELOPMENT**

**PHASE 4 – CREATIVE DEVELOPMENT BRAND PLATFORM AND BRAND IDENTITY**

- Develop Brand Idea & Storytelling Strategy including the overarching Humboldt County Cannabis story and the key support story
- Gather feedback on the Creative Idea from the Marketing Committee
- Consider value of optional Research Validation
- Gather feedback, make refinements, and gain alignment

POTENTIAL MULTI-CHANNEL CREATIVE DEVELOPMENT

- Design Website
- Develop Content including Farmer Story Videos
- Develop Partnerships & Sponsorship Collaborations
- Develop Social Media Playbook
- Develop PR, Events, Sponsorships, and Partnerships
- Develop Educational and Promotional materials for the industry and consumers
- Develop Retail & Point of Sale Materials
- Gain feedback on Creative Idea from Marketing Committee and Elders Council
- Consider value of optional Research Validation
- Gather feedback, make refinements, and gain alignment

CREATIVE CONCEPT AND MEDIA PLAN WORK-SESSION

- Presentation of Campaign Launch & Roll-out Recommendation
- Gathering of feedback, refinements, and alignment

CREATIVE EXECUTION MASTER PROJECT PLAN

- Development of production plan, process steps, cost proposal
- Development of project work-streams by channel
- Gain of agreement on timelines, plans, and schedules

**PHASE 4 – 02/21/2022–04/29/2022**

Brand Platform	Feb 21 - Mar 18
Brand Identity System	Mar 21 - Apr 29
Multi-channel Campaign	Mar 21 - Apr 29



**SECTION D / DESCRIPTION OF HCGA/ICONIC SERVICES / PHASES OF PROCESS AND DEVELOPMENT**

**PHASE 5 – PRODUCTION & LAUNCH & GTM PLANNING PRODUCTION**

- Design Brand Style Guide
- Development of Website including tests and refinement
- Development of Content including video, photography, copy
- Develop Event Program such as launch events, B2B Trade Shows, retailer roadshows, and consumer festivals
- Production of printed materials including point of sale, educational materials, and Launch
- Gain of agreement on timelines, plans, and schedules

GTM PLANNING

- PR campaign plan and social media playbook
- Media buying
- Sell-in retail, distributor sales plan (recruitment, education, advocacy), marketing
- Partnership/sponsorship contracts finalized
- Humboldt team, stakeholder briefings, training, and events
- Feedback, refinement, and approval

KPIs

- KPI tracking benchmarks and ongoing monitoring schedule
- Schedule regular reporting and presentations
- Feedback, refinement, and approval

**PHASE 5 – 05/02/2022–01/20/2023**

Film Production	May 02 - Oct 14
Photography	May 02 - Oct 14
Digital Content & Development	Jun 13 - Dec 19
Launch/GTM Planning	May 02 - Jun 30
Print Production	Oct 31 - Jan 20

**PHASE 6 – LAUNCH & ROLL-OUT (TBD)**

ROLL-OUT IMPLEMENTATION AND MANAGEMENT

- Daily team check-ins by channel at launch
- On-going training and support

**PHASE 6 – TIMELINE TBD**

Estimated to be about one year after Phase 1 Kick-off.

**ANTICIPATED SERVICES (RFP D2)**

HCGA/Iconic will deliver the entire “List of Anticipated Services” outlined in Section 3.1 of the RFP. No items will be excluded. As the project evolves, should the Marketing Committee and/or other Humboldt stakeholders mutually agree, HCGA/Iconic is willing to update the list of services/deliverables for alternative equivalents.

**MANAGEMENT EXPERTISE** (RFP D3)

HCGA/Iconic has the specific management expertise required to ensure excellence in fulfilling this county contract. We invite you to review our successful completion of complex management case histories such as Harvard (Page 52) and UCSF (Page 114). Additionally, HCGA/Iconic will employ Progress Updates and multiple Connection Channels to ensure the Humboldt project is managed with excellence.

**PROGRESS UPDATES** (RFP D4)

HCGA/Iconic will work with county staff to develop a communication plan that:

- Keeps county staff apprised of project
- Outlines efforts to inform the public, stakeholders, and community members of project efforts and progress
- Includes strategies for involvement by the public, stakeholders, and industry partners
- Press release(s) and other reports to the community regarding project initiatives, progress, and success.

**CONNECTION CHANNELS** (RFP D5)

HCGA/Iconic will hold monthly Marketing Committee meetings via Zoom (or comparable web-based technology). Economic Development Department staff and members of the public are welcome to attend. Marketing Committee meetings will be held as an open public meeting with posted agendas with the opportunity for public comment. HCGA/Iconic also allows discretion to have appropriately notified closed sessions to discuss proprietary work; county staff will have full access to said closed sessions.

# Technical Capabilities

In addition to monthly Marketing Committee meetings, HCGA/Iconic will meet with the Economic Development Department quarterly to review campaign and program progress and objectives.

HCGA/Iconic will send out quarterly newsletters to all Humboldt County cannabis permit holders and interested public members. Interested parties can add their contact information to the website email database to be included in the newsletter.

HCGA/Iconic will include a form on its website to solicit feedback, creative ideas, and possible strategies. All relevant submissions will be brought to the Marketing Committee for discussion and possible inclusion in future yearly strategic marketing efforts.

HCGA/Iconic will send out yearly surveys to all permitted cannabis cultivators and licensed operators within Humboldt County to solicit feedback, ideas, and marketing strategies. Submissions will be brought to the Marketing Committee for discussion and possible inclusion in future yearly strategic marketing efforts.

HCGA/Iconic will send out surveys to California cannabis industry partners to solicit feedback, ideas, and marketing strategies. Submissions will be brought to the Marketing Committee for discussion and possible inclusion in future yearly strategic marketing efforts.

# Technical Capabilities

## STATEMENT OF HCGA'S QUALIFICATIONS, EXPERIENCE, AND TECHNICAL CAPABILITIES (RFP C.6.D, E)

Since 2017, HCGA has demonstrated the following organizational management capabilities:

- Annual strategic planning
- Board management and reporting
- Staff and contractor management
- Developed and implemented HCGA brand guidelines
- Financial management: Grant management and reporting (Headwaters Foundation)
- Annual reporting with financial reports: 2017, 2018, 2019, 2020
- Website development: hcga.co & hcbdc.co
- Social Media: Instagram @hcga\_humboldt  
More than 7,052 followers and 703 posts
- Communications
  - Online communications platform with more than 700 users
  - Weekly e-newsletter
  - Press releases
  - Annual Report
  - Three quarterly print newsletters
  - Media relations: Engage with local, state, and national press
  - Weekly Industry Affairs Zoom Call on zoom – 40-60 operators
- Established HCGA Government Affairs Policy Committee
  - Developed process and protocols that are transparent, democratic, and accountable
- Business-to-Business Tradeshows  
HCGA hosts Business-to-Business trade shows specifically designed to facilitate the trade of licensed cannabis products from Humboldt across California.
  - Speed Dating with Distro (November 2017)
  - Meet the Buyers (September 2018)
  - Seed-to-Sale Pre-Planting Planning Conference (Feb 2019)

- House of Humboldt. In November 2019, the House of Humboldt offered an opportunity for licensed purchasers to explore Humboldt's 2019 harvest showcased by cultivators and manufacturers. The most recent House of Humboldt trade show saw more than 1,200 people in attendance from across the state.
- Spring Genetics Online Conference (April 2020)
- Summer B2B Networking Fair (scheduled August 2021)





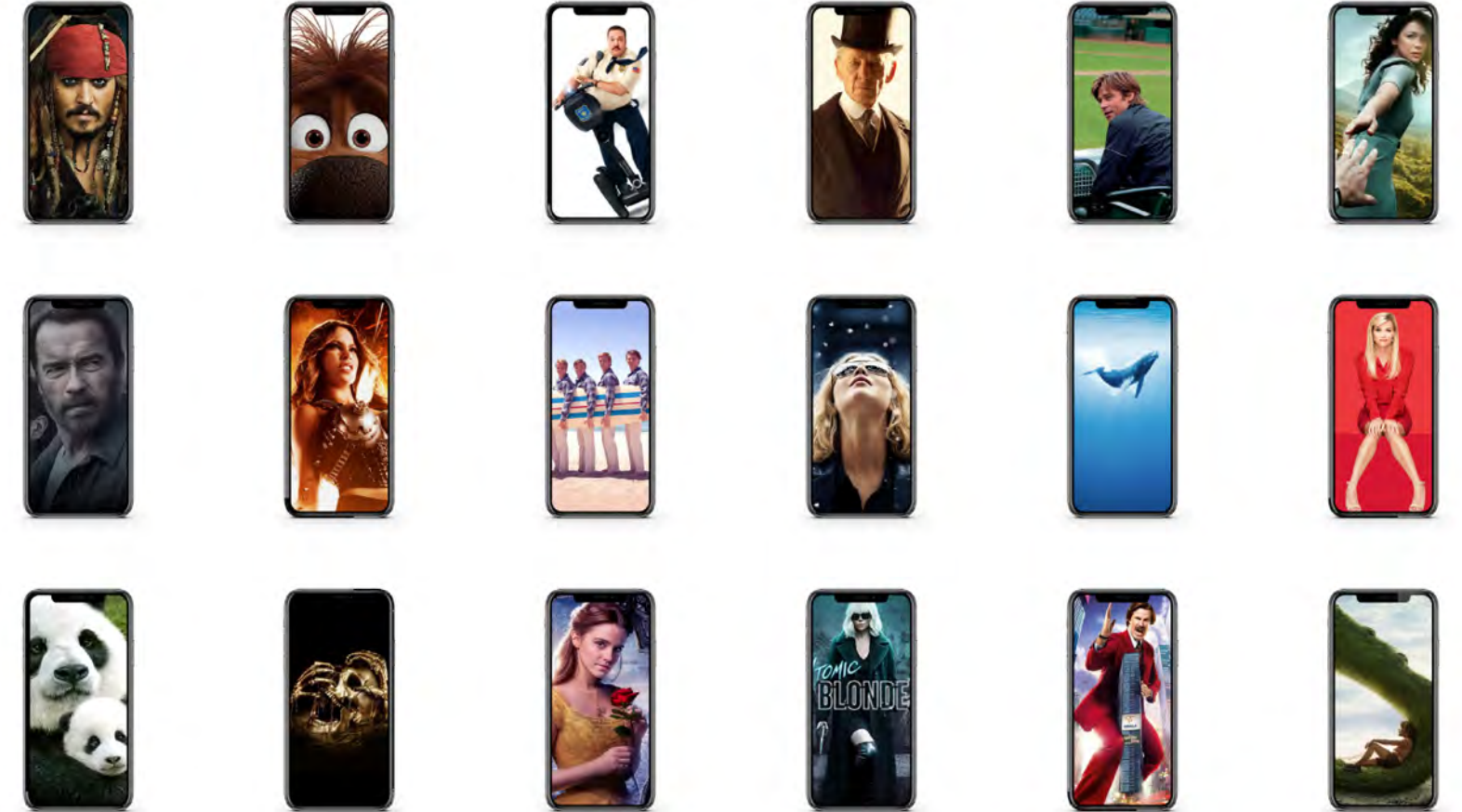
**SECTION E / TECHNICAL CAPABILITIES: OUR IN-HOUSE SERVICES & EXPERTISE**

- MARKETPLACE AUDITS
- QUANTITATIVE RESEARCH
- QUALITATIVE RESEARCH
- FOCUS GROUPS
- STAKEHOLDER INTERVIEWS
- STRATEGIC POSITIONING
- PRINT ADVERTISING
- TELEVISION COMMERCIALS
- VIDEO DESIGN & PRODUCTION
- DIGITAL STRATEGIES
- DIRECT RESPONSE
- DIGITAL DISPLAY ADS
- EMAIL MARKETING
- OUT-OF-HOME
- GRASSROOTS MARKETING
- RADIO
- INFOGRAPHIC SYSTEMS
- CUSTOMIZED PROMOTIONS
- MEDIA PLANNING
- MOBILE STRATEGIES
- POINT-OF-SALE
- LOGO DESIGN
- CORPORATE PRESENTATIONS
- INFLUENCER MARKETING
- BRAND STYLE GUIDES
- BUSINESS-TO-BUSINESS
- SOCIAL MEDIA CAMPAIGNS
- COMMUNICATIONS AUDITS
- BRAND & PRODUCT NAMING
- MESSAGING FRAMEWORKS
- IDENTITY SYSTEMS
- INTERNAL ROADSHOWS
- CASE STATEMENTS
- COPY & NARRATIVES
- PROMOTIONAL TOOLKITS
- DIGITAL STRATEGIES
- WEB DESIGN & DEVELOPMENT
- PROMOTION CONCEPTS & DESIGN
- APP DESIGN & DEVELOPMENT
- EVENT PLANNING
- BUSINESS PAPERS
- PACKAGE DESIGN
- ENVIRONMENTAL SIGNAGE
- COLLATERAL MATERIALS
- BROCHURES
- PRESENTATION DESIGN
- CATALOGS
- BOOK DESIGN
- ANNUAL REPORTS
- DIGITAL DESIGN
- EDITORIAL DESIGN
- ENVIRONMENTAL GRAPHICS
- EXHIBITION DESIGN
- MOTION GRAPHICS
- POSTER DESIGN
- ENTERTAINMENT MARKETING
- BEHIND-THE-SCENES
- CELEBRITY RELATIONSHIPS
- TELEVISION PROMOS
- BRANDED CONTENT
- SPEECH WRITING
- PODCASTS
- SEO STRATEGIES
- MUSIC LICENSING
- CO-BRANDED RELATIONSHIPS
- PR STRATEGIES
- WEB FILMS
- POP CULTURE TRENDS
- CONSENSUS BUILDING
- 3D ANIMATION
- LANGUAGE TRANSLATIONS
- EVENT SPECTACULARS

**TECHNICAL CAPABILITIES: SOCIAL MEDIA EXPERTISE**

Our social media team has significant experience delivering excellent engagement and financial results for our clients. Notably, our team has promoted significant film releases for studios like Disney, Netflix, Starz, and HBO. The task requires tons of content and the proper community-building engagement.

For example, the Iconic team worked for over a year to help promote the launch of the blockbuster Beauty and the Beast. With our Disney client, we are proud to have helped create persuasive ads, trailers, and social campaigns that resulted in a record-breaking \$750 million in ticket sales the first week.



**WEBSITE DESIGN & DEVELOPMENT EXPERTISE** (RFP C6.D, E)

We'd like to offer a summary of additional experience and technological expertise of the Iconic staff who will design, develop, and maintain any proposed Humboldt website, social media output, or other technological endeavor.

Our development team members have 25+ years of experience and actively strive to stay up to date with ever-changing web standards and best practices. Our extensive experience across all industries has helped us refine our process to ensure we deliver well-built and scalable solutions.

Iconic has led digital design, content, and development efforts for Harvard, MIT, Aequalis, MMRF, The New York Times, Fuse Health, 360 Global Health, Sun+Earth, SeaChange, Civic Builders, and many other global brands.

Our specific experience with other public agencies was with the University of California system. We built a massive, 75 page, content-heavy website for the University of California San Francisco which included the strategy, wire frames, design, writing of all of the text, image creation, web film production, content animation, and development.



**AN IN-HOUSE TEAM**

We do not intend to subcontract any portions of the proposed services for Humboldt. We do not use offshore resources, because we do everything in-house. We don't hire others to do the work you hire us to do.

**DIGITAL PHILOSOPHY**

At Iconic, we believe it is essential to provide users with access to the information they need quickly and efficiently in the friendliest manner possible. To make this happen, we focus on online behavior, hierarchical design, and a user's tendency to scan rather than read text on the web.

**USABILITY = SIMPLICITY**

As part of our initial discovery sessions, we will pose questions about the structural, informational, psychological, and emotional aspects of what makes a successful user interface. Those questions focus on the users who all share the desire for simplicity, regardless of the media or device. Since most human beings approach most experiences the same way, we know they are going to ask a few simple questions when they arrive at a Humboldt website, also known as the Zero UI state. In other words, when someone encounters the Humboldt online experience, the UI should orient them quickly and make them feel comfortable before they even start asking questions.

**CLARITY IS KEY**

Whether it's a home page, splash page, or landing page, it must be immediately identifiable to visitors. A good interface will inspire interaction and drive behaviors. When someone hits a UM page, the UI should immediately focus their attention on what we want them to do, or what's possible. Specificity is key. We believe design and content should be clear and concise. We target one primary action per screen. We keep our focus on why the page exists, and ensure that the user remains in control.

**ORGANIZED**

In addition to making sure the design is human-centered, as well as a proper reflection of the brand, we also make sure it is well organized and consistent. Each page must provide a clear, natural, and expected next step. The experience should also be functional and friendly. Form should follow function, so buttons should look and act like buttons. Strong visuals should clearly communicate actions.

**TESTING**

Iconic feels it is essential to perform multiple rounds of QA and cross-browser testing, as well as multiple tests of all forms and other interactive elements. We always also perform multiple tests, on multiple devices, by multiple people. Lastly, we crosscheck the completion of our pre-launch site checklist.

**TECHNOLOGIES**

We have expertise in all popular technologies including:

- LAMP Stack (Linux, Apache, MySQL, and PHP)
- Content Management Systems (WordPress, Drupal)
- Application Development (Laravel, Ruby on Rails)
- E-Commerce (Magento, WooCommerce)
- Javascript (jQuery)
- Content Delivery Networks (Cloudflare, Akamai)
- JS Animation Platforms (GreenSock)
- HTML 5
- CSS (SCSS/Sass)
- Responsive Frameworks (Bootstrap, Foundation)
- Cloud Hosting (Digital Ocean, AWS)
- Version Control (GIT)

**EVERYTHING MATTERS**

Graphic design, typography, copywriting, information architecture, video, and photography – all of these tools are part of the interface design. Furthermore, we believe excellence is essential across all areas, including Research and Discovery Sessions, Competitive Reviews, Site Map Development, Wireframes, Mock-ups, Navigation Prototypes, SEO Strategy, Social Media Optimization, Usability Labs, and Beta Tests. The sum of these well-executed disciplines determines the overall user experience; we strive to follow best practices to ensure that each site is distinctive, friendly, simple, clear, and persuasive.

The Iconic development team will build a site that easily permits data integration into any existing Humboldt information management systems. This will simplify reporting and analysis through dashboards. We will also help develop a “funnel” that allows visitors to self-identify by interest. This will provide context-driven insights that can be used to increase engagement with these users.

Iconic always properly integrates websites with social media accounts, including share buttons and follow buttons. We also develop customized and effective email subscription forms and interactive charts and graphs that can be easily and locally updated.

**WE SUCCESSFULLY NAVIGATE AND UNITE COMPLEX ORGANIZATIONS**

Humboldt County is a small and tightly knit community. HCGA stays engaged and in communication with a wide variety of government officials, organizational leaders, institutions, industry members, media, and stakeholders. It is through maintaining long term relationships that the organization is able to keep its finger on the pulse of Humboldt County.

Iconic led four of the largest and most successful fundraising campaigns in history. Through extensive experience with these complex organizations, we have developed the expertise necessary to successfully manage projects that require the involvement of hundreds of stakeholders. We foster a disciplined process that helps build buy-in at every step. The Harvard Campaign was a multi-year task requiring the unification of Harvard's 14 independent schools. There were over 250 active clients, each with different objectives. Our successful effort resulted in a unified content system, logos, standards manual, case statements, digital tools, messaging, copywriting, multimedia presentations, brochures, one-sheets, invitations, websites, 3-D projection, digital, and event planning. We also wrote and produced 135+ films for the launch, special events, admissions, and worldwide roadshows.

For these reasons, we believe the HCGA/Iconic team is uniquely qualified to deliver excellence to the entire Humboldt Community.

**HCGA/ICONIC**

**SUMMARY**

HCBD & HCGA/Iconic do not intend to employ offshore resources.

We believe HCBD & HCGA/Iconic possess all of the skills, expertise, and technical capabilities required to providing the proposed services with excellence.

# Disaster Recovery Plan

# Disaster Recovery Plan

## WE ARE PREPARED

While we don't have the power to prevent a disaster, we believe that an ounce of prevention is worth a pound of cure. We focus on minimizing the potential consequences of a disaster, rather than planning to manage a recovery.

The HCGA/Iconic team members live and work all over the country. So, to begin with, our human resources are safely scattered across many diverse regions. The fact that we are primarily a service organization means that we can meet deliverables from any location on earth. We have worked hard to minimize our office space, and we encourage people to work from home whenever possible. Therefore, our technological tools are also distributed across multiple mobile locations, rather than being housed within one vulnerable location.

We don't stock inventory. We don't house our servers. We are nearly paperless – we have developed a workflow that employs electronic files. We use cloud-based collaboration options such as Google Drive, Wistia, Zoom, and DropBox. In the event of a lapse in one particular cloud service, all of our working files are backed up daily, locally, and on a redundant cloud server. Virtually all of our resources can be accessed from any location. The fact that we are significantly decentralized minimizes any possible interruptions to normal operations.

These structural characteristics limit the extent of any disruption and damage. We do carry insurance for the physical assets of the company, but in truth, none of these assets are required for us to perform our business.

## GOALS

The major goals of this plan are the following:

- To minimize interruptions to normal operations.
- To minimize the economic impact of the interruption.
- To train personnel with emergency procedures.

## BACKUPS

The HCGA/Iconic team and the HCBDC Executive Director and Board Members have access to all stored files. In addition, saved data is stored off-site in a safe deposit box used exclusively for data storage at HCBDC's Coast Central branch in Eureka, CA. HCBDC Executive Director and HCBDC Chairperson have access to the safe deposit box.

## OUR COMMITMENT TO HUMBOLDT

The planned power outages that span large parts of Northern California have become all too frequent. These outages can cripple hundreds of thousands of people at a time. Additionally, the dry weather often puts Humboldt at the risk of wildfires.

It is conceivable that these natural disasters could impact this Humboldt project with unexpected delays. We consider a natural disaster to be a call for all to band together for the common good. Therefore, the HCGA/Iconic team pledges that we would willingly absorb the cost of any project delays that might result from such a disaster.



# Implementation Timeline

# Implementation Timeline

## PROPOSED TIMELINE

What follows is a summary of the timeline we introduced in the section titled “Description Of Services.” The timeline is based on similar projects with similar deliverables. However, the timeline remains rather conceptual. All of the proposed dates can be adjusted based upon the actual start date of Work and the needs of the Humboldt team. Discussion about the timeline and deliverables would be an essential part of our team discussions during the Phase 1 Kick-off meetings.

We are very confident that we could significantly expand or contract this schedule as desired or required.

### PHASE 1 – 10/01/2021–10/08/2021

Kick-off Meetings	Oct 01 - Oct 08
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### PHASE 2 – 10/11/2021–02/11/2022

Foundational Immersion	Oct 11 - Oct 29
Leadership Interviews	Nov 01 - Nov 19
Audience Analysis	Nov 29 - Jan 28
Team Work Session	Nov 29 - Feb 04
Stakeholder Research	Feb 23 - Feb 11

### PHASE 3 – 02/14/2022–03/18/2022

Learning Report Work Session	May 25 - May 29
Positioning Strategy	Jun 01 - Jun 12
Creative Brief	Jun 15 - Jun 26
Communications Strategy	Jun 15 - Jun 26
KPI Tracking	Jun 15 - Jun 26

### PHASE 4 – 02/21/2022–04/29/2022

Brand Platform	Feb 21 - Mar 18
Brand Identity System	Mar 21 - Apr 29
Multi-channel Campaign	Mar 21 - Apr 29

### PHASE 5 – 05/02/2022–01/20/2023

Film Production	May 02 - Oct 14
Photography	May 02 - Oct 14
Digital Content & Development	Jun 13 - Dec 19
Launch/GTM Planning	May 02 - Jun 30
Print Production	Oct 31 - Jan 20

### PHASE 6 – TIMELINE TBD

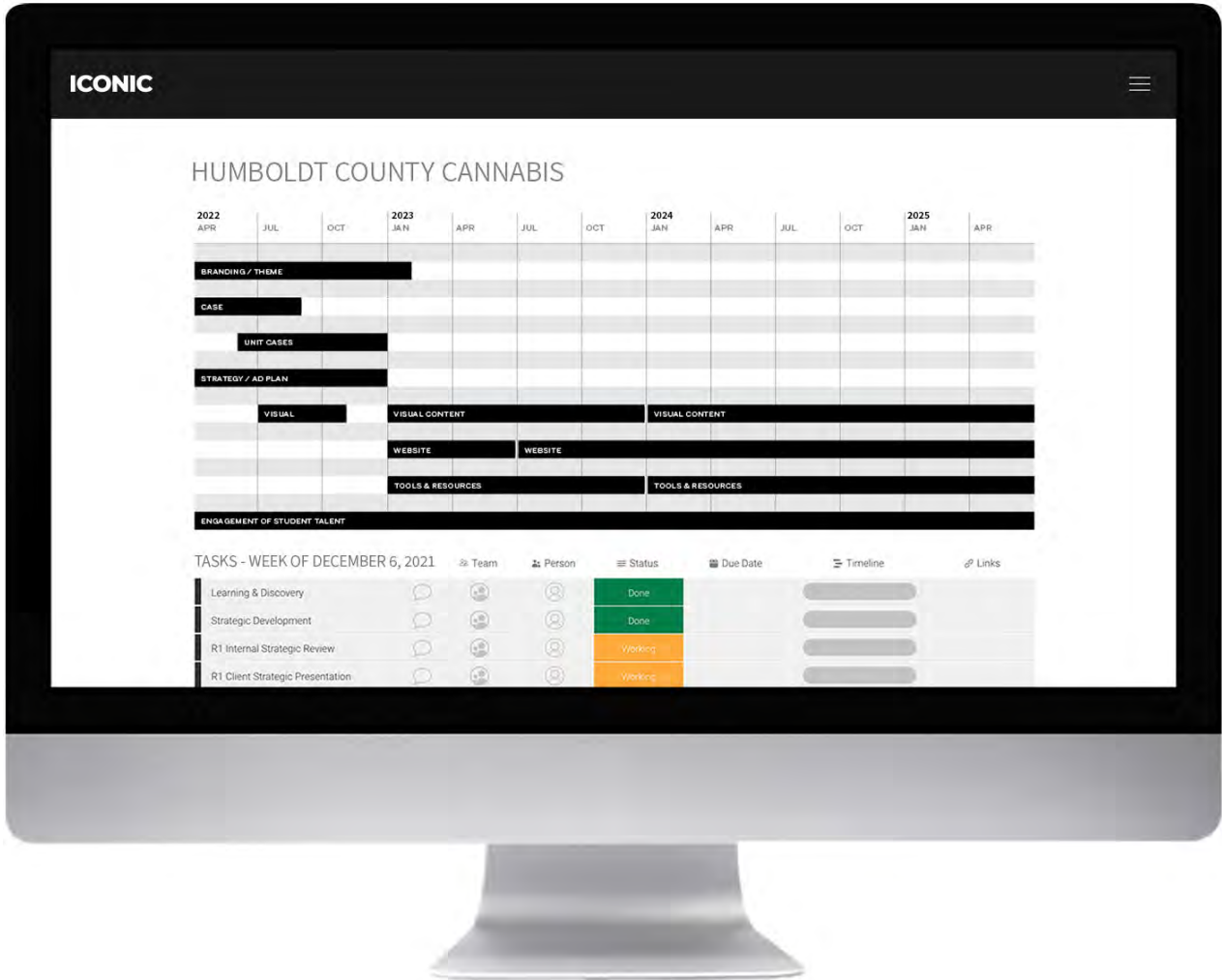
Estimated to be about one year after Phase 1 Kick-off.

SECTION G / IMPLEMENTATION TIMELINE / CALENDAR OVERVIEW

OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
1. KICK-OFF							
2. DISCOVERY							
			3. STRATEGIC				
				4. CREATIVE			
					5. PRODUCTION		
ONGOING REVIEW/REFINEMENT BASED ON FEEDBACK FROM STAKEHOLDERS AND HUMBOLDT COMMUNITY MEMBERS							

JUN 2022	JUL 2022	AUG 2022	SEP 2022	OCT 2022	NOV 2022	DEC 2022	JAN 2023
5. PRODUCTION							
				>> HUMBOLDT COUNTY TEAM TRAINING		6. LAUNCH/TBD	
ONGOING REVIEW/REFINEMENT BASED ON FEEDBACK FROM STAKEHOLDERS AND HUMBOLDT COMMUNITY MEMBERS							





HCGA/Iconic's online project management system will securely broadcast a real-time update of all tasks, milestones, and deliverables.

# Training Plan

# Training Plan



**TRAINING ASSUMPTIONS** (RFP H1-5)

The HCGA/Iconic team will work with the Humboldt County Economic Development Department to ensure access to all newly developed websites, social media accounts, email accounts, and the marketing asset repository.

Because the HCGA/Iconic team will manage the day-to-day operations of the brand and ongoing marketing initiatives, developing a training plan for county staff as part of this proposal might be unnecessary. Nevertheless, we have assumed that the training that we might need to provide to the Humboldt County team would center around the management of the website. The HCGA/Iconic team would employ the following training plan to ensure a smooth transition.

**TRAINING PHILOSOPHY** (RFP H1-2)

The HCGA/Iconic training program is designed to prevent the feeling of helplessness that can only lead to bad things. When the Humboldt County team is confident and empowered, it helps to sidestep mishaps such as:

- The decision that the site is too “hard” to learn, so the site slowly dies from the lack of updates
- The conclusion that it might be best to just “play around” with the backend of the website
- The decision to hire some other developer (or some well-intended friend) who “knows” about technical things
- The need to urgently place a call for “Help”

**OUR TRAINING PHILOSOPHY** (RFP H1-2)

Our overall training philosophy includes:

**WE SIMPLIFY THE BACKEND**

Before there is even a need for training, we will go out of our way to simplify the backend of the Humboldt County website. We remove the extraneous and provide a simple interface with help tools built-in.

**WE SET UP CUSTOM USER ACCOUNTS**

We would begin by building the site so that the individuals on the County team would be granted admin privileges that match their specific skill level. We set up a custom user account with corresponding access rights for each member of the Humboldt County team. Tiered privileges prevent a beginner from having too many choices while giving advanced users all of the tools they require. We also train individual administrators at the County on how to upgrade or downgrade user privileges.

**WE CAN HELP FROM A DISTANCE**

Our team uses the Zoom video conferencing service. During a remote training session, this permits a member of the Humboldt County team to let us see their screen securely. That way, we can quickly and efficiently resolve their technical needs. We can even record these training sessions to share with the Humboldt team for future reference. One-on-one training is the best.

**TRAINING METHODOLOGY** (RFP H1-3)

We don't feel it is acceptable just to throw tutorial or video links at our clients. We never assume they can train themselves. Instead, we proactively provide on-site training.

**WE REVIEW THE FRONTEND**

First, we make sure the users are familiar with the frontend of the site before we introduce them to the backend. This orientation puts everything into context. This foundation permits us to begin to introduce and process steps that can be understood.

**WE EXPLAIN THE BACKEND**

Then, we move to backend training. One of the main hurdles for new users is the backend terminology. So we begin with a tour of the dashboard and admin area to explain key terms such as "post, page, media, theme, or plugin, or a pop-up plugin."

**WE WORK TOGETHER**

The best way to learn is by doing. So, we help our trainees make changes to the site. This experience helps the users realize that the site design is flawless and built to serve them. We review where to write content and how to add images. We explain why there might be surrounding widgets for categories and tags, featured images, and SEO. We instruct how to save a post as a "Draft" and then "Preview" their work before publishing.

**WE CHANGE THINGS TOGETHER**

We will help users make changes to a page. We might change a headline, or add a header tag, or upload a new image. We will save the change and then pull up their live website so they can see the change. Of course, we'll also teach them how to reverse those changes, as well.

**WE TEACH ANALYTICS**

We also provide basic training on how to use Google analytics. It is an essential tool that tracks the performance of the site. We show users where to find the snapshot of their analytics.

**WE PROVIDE REFERENCE MATERIAL**

While we don't use 3rd party tutorials for general training, we will make custom reference materials for the Humboldt County team. We will record screen capture training films that are specific to the Humboldt County site. These films will be made readily available to remind users of what they previously learned. We will also provide reference guides like PDFs or FAQs that we've created just for Humboldt County. And, we make sure everyone has our contact info for that emergency on-demand support.

**TRAINING GOALS** (RFP H1-2)

The goals of our training are as follows:

**1. ASSURANCE**

We give clients the hands-on experience they might not otherwise get. One-on-one training help users learn and understand much faster than online tutorials. Our training ensures that the members of the Humboldt County team will master the necessary skills they require.

**2. EMPOWERMENT**

There's nothing more frustrating than encountering a new experience and not having any clue what to do. By empowering the Humboldt County team to manage the website, it encourages them to be confident in creating new content and making ongoing updates on their own.

**3. CONFIDENCE**

We never abandon our clients. The Iconic team is always available to answer an emergency tech request. Just call. We've got your back.

**TRAINING SUMMARY** (RFP H1-5)

We intend to provide 100 training hours.

We have included up to three customized, personalized, on-site training sessions. Training would be managed by the HCGA/Iconic's Digital Director, Will King.

Will will bring the appropriate number of support staff with him, once we better understand the number of Humboldt County team members who need to be trained. Will will also customize the number and length of the training sessions depending on the current skill level and the number of trainees.

Based on the results of our training program, Iconic will also propose options for ongoing training and support. After the conclusion of the three-year project, Will will offer the Humboldt County team appropriate and affordable options.

**TRAINING ISN'T ABOUT MONEY** (RFP H5)

We believe that training is part of the added value that HCGA/Iconic offers to the Humboldt County team. It is one of the many ways we strive to build a strong relationship. So while most may feel the need to charge for this service, we don't. We consider it to be part of the job and will continue to provide support even after the project has been completed.



## Cost Proposal

# Cost Proposal



## Exhibit B Request for Proposal #1120-275-PTMarketing Cost Proposal Form

COUNTY OF HUMBOLDT: COLLECTIVE CANNABIS BRANDING,  
PROMOTING AND MARKETING STRATEGY FOR HUMBOLDT COUNTY -

- A. Price Quotes. Proposals shall include an itemized list of rates and fees for all services that will be provided by Proposer and shall also include an estimate of hours, as well as NTE's (Not to exceed thresholds).
1. Price quotes shall remain valid for a minimum of one hundred eighty (180) days from the Proposal submission deadline.
  2. Price quotes shall include anticipated exceptions, deviations and clarifications pertinent to the services that will be provided by Proposer.
  3. The worksheet (below) must be completed and may be attached in separate table or attachment affixed to Proposal.

### Cost Proposal Worksheet

A. Description of Rates and Fees*		BASE	RATE	FREQUENCY	TOTAL	COMMENT
1.0	LABOR	1467 Hrs	\$46/Hr	Per Month	\$67,482	HCGA/Iconic Team Labor
2.0	SUBS & CONSULTANTS	0	\$46/Hr	Per Month	\$0	
3.0	EQUIPMENT	0	N/A	Per Month	\$0	
4.0	MATERIALS	0	N/A	Per Month	\$0	
5.0	TRAVEL	Flat	Flat	Per Month	\$4,833	Interviews, Photo/Film, Community Travel
6.0	G&A EXPENSE	Flat	Flat	Per Month	\$4,000	
7.0	OVERHEAD	Flat	Flat	Per Month	\$2,000	
8.0	OTHER (See Breakdown)	Flat	Flat	Per Month	\$21,125	Venues, Research, Printing, Promos
*In US dollars						
B. Description of Hours						
17,604	Total estimated hours for LABOR / per annum					C. Description of NTE's
0	Total Estimated Hours for SUBS & CONSULTANTS / per annum					Total Not To Exceed (NTE) per annum*
Flat	Total estimated hours for G&A / per annum					1.0 NTE \$805,784 per annum
Flat	Total other estimated hours / per annum					2.0 NTE \$0 per annum
	Explain					3.0 NTE \$0 per annum
						4.0 NTE \$0 per annum
						5.0 NTE \$58,000 per annum
						6.0 NTE \$48,000 per annum
						7.0 NTE \$24,000 per annum
						8.0 NTE \$253,500 per annum
17,604+	Total all estimated hours / per annum					ALL NTE \$1,193,284 per annum
						*In US dollars

**SECTION I / COST PROPOSAL**

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**HCGA/ICONIC COST PROPOSAL**

This bid shall be valid for a minimum of 180 days from the proposal submission deadline of July 30, 2021. Our quote includes any and all payment incentives available to the County. There are no exceptions, deviations, or clarifications pertinent to the service and/or goods. HCGA/Iconic is committed to delivering excellence to the Humboldt County community.

**RATE SHEET**

To determine a rate for services, HCGA/Iconic uses the best-practice of a blended hourly rate. Our blended rate is the average of the billable hourly rates of our Level 1, Level 2, and Level 3 HCGA/Iconic team members. Based on the SOW for this Humboldt County Cannabis project, the **HCGA/Iconic blended hourly rate is \$40.**

- The fee includes all of the labor required to meet all of the deliverables with excellence.
- The fee also includes original photography and filmmaking as outlined in this proposal.
- The fee does not include media buying or music licensing.

**HCGA/ICONIC TEAM**

	<b>HOURS</b>
Executive Director, Level 2	125
Chief Legal Officer, Level 2	125
Director of Community Program, Level 2	125
Executive Administrator, Level 2	125
Communications Director, Level 2	125
Events Director, Level 2	87
Executive Creative Director, Level 3	45
Director of Brand Strategy, Level 3	45
Executive Creative Writer, Level 3	35
Research & Insights Director, Level 3	25
Graphic Designer, Level 2	35
Sr. Project manager, Level 2	50
Director of Client Services, Level 3	35
Digital Director, Level 3	35
Digital Developer, Level 2	25
Social Media Director, Level 3	40
Design Director, Level 3	35
Group Account Director, Level 1	40
Director of Media, Level 3	20
Content Production Team, Level 3	50
Content Production Team, Level 2	55
Content Production Team, Level 1	60
Team Assistant, Level 1	125

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AVERAGE MONTHLY HOURS

**1467**

**SECTION I / COST PROPOSAL**

**COMMUNITY-BUILDING EXPENSES**

HCGA/Iconic understands that Humboldt County will reimburse, reasonable expenses (including meals, rental car or mileage, coach class airfare, and lodging) validly incurred by HCGA/Iconic directly and solely in support of the Work. HCGA/Iconic has also identified expenses required to properly promote this community-building endeavor. The annual budget Includes:

RFP LISTED EXPENSES	
Equipment	\$0
Materials	\$0
Travel & Lodging	\$58,000
G&A Expenses	\$48,000
Overhead	\$24,000
<hr/>	
ANNUAL RFP EXPENSES	\$130,000

**OTHER COMMUNITY-BUILDING EXPENSES**

Research Incentives	\$18,500
Election Advertising	\$5,000
Booklet Printing & Mailing	\$6,000
Venue Rentals	\$14,000
Specialty Programs	\$84,000
Promotions	\$38,000
Production Expenses	88,000
<hr/>	
ANNUAL OTHER EXPENSES	\$253,500

**ANNUAL FEE**

Monthly HCGA/Iconic Hours	1467
Annual HCGA/Iconic Hours (1755 x 12 Months)	17,604
HCGA/Iconic Blended Hourly Rate	\$46

Annual HCGA/Iconic Team Fee	\$809,784
Annual RFP Expenses	\$130,000
Annual Other Community-building Expenses	\$253,500

TOTAL ANNUAL FEE	\$1,193,284
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**3-YEAR FEE**

Year 1 Annual Fee	\$1,193,284
Year 2 Annual Fee	\$1,193,284
Year 3 Annual Fee	\$1,193,284

3-Year Contract	\$3,579,852
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**FLAT MONTHLY FEE**

HCGA/Iconic is bidding this project as a flat fee. We have amortized all costs and divided the entire 3-Year Fee into

**36 flat monthly payments of \$99,440.33**

**SECTION I / COST PROPOSAL**

**FILM & PHOTO PRODUCTION IS INCLUDED**

We want to draw your attention to a very distinctive aspect of our proposal: **The cost of film production is included.** While many of the specific creative details cannot possibly be known at this point, we anticipate building a library of “Humboldt Stories.” We imagine traveling all over the County to produce compelling stories about the people, places, and things that distinguish Humboldt County Cannabis. As part of our SOW, the HCGA/Iconic team is providing a flat bid to produce up to two dozen stories through film, radio, text, illustration, and photography. We believe this is a rather significant offer that is only magnified by the standard of excellence found in the HCGA/Iconic portfolio.

**RESTATEMENT OF DELIVERABLES**

HCGA/Iconic will deliver a successful branding and marketing effort to ensure a long-term strategy for maintaining and growing Humboldt’s cannabis industry’s competitive advantage in the ever-changing cannabis marketplace. HCGA/ICONIC will build a process that is informed by input from community members and stakeholders. We will work with Humboldt County staff to develop and implement specific marketing strategies which include, but are not limited to:

- Build a consistent, well-recognized, defensible, and respected brand for Humboldt County Cannabis and cannabis-related products and services.
- Build strong organizational structures and ensure equitable participation.
- Make recommendations regarding the utilization of a County-specific STAMP program.
- Increase business and industry interest and investment.
- Build strong market partnerships.

- Increase canna-tourism interest.
- Work with other county contracted partners and vendors whose activities share a nexus with cannabis marketing strategies.

HCGA/Iconic will deliver a consistent, well-recognized, and respected brand for Humboldt County Cannabis and cannabis-related products and services developed through proven and innovative strategies that:

- Provide consistent messaging, brand standards, and visual elements.
- Increase understanding and recognition of Humboldt County Cannabis for consumers and industry experts in and outside the region.
- Increases demand for Humboldt County cultivated cannabis.
- Increase canna-tourism interest
- Protects the regions collective intellectual property
- Prioritizes long term success over short term sales.
- Utilize quality control and grading standards
- Takes into consideration public policies
- Focuses on research, data collection and education
- Promote environmental sustainability

HCGA/Iconic also understands that the RFP only outlines a preliminary scope of services to communicate the County’s expectations. A final scope of services will be developed through collaboration between the County and HCGA/Iconic.



## Documentation



# Documentation



<b>INVOICE</b> COUNTY OF HUMBOLDT 520 E Street Suite 515 Eureka, CA 95501 ATTN: Peggy Murphy	<b>TAX ID</b> 68-0070019	<b>INVOICE</b> 2110011	<b>P.O. #</b> N/A	<b>TERMS</b> Net 30	<b>DATE</b> 2021_10.01
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**CREATIVE SERVICES**  
Creative Development of Collective Cannabis Branding  
Promoting & Marketing Strategy for Humboldt County  
All terms per the revised SOW dated September 2021

**REMIT TO**  
HCBDC  
427 F Street  
Suite 213  
Eureka, CA 95501  
707-599-6670  
natalynne@hcbdc.org

<b>AMOUNT</b> \$5,000.00
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<b>TOTAL</b>	<b>\$5,000.00</b>
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## References

# References



**CASANDRA & SHANON TALIAFERRO**  
**OWNERS**

P.O. BOX 991  
Redway, CA 95560  
707-223-0494  
SkylineFarmsLLC@gmail.com  
skylinefarmsllc.com  
HCGA 2017–Present



**FINIAN MAKEPEACE**  
**CO-FOUNDER**

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Los Angeles, CA 90064  
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Finian@KissTheGround.com  
KissTheGround.com  
Iconic 2018–2020



**LES SZABO**  
**BOARD MEMBER & CMO**

1335 Park Center Drive  
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503-887-4369  
Les@DrBronner.com  
SunAndEarth.org  
Iconic 2019–Present



**LORELIE SANDOMENO**  
**OWNER**

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lorelie@sunrisemountainfarms.com  
sunrisemountainfarms.com  
HCGA 2017–Present



**JANE FELEDY GOODMAN**  
**EXEC DIR COMMUNICATIONS**

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415-502-5843  
Jane.Goodman@ucsf.edu  
ucsf.edu  
Iconic 2016–2018



**WHITNEY ESPICH**  
**CEO ALUMNI ASSOCIATION**

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wespich@mit.edu  
mit.edu  
Iconic 2015–2018



**SECTION K / REFERENCES**

**REFERENCES**

The attached Reference Data Sheet (Exhibit C) contains present and past performance information from a minimum of three (3) former clients. Within this proposal, we have shared the case history for Harvard (Page 52), UCSF (Page 114), Sun+Earth (Page 46 & 56), and Kiss The Ground (Page 43).

On Exhibit C and in the Case Histories, we have listed:

1. The address, email address, and telephone number for the current contact person of each referenced client.
2. The dates of the work performed for the referenced clients.
3. A summary of the scope of services performed for the referenced clients, including the agency population, population characteristics (metropolitan, rural, etc.), number of departments for County or city clients, time frame for implementation, date delivered and URL of the website home page.

We verify that all reference information provided in Exhibit C is true and correct.



**Exhibit C  
Request for Proposal #1120-275-PTMarketing**

**Reference Data Sheet**

**COUNTY OF HUMBOLDT: COLLECTIVE CANNABIS BRANDING,  
PROMOTING AND MARKETING STRATEGY FOR HUMBOLDT COUNTY -**

Provide a minimum of three (3) current references with name, address, contact person, and telephone number whose scope of business or services is similar to those of Humboldt County, preferably in California. Previous business with the County does not qualify.

**1. SKYLINE FARMS**

P.O. BOX 991, Redway, CA 95560  
Cassandra & Shanon Taliaferro  
Owners  
SkylineFarmsLLC@gmail.com  
707-223-0494  
skylinefarmsllc.com  
HCGA 2017 – Present

Services: Organizational management, networking, educational workshops, conferences, trade shows, outreach, industry knowledge, democratic elections, policy committee, newsletters, events, farmer advocacy, local and state cannabis policy

**2. SUNRISE MOUNTAIN**

P.O. BOX 1467, Willow Creek, CA 95573  
Lorelle Sandomeno, Owner  
lorelle@sunrisemountainfarms.com  
707-845-0889  
sunrisemountainfarms.com  
HCGA 2017 – Present

Services: Organizational management, networking, educational workshops, conferences, trade shows, outreach, industry knowledge, democratic elections, policy committee, newsletters, events, farmer advocacy, local and state cannabis policy

**3. SUN+EARTH**

1335 Park Center Drive, Vista, CA 92081  
Les Szabo, Board Member & CMO  
Les@DrBronner.com  
503-887-4369  
SunAndEarth.org



## Exhibit C Request for Proposal #1120-275-PTMarketing

### Reference Data Sheet

COUNTY OF HUMBOLDT: COLLECTIVE CANNABIS BRANDING,  
PROMOTING AND MARKETING STRATEGY FOR HUMBOLDT COUNTY -

Provide a minimum of three (3) current references with name, address, contact person, and telephone number whose scope of business or services is similar to those of Humboldt County, preferably in California. Previous business with the County does not qualify.

---

#### 4. UNIVERSITY OF CALIFORNIA SAN FRANCISCO

220 Montgomery Street, 5th floor, San Francisco, CA 94104 415-502-5843

Jane Feledy Goodman, Exec Dir Advancement Communications Jane.Goodman@ucsf.edu  
ucsf.edu

Services: Campaign name, identity system, logo design, standards manual, digital case statement, fundraising messaging, copywriting, multimedia, brochures, one-sheets, invitations, event materials, and a suite of films (2016-2018)

---

#### 5. KISS THE GROUND

2236 S Barrington Ave, Los Angeles, CA 90064 KissTheGround.com

Finian Makepeace, Co-Founder

Finian@KissTheGround.com

607-229-8872

Services: Propeller film trailer, Film Poster Design, Script Writing, Film Production Services (January 2018-Present)

---

#### 6. MIT

600 Memorial Drive, W98-2nd Floor, Cambridge, MA 02139-4822

Whitney Espich, CEO Alumni Association

617-461-6211

wespich@mit.edu

mit.edu

Services: Campaign name, identity system, logo design, standards manual, fundraising messaging, copywriting, multimedia, brochures, one-sheets, invitations, event materials, and a suite of films (2015-2018)

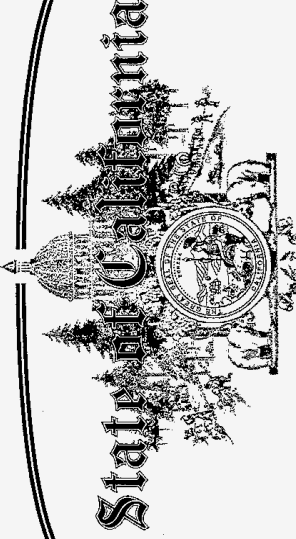
## Evidence of Insurability/Business Licenses

HCBD, HCGA/Iconic each certify the possession of any and all required licenses or certifications.


A copy of current HCBD business licenses or other applicable licenses have been submitted with this proposal.

HCBD has also submitted evidence of eligibility for all insurances required by Section 15 of the sample Professional Services Agreement (see Exhibit D).

Upon the award of an agreement, the HCBD agrees to produce certificates of the required insurance, including a certified endorsement naming the County as additional insured.



**State of California**




**SECRETARY OF STATE**

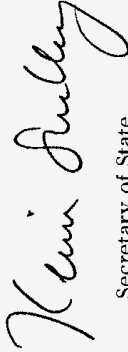
I, *Kevin Shelley*, Secretary of State of the State of California, hereby certify:

That the attached transcript of 3 page(s) was prepared by and in this office from the record on file, of which it purports to be a copy, and that it is full, true and correct.

*IN WITNESS WHEREOF*, I execute this certificate and affix the Great Seal of the State of California this day of



AUG 26 2004

  
 Secretary of State

SecState Form CE-108 (rev. 1/03)

OSP 03 74671

**1280966**  
 (SFS) (RE) (SU) (OC) (EL) (AG)  
 FILED  
 in the Office of the Secretary of State  
 of the State of California  
 JUN 18 1985  
 MARCH EDWARDS, Secretary of State  
 By *Kevin Shelley*  
 Deputy

**ARTICLES OF INCORPORATION**

OF

**NORTH COAST SMALL BUSINESS RESOURCE CENTER**

I

The name of the corporation is **NORTH COAST SMALL BUSINESS RESOURCE CENTER.**

II

A. This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes.

B. The specific purpose of this corporation is to operate a nonprofit organization to assimilate and distribute information to business persons to promote a healthy economic environment.

III

The name and address in the State of California of this corporation's initial agent for service of process is:

Joan Rainwater-Gish  
 1213 Fifth Street  
 Eureka, California 95501

IV

A. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

B. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

The property of this corporation is irrevocably dedicated to charitable purposes and no part of the net income or assets of this corporation shall ever inure to the benefit of any director, officer or member thereof or to the winding up of any private person. Upon the dissolution or payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code.

AREA INDEPENDENT DEVELOPMENT CORPORATION, INCORPORATOR

By *Carol Parker*  
Carol Parker  
President  
By *Duane P. Countess*  
Duane P. Countess  
Secretary

MENDOCINO DEVELOPMENT CORPORATION, INCORPORATOR

By *Christine McFadden*  
Christine McFadden  
President  
By *Christopher McFadden*  
Christopher McFadden  
Secretary

SIX RIVERS LOCAL DEVELOPMENT CORPORATION, INCORPORATOR

By *William A. Eddy*  
William A. Eddy  
President  
By *William A. Eddy*  
William A. Eddy  
Secretary/Treasurer

STATE OF CALIFORNIA  
FRANCHISE TAX BOARD  
SACRAMENTO, CALIFORNIA 95837-0028  
Telephone 395-0532



In reply refer to  
342 IX:dt

July 18, 1985

NORTH COAST SMALL BUSINESS RESOURCE CENTER  
1213 Fifth Street  
Eureka, CA 95501

Purpose : Educational  
Form of Organization : Corporation  
Accounting Period Ending : June 30  
Organization Number :

On the basis of the information submitted and provided your present operations continue unchanged or conform to those proposed in your application, you are exempt from state franchise or income tax under Section 23701d, Revenue and Taxation Code. Any change in operation, character or purpose of the organization must be reported immediately to this office so that we may determine the effect on your exempt status. Any change of name or address also must be reported.

You are required to file Form 100 (Exempt Organization Annual Information Return) or Form 100-E (Exempt Organization Annual Information Statement) on or before the 15th day of the 5th month (4 1/2 months) after the close of your accounting period. See annual instructions with forms for requirements.

You are not required to file state franchise or income tax returns unless you have income subject to the graduated personal income tax under Section 23701 of the Code. In this regard, you are required to file Form 100 (Exempt Organization Business Income Tax Return) by the 15th day of the 5th month (4 1/2 months) after the close of your annual accounting period.

If the information in this approval will expire unless incorporation is continued, please advise the Secretary of State within 90 days.

Corporations which change months of their fiscal year shall cause their returns to appear in the month of their fiscal year.

*Michael Robinson*  
Michael Robinson  
Secretary of State

By *John A. [Signature]*  
John A. [Signature]  
Secretary of Charitable Trusts



This completion is limited on the condition that a Federal application will be submitted within 90 days of the final incorporation notice is received by this office within 90 days.



Date: 5 DEC 1985

Employer Identification Number:  
68-0070019  
Accounting Period End:  
June 30  
Foundation Status Classification:  
509(a)(1) & 170(b)(1)(A)(vi)  
Advance Ruling Period Ending:  
June 30, 1987  
Person to Contact: Taxpayer  
Service Representative  
Contact Telephone Number:  
(800) 424-1040

North Coast Small Business  
Resource Center  
1213 Fifth Street, Suite B  
Eureka, CA 95501

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably be expected to be a publicly supported organization described in section 170(b)(1)(A)(vi) and 509(a)(1).

Accordingly, you will be treated as a publicly supported organization, and not as a private foundation, during an advance ruling period. This advance ruling period begins on the date of your inception and ends on the date shown above.

Within 90 days after the end of your advance ruling period, you must submit to us information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, you will be classified as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, you will be classified as a private foundation for future periods. Also, if you are classified as a private foundation, you will be treated as a private foundation from the date of your inception for purposes of sections 507(d) and 4940.

Grantors and donors may rely on the determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you submit the required information within the 90 days, grantors and donors may continue to rely on the advance determination

Box 36001, San Francisco, CA. 94102

Letter 1045(DO) (10-

## INTERNAL REVENUE SERVICE

## DEPARTMENT OF THE TREASURY

until the Service makes a final determination of your foundation status. However, if notice that you will no longer be treated as a section 170(b)(1)(A)(vi) and 509(a)(1) organization is published in the Internal Revenue Bulletin, grantors and donors may not rely on this determination after the date of such publication. Also, a grantor or donor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section 170(b)(1)(A)(vi) and 509(a)(1) status, or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section 170(b)(1)(A)(vi) and 509(a)(1) organization.

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name and address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

You are required to file Form 990, Return of Organization Exempt from Income Tax, only if your gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, when a return is filed late, unless there is reasonable cause for the delay.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

Box 36001, San Francisco, CA. 94102

Letter 1045(DO) (10-8-

INTERNAL REVENUE SERVICE

DEPARTMENT OF THE TREASURY

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Because this letter could help resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,

*Jared Coanic*  
Acting District Director

Box 36001, San Francisco, CA. 94102

Letter 1045(DO) (10-8



CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

INSUR LTR	INSURER A : INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	INSURER(S) AFFORDING COVERAGE INSURER(S) : INSURER(S) ADDRESS: INSURER(S) AFFORDING COVERAGE	PHONE (A/C No. Ext.) FAX (A/C No.) ADDRESS: INSURER(S) AFFORDING COVERAGE	DATE (MM/DD/YYYY)
				06/17/21

INSUR LTR	TYPE OF INSURANCE	ADDL SUBR INSD. W/O	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y 2021-01613	07/02/21	07/02/22	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (EA OCCURRENCE) \$ 500,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/>	Y	Y 2021-01613	07/02/21	07/02/22	COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ 1,000,000 BODILY INJURY (Per accident) \$ 1,000,000 PROPERTY DAMAGE (Per accident) \$
A	UMBRELLA LIAB EXCESS LIAB DED. <input type="checkbox"/> RETENTION \$	Y	Y 2021-01613	07/02/21	07/02/22	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Directors & Officers	Y	Y 2021-01613	07/02/21	07/02/22	Each Wrongful Act \$ 1,000,000 Annual Aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The County of Humboldt, its officers, officials, employees, agents and/or volunteers are included as an additional insured as their interests may appear per NIAC-E61 02 19. But onlywith respect to liability by or on behalf of the insured. Primary Endorsement is included with a Waiver of Subrogation per NIAC-E26 11 17.

CERTIFICATE HOLDER	CANCELLATION
County of Humboldt Economic Development Division ATTN: Headwaters 520 E Street Eureka, CA 95501	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <i>Trisha Sandberg</i>

ACORD 25 (2016/03)

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## Exceptions, Objections, & Changes

## Exceptions, Objections, & Changes

As stated in the RFP Section E Technical Capabilities, “Listed subcontractors may not be substituted or replaced without prior approval of the County.” As stated within the RFP, “any exceptions, objections, or requested changes to the RFP shall be clearly stated and explained in the proposal.” Within the Sample Professional Agreement Section 23. Subcontracts, “Contractor shall receive prior written approval from County prior to subcontracting any portion of the agreement.”

While not known at this point, it is conceivable that over the following three years, a variety of contractors may be hired to fulfill a variety of services over the next three years including:

- Intellectual Property (IP) Attorney
- Bookkeeper & CPA
- Human Resource Professional
- North Coast Journal, Lost Coast Communications, and other local media outlets
- Regional and subregional associations
- Humboldt Area People’s Archive (HAPA)
- Election Software
- Track and Trace Vendor
- Scientists/Researchers
- Regenerative Farming Specialists
- Certification Programs
- Consumer Trend Analysts
- Printing Companies
- Musicians

Therefore, HCBDC requests that the County acknowledge that what is being developed, A Collective Cannabis Branding, Promoting, and Marketing Strategy for Humboldt County, as never been done before in the history of the world. The process of research and analysis and public input leads to strategy development, which leads to project and program development and implementation. There is no way HCBDC or the HCGA/Iconic team could presuppose the outcome of what is needed without violating the very premise of strategic planning and community involvement. Additionally, the Marketing Committee will work with HCGA/Iconic to carefully weigh priorities to determine which activities can be implemented and when based on available financial resources.

That said, at this point in the process, HCBDC does not have any specific exceptions, objections, or requested changes to the RFP or the sample Professional Services Agreement.



## Conflicts of Interest

# Conflicts of Interest

## **CONFLICT OF INTEREST**

HCBD & HCGA/Iconic warrant and covenant that no official or employee of the County, nor any business entity in which an official of the County has an interest, has been employed or retained to solicit or assist in the procuring of the resulting agreement, nor that any such person will be employed in the performance of such agreement without immediate divulgence of such fact to the County.



## APPENDICES

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APPENDIX 1 / MOU BETWEEN HCBDC & HCGA

APPENDIX 2 / MARKETING COMMITTEE RULES & PROCEDURES

APPENDIX 3: MOU BETWEEN HCBDC & HAPA

APPENDIX 4 / HCGA STAFF BUILD OUT PLAN

APPENDIX 5 / MARKETING ASSESSMENT RECOMMENDATIONS

APPENDIX 1 / MOU BETWEEN HCBDC & HCGA

APPENDIX 2 / MARKETING COMMITTEE RULES & PROCEDURES

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APPENDIX 4 / HCGA STAFF BUILD OUT PLAN

APPENDIX 5 / MARKETING ASSESSMENT RECOMMENDATIONS

# Appendix 1

MOU BETWEEN HCBDC & HCGA



### Memorandum Of Understanding

This Agreement (the “Agreement”) dated June 17, 2021, between Humboldt County Growers Alliance (HCGA) and Humboldt Community Business Development Center (HCBDC) outlines the terms and conditions for

The purpose of this agreement is to develop an inter-organizational understanding in order to facilitate a partnership between the two organizations while maintaining separate identities and ensuring consistency with their individual missions.

#### Participating Parties

The Humboldt County Growers Alliance is a California nonprofit, mutual-benefit, membership-based trade association. HCGA’s mission is to “*preserve, protect, and enhance Humboldt County’s world-renowned cannabis industry.*” HCGA represent the interests of its licensed members in advocacy, public relations and marketing development, and educational programming. The organization maintains membership categories for Humboldt County licensed cannabis members, “Allied Industry Business” members, and non-profit partners. The organization is funded through membership dues and business sponsorships. HCGA recently submitted an application requesting tax-exempt status from the IRS as a 501(c)6 business league.

The Humboldt Community Business Development Center (HCBDC) was originally founded in 1985, as the North Coast Small Business Resource Center (NCSBRC), NCSBRC is doing business as, Humboldt Community Business Development Center (HCBDC). HCBDC is a tax-exempt 501(c)3 nonprofit public interest organization with a mission to “support the development of Humboldt County cannabis businesses and communities through education, economic, social and environmental protection and development.”

#### Description of Collaborative Relationship

The HCGA and the HCBDC developed this Memorandum of Understanding (MOU) to facilitate collaboration, share resources and improve services provided by each organization. This collaboration may include:

1. Partnering on mutually beneficial projects that are consistent with each organization’s mission.
2. Sharing resources to ensure efficient use of each organization’s talents, constituencies, and tangible assets.
3. Ensure consistency and eliminate duplication of services.

#### Separate and Distinct Organizations

HCBDC is a 501(c)3 California nonprofit public interest corporation with its own Board of Directors. Currently, HCBDC operates through grant specific programming. In the future, HCBDC may develop additional programs to fulfill its mission as additional revenue streams are secured.

HCGA is a California nonprofit mutual-benefit corporation. The organization has applied to the IRS seeking tax-exempt status as a 501(c)6 business league. HCGA will work into perpetuity to

carry out its mission through the continued development and implementation of its Government Affairs Program, Public Relations and Marketing Development Program, and Education Program.

### Finances

HCGA and HCBDC are separate and distinct organizations with their own Board of Directors, bylaws, insurance, budgets, bank accounts, and financial reporting. To facilitate this collaboration, each organization shall:

1. Provide necessary and appropriate financial reporting to the other party.
2. Have no responsibility for any debt or other liabilities of any kind related incurred prior or subsequent to the effective date of this Agreement without approval of the board of directors of each entity.

All assets and liabilities of the HCGA shall remain the assets and liabilities of the HCGA. Each organization shall maintain separate maintain insurance policies (Directors and Officers, Property & Liability, and indemnification agreements.)

### Executing Agreements

From time to time, there will be opportunities for collaboration on specific projects, which may include grant development, program delivery, contracts for services, or other projects where a sharing of resources and personnel will be mutually beneficial and result in certain organizational efficiencies. In these cases, a specific contract will be developed between the organizations that will provide a detailed scope of work and fees for services between the two organizations. These agreements must be approved by the respective boards of directors prior to commencement of work and accruing of expenses for each organization.

### Other Provisions

Nothing in this Agreement shall constitute the naming of one party as an agent or legal representative of another for any purpose whatsoever except as specifically and to the extent set forth herein.

This Agreement shall be administered in and under the laws of the state of California, and this Agreement and the validity thereof shall be governed by and construed in accordance with the laws of the state of California.

This Agreement may not be assigned by any party without the consent of the other party to this Agreement. All the terms of this Agreement shall be binding upon and shall inure to the benefit of respective successors and assigns of the parties hereto.

This Agreement contains the entire agreement and understanding of the parties. There are no representations or warranties made by any party hereto and relied upon by any other party hereto except as set forth herein.

If any one or more of the provisions of this Agreement shall be held to be invalid, illegal or unenforceable, the validity, legality or enforceability of the remaining provisions of this Agreement shall not be affected thereby.

CONTRACT FOR PROFESSIONAL SERVICES  
PAGE 2 OF 9

This Agreement may be executed in many identical counterparts, each of which shall be considered an original but all of which shall constitute one and the same instrument.

The parties agree that, to the extent allowed for under law, the terms of this Agreement shall remain confidential and, aside from required disclosure to federal and state governmental entities, that there shall be no release of these details without the written consent of both parties. Further, the parties agree that no press release or other public announcement or discussion shall be made by one party without the written consent of the other.

IN WITNESS WHEREOF, the parties have executed or caused to be executed this Agreement on the day and year first above written.

Authorized Signatures:

Organization A	Organization B
By: <u>Gregg Foster</u>	By: <u>Kaylie Saxon</u>
<small>Gregg Foster (Jun 18, 2021 11:50 PDT)</small>	<small>Kaylie Saxon (Jun 18, 2021 13:12 PDT)</small>
Signature	Signature
<b>Gregg Foster</b>	<b>Kaylie Saxon</b>
Name	Name
Chairman	<b>Chairwoman</b>
Title	Title
June 17, 2021	<b>Jun 18, 2021</b>
Date	Date

CONTRACT FOR PROFESSIONAL SERVICES  
PAGE 3 OF 9

## CONTRACT AGREEMENT FOR PROFESSIONAL SERVICES

This agreement is entered into this 17<sup>th</sup> day of June 2021, by and between **Humboldt Community Business Development Center (CLIENT)** and **Humboldt County Growers Alliance (CONTRACTOR)** for professional and related services.

### SCOPE OF SERVICES

**CONTRACTOR** shall provide to **CLIENT** the services set forth in the attached Exhibit A: "Services and Fees".

### STANDARD OF CARE

**CONTRACTOR** will perform the services in accordance with generally accepted professional or other practices and standards of care and skill ordinarily exercised by members of the profession or occupation currently practicing or performing services under similar conditions. **CONTRACTOR** will maintain applicable licenses and certifications during the period of performance of contract services.

### TIMELY NOTICE

**CONTRACTOR** shall notify **CLIENT**, in writing and in a timely manner, if, for any reason, **CONTRACTOR** is unable to meet its obligations as outlined in the Services and Fees.

### FEES FOR SERVICES

For services provided by **CONTRACTOR**, **CLIENT** shall pay **CONTRACTOR** in accordance with, and not to exceed, the rates and charges set forth in the attached Exhibit A, "Services and Fees".

### BILLING AND PAYMENT

**CONTRACTOR** shall submit a statement to **CLIENT** setting forth the amount due for services and expenses, itemizing tasks performed and budget accounts to be credited. **CONTRACTOR** shall submit expense receipts and documentation as required by **CLIENT** for payment. Payment to **CONTRACTOR** by **CLIENT** will be made within 30 days of submission of invoice.

### INSURANCE

**CONTRACTOR** shall maintain in effect, at its own expense, adequate insurance coverage on its operations, facilities, vehicles, and employees, with minimum general or commercial liability coverage of not less than \$1,000,000 per occurrence injury and property damage liability combined, with a general aggregate of at least twice the per occurrence amount. **CONTRACTOR** shall also maintain worker's compensation insurance covering any employees of **CONTRACTOR** who provide services under this Contract and any professional errors and omission insurance as generally carried by persons providing services such as those being provided by **CONTRACTOR** under this Contract. **CONTRACTOR** shall provide proof of relevant insurance coverage in forms acceptable to **CLIENT** prior to commencement of the work or services.

CONTRACT FOR PROFESSIONAL SERVICES  
PAGE 4 OF 9

PAGE 181

### LIABILITY

**CONTRACTOR** shall indemnify, defend, and hold harmless **CLIENT**, its Directors and employees from and against any and all liability, claims, demands, damages, losses, or expenses, including but not limited to attorney's fees, for which **CONTRACTOR** is alleged to be legally liable resulting from intentional acts, negligent acts, errors, or omissions by **CONTRACTOR** in performance of services relating to this Agreement, including but not limited to any claims asserted by employees of **CONTRACTOR**. Liability, claims, demands, damages, losses, or expenses resulting from the sole negligent acts, errors or omission of **CLIENT**, its Directors, agents, or employees are excluded from **CONTRACTOR**'s obligation.

### CONSEQUENTIAL DAMAGES

Neither party shall be responsible or held liable to the other for any indirect special or consequential loss or damage or liability including, without limitation, loss of profit, loss of investment, loss of product, or business interruption, for services performed under this contract.

### INDEPENDENT CONTRACTOR

**CONTRACTOR** shall provide services to **CLIENT** as an independent contractor, not as an employee of **CLIENT**. **CONTRACTOR** has been selected on the basis of its particular skill and expertise to provide the services and is solely responsible for the specific means and methods to be used to accomplish performance of the Contract. **CONTRACTOR** and any persons performing services to accomplish the completion of the Contract at the request of **CONTRACTOR** are not employees of the **CLIENT** and do not have any claim for any benefits arising from employee status with **CLIENT**.

### NOTICES

All notices required or permitted to be given pursuant to this agreement shall be deemed received of when sent by United States mail, certified or registered, postage prepaid, addressed to the parties as follows:

**CONTRACTOR:**

**CLIENT:**

### ASSIGNMENT

**CONTRACTOR** shall not assign, subcontract, or otherwise transfer its rights or obligations herein without the prior written consent of the **CLIENT**.

### TERMINATION OF CONTRACT

- (a) Unless otherwise terminated as provided herein, this Agreement shall terminate when the services provided for herein are completed to the satisfaction of **CLIENT**.
- (b) Notwithstanding any other provisions of this Agreement, **CLIENT** may terminate this Agreement by giving thirty (30) days written notice to **CONTRACTOR**.

CONTRACT FOR PROFESSIONAL SERVICES  
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- (c) Upon notice of termination of this Agreement, **CONTRACTOR** shall have no further obligation to provide services to **CLIENT**. If the Agreement is terminated prior to completion of the services, **CONTRACTOR** shall render a full bill for services to **CLIENT** and **CLIENT** shall pay **CONTRACTOR** for all fees earned and expenses incurred prior to the date of termination.

#### REVIEW OF RECORDS

**CLIENT** and/or any client or grantor of **CLIENT** with an interest in the services being provided under this Contract may audit or inspect **CONTRACTOR**'s records and accounts relating to services performed and related charges for a period of two years (or such longer period as may be provided for in the agreement between **CLIENT** and its Client/Grantor) following completion of **CONTRACTOR**'s services. The purpose of any such audit shall be to verify charges.

#### CONFIDENTIALITY AND PROPRIETARY RIGHTS

**CONTRACTOR** shall not refer in any manner to **CLIENT** or the client or grantor of **CLIENT** in any promotional or advertising material, written or oral, without obtaining **CLIENT**'s prior written consent.

**CONTRACTOR** agrees (i) to maintain in confidence, (ii) not to disclose to others without prior written approval, (iii) not to use for any purpose, other than such purpose as may be authorized in writing by **CLIENT** and (iv) to prevent duplication of and disclosure to any other party any and all information and data provided to it by **CLIENT** or resulting from Services. The foregoing obligations of confidence, nondisclosure and nonuse shall not apply to any information or data that is or becomes generally available to the public other than lawfully acquired on a nonconfidential basis from others or to information within general knowledge, or to the extent required for (1) performance of Services under this Agreement; (2) compliance with professional standards of conduct for preservation of the public safety, health, and welfare; or (3) compliance with any court order or other governmental directives. In the event disclosure occurs, **CONTRACTOR** shall advise **CLIENT** immediately.

**CONTRACTOR** shall require its agents, employees, subcontractors and any other parties to whom **CONTRACTOR** must reasonably disclose confidential information for the performance of the Contract to comply with the confidentiality provisions of this Agreement.

All information, data, technology, inventions (whether patentable or unpatentable) and copyrightable works resulting solely from the services hereunder shall be the sole and exclusive property of **CLIENT**.

#### OWNERSHIP OF DOCUMENTS

All materials and work product resulting from **CONTRACTOR**'s efforts under this Agreement, including documents, calculations, maps, photographs, drawings, computer printouts, notes, samples, specimens and any other pertinent data shall be owned by **CLIENT**.

CONTRACT FOR PROFESSIONAL SERVICES

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#### LAWS AND REGULATION

The laws of the State of California shall govern this agreement. In the performance of the work, parties agree they will comply with all laws, ordinances, rules and regulations of any government or administrative agency, which affect performance of the work.

#### DISPUTES

The parties shall make a good-faith effort to settle any dispute or claim arising under this agreement. If the parties fail to resolve such disputes or claims, they shall submit them to binding arbitration with a mutually agreed upon third party arbitrator. If the parties cannot agree on applicable rules for the arbitration, the arbitrator shall have the power to decide all procedural as well as substantive issues. If the parties cannot agree on the selection of an arbitrator, the parties shall request the Humboldt County, California Superior Court judge with primary responsibility for handling civil cases, or the presiding judge of that Court, to appoint an arbitrator. Unless agreed upon by the parties in writing, all arbitration proceedings shall be conducted in Humboldt County, California. Any court with appropriate jurisdiction may enter judgment on arbitration awards.

Should any dispute arise between the parties concerning the terms, interpretation effect or operation of this agreement, and should such dispute result in litigation or arbitration between the parties, or any of them, the prevailing party in such litigation or arbitration shall be entitled to recover from the unsuccessful party(ies) any and all attorneys' fees, disbursements and costs incurred by the prevailing party in such litigation or arbitration.

If any terms, covenant or condition of this agreement is held by an arbitrator or court of competent jurisdiction to be invalid, void or unenforceable, the rest of the agreement shall remain in full force and effect and shall in no way be affected, impaired or invalidated, unless such enforcement shall frustrate the purpose of this agreement. Any legal action not otherwise within the arbitration requirements of this Contract shall be brought solely in the Superior Court of the State of California, County of Humboldt.

#### ENTIRE AGREEMENT

This Agreement constitutes the complete and final expression of the Agreement of parties and is intended as a complete and exclusive statement of the terms of their agreements and supersedes all prior and contemporaneous offers, promises, representations, negotiations, discussions, communications, and agreements which may have been made in connection with this contract for services. Any amendment, addition, revision or modification to this Contract must be in writing and signed by **COMMISSION** and **CONTRACTOR**.

CONTRACT FOR PROFESSIONAL SERVICES

PAGE 7 OF 9

**SIGNATURE CLAUSE**

The following signers represent that they are authorized to enter into this Agreement on behalf of the party for whom they sign.

*Gregg Foster*  
Gregg Foster (Jun 18, 2021 11:50 PDT)

*Kaylie Saxon*  
Kaylie Saxon (Jun 18, 2021 13:12 PDT)

6-17-2021  
Date

06/18/2021  
Date

**EXHIBIT A – SERVICES AND FEES: Humboldt County Project Trellis Marketing Proposal**

In November 2020, the Humboldt County Board of Supervisors directed county staff to issue a Request For Proposals for the Collective Cannabis Branding, Promoting and Marketing Strategy for Humboldt County. The RFP is directed toward "Humboldt County-based nonprofit organizations that include members from, or collaborate with, Humboldt's cannabis business community, and whose organizations mission or purpose includes providing services to the cannabis community and/or marketing Humboldt county products." The RFP was released on May 7, 2021. The submission deadline is June 30, 2021.

Because HCGA and the HCBDC share similar missions, as well as similar approaches to business leadership and program development, these two organizations agree to work together to submit a proposal to the County of Humboldt to develop and implement a "Collective Cannabis Branding, Promoting and Marketing Strategy for Humboldt County cannabis."

As the tax-exempt organization, HCBDC will be the entity that submits the Humboldt County Marketing Proposal to Humboldt County, to be powered by the resources and capacity of HCGA.

Specifically, the marketing proposal is developed, written, and financed by HCGA, with input from its members and board of directors. HCGA covers the costs associated with producing the proposal including staff time and contractors/consultants. HCGA will seek input from the HCBDC board of directors during the development of the proposal.

**Staffing Agreement**

Because HCGA is the more developed organization, specifically, it is Humboldt County's cannabis trade association with developed industry and government relationships, an established brand and name recognition, years of demonstrated customer satisfaction, and a reputation of professionalism, when HCBDC/HCGA secure the contract with the county, it is agreed that HCGA is the lead organization. The role of HCBDC is supportive.

Upon securing the Humboldt County Marketing Contract, which will include a Board of Supervisors approved marketing strategy, staffing plan and budget. HCGA will recruit, hire and manage staff and contractors to implement the Humboldt County Marketing Contract.

All staff associated with the Marketing Program are under the direct supervision of HCGA's Executive Director. The E.D. is responsible for the hiring, firing and evaluation of staff, and serves at the pleasure of HCGA's Board of Directors. HCGA's Board of Directors is responsible for the employee evaluation of the E.D. and is responsible for ensuring Employee Manuals are updated on an annual basis. Employee manuals must contain procedures for how staff can approach the B.O.D. for dealing with issues related to the E.D. HCGA is responsible for ensuring its Policy & Procedure Manual is updated on an annual basis.

Upon the completion of this agreement, the Executive Director of HCGA will be the Executive Director of HCBDC.

**Shared Resources**

HCGA and HCBDC share the same mailing address, and office space.









# Final HCGA:HCBDC Contract Template

2021-06-18

Final Audit Report

Created:	2021-06-17
By:	Natalynne DeLapp (natalynne@hcga.co)
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## Appendix 2

MARKETING COMMITTEE RULES & PROCEDURES

## HUMBOLDT CANNABIS MARKETING COMMITTEE RULES AND PROCEDURES FOR NOMINATIONS AND ELECTIONS

HCGA will create an elected Marketing Committee composed of nine (9) Humboldt County permitted farmers, and two (2) "alternates," for a total committee composition of thirteen (13) permitted farmers. The committee will only be composed of permitted farmers because it is the farmers who are paying the Measure 5 Cultivation Tax.

HCGA will conduct a countywide Marketing Committee Nomination and Election Information outreach strategy that includes print materials mailed to every Humboldt County permitted cannabis cultivator, as well as advertisements in print, digital, and via radio. Two town hall presentations will be held to present information and answer questions.

HCGA will solicit nominees to the elected Marketing Committee. All validated nominees will be added to the ballot.

HCGA will use an online election system called, "[Association Voting](#)."

Marketing Committee members will serve four (4) year terms; however in the first election half of the committee will serve two (2) year terms and half four (4) year terms to allow for rotating terms to maintain stability within the committee. Elections will be held in 2022, 2024, 2026, etc. Committee members may be elected to serve a maximum of two terms (or 8-years, whichever is less).

The Marketing Committee (MC) will be a governing body. The MC will be responsible for approving brand development and direction, as well as approve yearly programmatic strategic plans and associated budgets to implement initiatives & campaigns, communications strategies, and yearly events.

To provide clarity and consistency in representation, HCGA establishes the following rules and procedures for conducting an election of committee members to oversee the work and management of the Humboldt County Cannabis Marketing Committee.

Once a contract is established between Humboldt County and HCGA shall develop and post on its website a calendar or schedule of deadlines for that election year.

### 1. Nomination Procedures for Humboldt County Permitted Cultivators

A. HCGA shall notify each Humboldt County cannabis cultivator on record with Humboldt County Planning and Building of the number of positions which shall be up for election that year.

B. Any qualified individuals, including incumbents, who seek nomination to a term of office, shall submit to HCGA a nomination petition, and shall include the following minimum information:

1. First and Last Name
2. Business Name
3. Business mailing address, telephone, email address
4. APN of primary cultivation operation
5. Supervisor District number of their primary cultivation operation
6. Statement of purpose and qualifications "Candidate statement"
7. Statement of Affiliations

D. HCGA shall determine if the proposed nominee has an active cannabis permit with the Humboldt County Planning & Building.

E. The proposed nominee shall be eligible for election to the Marketing Committee if he or she submits a Certificate of Qualification form, Statement of Affiliations, and any other documents required. (The most recent approved versions of these forms are attached to these rules and procedures.)

**Owners with multiple farms may only hold one seat.**

F. The eligible nominee shall be listed on a printed election guide, which shall be mailed to all permitted cannabis cultivators within Humboldt County no less than 30-days before the election.

HCGA will use online election system called, "[Association Voting](#)."

G. Write in candidates will be permitted on the ballot. In the event that a write-in candidate should win the election, that person will not be seated until all eligibility requirements and qualifications under Section 1 and 2 of these procedures have been verified to the satisfaction of HCGA.

## 2. Qualification For Election as Member or Alternate

- A. Certification. Any person nominated shall certify to the satisfaction of the HCGA that he or she is a permitted cannabis cultivator within the limits of Humboldt County boundaries.
- B. Active Cannabis Cultivation Permit with Humboldt County. Any person nominated shall be in compliance with Humboldt County Planning & Building and timely Measure S taxes paid.
- C. Willingness. In addition, nominees shall sign a statement indicating their willingness to actively participate and serve on the Humboldt County Cannabis Marketing Committee. As part of the statement of willingness, a nominee may provide his or her candidate statement, not exceeding 200 words, for the purpose of providing voters with background information on the nominee. Once elected, members and alternates shall maintain their qualifications during their entire term of office.
- D. Statement of Affiliations. Any person nominated for a member or alternate position shall submit to the HCGA on a form provided by the HCGA a Statement of Affiliations disclosing all affiliations the nominee has within the cannabis industry. The purpose of the disclosure is to ensure that voters are fully informed of any such affiliations prior to the election of members and alternates. "Affiliations" means economic interests that the nominee has within the cannabis industry, including but not necessarily limited to any involvement with a cannabis producer, processor or retailer as an owner, director, officer, member, partner, employee, representative, consultant, independent contractor, or other interest holder.
- E. Updating Statement of Affiliations. Persons elected to the Marketing Committee as members and alternates must submit an updated disclosure form to HCGA each time that person has a change of circumstances regarding their economic interests within the cannabis industry. The updated disclosure must be submitted within (30) days of the change of circumstances. For purposes of these election rules and procedures a "change of circumstances" means any added or terminated economic interest and any expanded or reduced economic interest by a Marketing Committee member or alternate. Any person who claims to be aggrieved by misstatements or omission in a Statement of Affiliations may petition HCGA for a hearing in accordance with established grievance procedures.
- F. Documentation. Nominees for election shall, upon the request of the HCGA, submit all necessary documents in order to establish qualifications for election.

## 3. Voter Eligibility

- A. Any person within Humboldt County with an active cannabis cultivation permit is eligible to vote.
- B. The term "person" shall include a legal entity, whether a sole proprietorship, partnership or corporation, and shall be entitled to one (1) vote.
- C. The right to vote is retained by the person who holds the cannabis cultivation permit.
- D. Only the individual permit holder may vote on behalf of a sole proprietorship or family operation.
- E. Any one designated general partner may vote on behalf of a partnership.
- F. Any one designated director or officer of a corporation may vote on behalf of the corporation.
- G. Any one designated trustee of a trust may vote on behalf of the trust.
- H. Any one designated manager or managing member of a limited liability company may vote on behalf of the LLC.
- I. No parcel or property, or multiple parcels of property owned and/or leased by the same legal entity may be the basis for more than one vote in any election.

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J. Nothing herein shall prevent an individual who owns all or part of more than one separate legal entity from acting as the designated voter on behalf of each of the entities eligible to vote.

K. Any person seeking eligibility to vote shall, upon request, provide the HCGA with copies of documents as needed to assist the HCGA in determining eligibility.

L. Proxy voting shall not be permitted.

## 4. Balloting for Election of Members and Alternates

- A. There shall be a fifteen (15) day balloting period, unless HCGA finds that extraordinary circumstances exist and the balloting period should be extended.
- B. Ballots submitted by eligible voters shall be counted and verified by AssociationVoting.com.
- C. Only valid ballots will be counted and each legal entity shall be entitled to one (1) vote.
- D. The nominees receiving the highest number of votes shall be elected as a member to the Humboldt County Cannabis Marketing Committee and the nominees receiving the second highest number of votes shall be elected as the alternate member to the Humboldt County Cannabis Marketing Committee. If more than one seat is available, the candidates receiving the highest number of votes will be elected members, and the candidates receiving the next highest numbers of votes will be elected alternates.
- E. In the event of a tie for the member position, there shall be a drawing of lots (or any other reasonable random method) to determine which shall be the member. If there is a tie for the alternate member position there shall be a drawing of lots (or any other reasonable random method) to determine which shall be the alternate member.
- F. The term of office shall begin on January 5 of each year, or as soon thereafter as possible. Humboldt County Cannabis Marketing Committee members and alternates shall continue to serve until their successors are qualified.

## 5. Filling Vacant Member or Alternate Seats on the Humboldt County Cannabis Marketing Committee

- A. If there is a vacancy of any member's seat on the Humboldt County Cannabis Marketing Committee, the corresponding alternate shall serve for the remainder of the member's term.
  - B. Any vacancy of an alternate's seat shall be filled by a qualified person, for the unexpired portion of the term, by a majority vote of the Humboldt County Cannabis Marketing Committee.
  - C. All candidates for election to a vacant member or alternate seat must meet the qualifications for nomination, and submit a Certificate of Qualification form, Statement of Affiliations, and any other documents required by HCGA. Elections to fill a vacant member or alternate seat shall be conducted at the next regularly scheduled Humboldt County Cannabis Marketing Committee meeting following the qualification and nomination of candidates.
  - D. Candidates shall have the option to be present during any vote to fill vacant seats on the Humboldt County Cannabis Marketing Committee. Such voting shall not be conducted by secret ballot and proxy voting is not permitted.
- ## 6. The Removal of Members and Alternates
- A. HCGA shall have the authority to remove any member or alternate member of the Humboldt County Cannabis Marketing Committee who is not in good standing as defined in 2(B) above.
  - B. Any person not in good standing shall be notified and shall have fifteen (15) days in which to request an informal hearing before the Executive Committee of the HCBDC Board of Directors. If the person does not request an informal hearing, he or she shall be disqualified as a nominee for election to the Humboldt County Cannabis Marketing Committee or removed as a member or alternate member of the Humboldt County Cannabis Marketing Committee.

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Cannabis Marketing Committee, as the case may be. If the person requests an informal hearing, the HCBDC shall hold the hearing within thirty (30) days of the date of request. The decision of the Committee, with concurrence of the HCBDC, is final.

C. Any person disqualified as a nominee or removed from the Humboldt County Cannabis Marketing Committee may appeal the decision of the HCBDC Board of Directors.

**7. Attendance**

Any member or alternate who misses three consecutive Humboldt County Cannabis Marketing Committee meetings in a calendar year for any reason automatically loses his or her seat on the Humboldt County Cannabis Marketing Committee unless the Board expressly waives this provision by majority vote. Any vacancy created by this section shall be filled by a majority vote of the remaining members of the Humboldt County Cannabis Marketing Committee.

**8. Officer Elections**

The Humboldt County Marketing Committee shall elect a Chairperson, a Vice-Chairperson, a Secretary, and a Treasurer from among its members, and delegate to the officers such duties as are determined by HCGA. Alternate members shall not be eligible to be elected as officers of the Marketing Committee (although alternates serving in place of a member on the day of officer elections may nominate and vote to elect an officer). Officer elections will be held annually at the January meeting where newly elected Marketing Committee members and alternates are seated.

# Appendix 3

**MOU BETWEEN HCBDC & HAPA**

This document is a basic memorandum of understanding (MOU) between the Humboldt County Growers Alliance (HCGA), the Humboldt Community Business Development Center (HCBDC), and the Humboldt Areas People's Archive (HAPA).

The purpose of this MOU is to support HAPA's efforts to capture the authentic stories and interviews of the origin of Humboldt County's cannabis industry, in turn for access to publicly available HAPA archives.

HAPA takes the lead in content creation and maintains its archival repository as part of Humboldt's "organized remembrance."

Scott Holmquist, Board member of HAPA, is in the process of interviewing as many as 35 major figures responsible for establishing the institutions that made Humboldt County the cradle of US cannabis from the late 1970s through the early 2010s. Once completed, these interviews need to be processed and transcribed for digital access.

HCGA/HCBDC will include HAPA as a budget line item, of up to \$30,000 for three years into HCGA/HCBDC's proposal for how it would brand and market Humboldt County's cannabis industry to the county. HAPA would submit a yearly proposal to HCBDC for up to \$10,000/year, and an annual work report with financial accountability, prior to submission for additional funding.

In return, HCGA/HCBDC seek access to the (soon to be) digitized and transcribed HAPA archives for marketing research, as a source of possible video clips, public relations content, and/or other marketing campaign needs.

HCGA/HCBDC understands that the donation to HAPA does not buy the rights to use any original video. HCGA/HCBDC needs to request permission directly from the subjects, or in the case of those now deceased, their families.

The efforts conducted by HCGA/HCBDC are for the collective benefit of the community and not for private, commercial profit.

The mission of HCGA is to preserve, protect, and enhance Humboldt County's world-renowned cannabis industry.

The mission of HCBDC is to increase prosperity in Humboldt County by supporting the development of Humboldt County alternative agriculture businesses and communities through research, and community development.

The mission of HAPA is to **collect and conserve documents for public use related to activism, business, and art for social justice, peace, and the environment, as well as histories of counter culturists, back-to-the-landers, and cannabis growers' lives in and around Humboldt, Trinity and Mendocino, California counties. With an emphasis on the late 1960s to present.**

**Background:**

The government of Humboldt County is committed to investing a portion of its Measure S cannabis cultivation tax dollars back into the cannabis industry, with a major portion of those funds earmarked to Develop a Cohesive 'World-Facing' Humboldt Cannabis Industry Brand and Marketing Campaign.

In November 2020, the Humboldt Supervisors approved the recommendations and findings of HCGA's marketing assessment by a 5-0 vote and directed county staff to develop a request for proposals for a Humboldt-based non-profit to implement a countywide marketing strategy based on the assessment's framework.

Two tenets of the Marketing Assessment include:

Recommendation #3: A marketing program will benefit from strong ties to community organizations beyond industry and government.

Recommendation #8: Messaging should be developed with substantial community input and reflect community values.

HCGA, through its sister organization, the Humboldt Community Business Development Center (HCBDC), will submit a proposal to the county, when the opportunity is made available.

HAPA Board Member, Scott Holmquist wrote, "Naturally we hope that includes actively promoting what is Humboldt's only unique story concerning weed; its history of

leveraging aggressive – institutionalized – civil rights defence and environmental activism to defend grower communities."

HCGA/HCBDC believes Scott's statement is fundamental and a core value and tenant of any successful strategy to promote Humboldt County and our craft cannabis culture. It is because of this that HCGA/HCBDC wants to partner with HAPA.

*Natalynne DeLapp*

Natalynne DeLapp, Executive Director HCGA/HCBDC

April 12, 2021

 Edith Butler  
Edith Butler Paper (1, 2021) (12x18) (PDF)

Edith Butler, Humboldt Area Peoples Archive

Apr 13, 2021






# HCGA\_HCBDC + HAPA MOU

Final Audit Report

2021-04-13

Created:	2021-04-12
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## Appendix 4

HCGA STAFF BUILD OUT PLAN

### **BUILD-OUT OF HCGA AS A MARKETING MANAGEMENT ORGANIZATION**

The first three years will be spent collaborating with Iconic Collective, the community, and the marketing committee to develop the following: researching and developing a brand strategy, defining an audience, developing creative content, website, and launching marketing initiatives. The thirty (30) recommendations, also known as goals, outlined within the Marketing Assessment will guide the process.

We believe HCGA's approach as a Marketing Management Organization is a philosophy that allows for an organization to achieve the following:

1. Maximum programmatic flexibility to adjust to a very chaotic and rapidly developing marketing place
2. Gives optimum availability for industry, stakeholder, and community participation
3. Works to build a supply chain in the marketplace that has a strong desire for Humboldt county cannabis products
4. Positions the farmers, their sub-associations at the heart of the efforts and provides resources to their organizations

HCGA will hire additional specialized program staff to effectively engage Humboldt's cannabis industry and perform the day-to-day maintenance of brand protection and marketing activities.

HCGA's Executive Program will oversee all programs. Each program will have programmatic deliverables that may be ongoing or one-off specialty projects depending on the need and resource allocation. At the end of the second year, HCGA will consider expanding beyond its programs and assess the next steps in hiring additional in-house specialized staff if needed.

### **CURRENT AND PROPOSED HCGA PROGRAMS**

#### **EXECUTIVE PROGRAM (current and to be expanded upon)**

#### **Program activities:**

Leadership in all strategic planning development and annual reporting, performs all administrative duties, responsible for transparency throughout the organization, ensures strong fiscal health, manages board of directors, staff and HR, ensures compliance with all contracts governmental and private, manages benchmark and tracking activities, develops and maintains IP protection and strategy.

#### **Staff:**

- Executive Director
- Executive Administrator (EA)
  - Job Description: The EA is a critical role, allowing management to focus on decision-making and higher-level responsibilities. They also serve as links between the Executive Director and the rest of the staff, contributing to better organization and planning, and helping leaders be more effective in their roles. The EA performs a variety of administrative and confidential tasks and supports HCGA's Executive Director and other senior-level managers. Their responsibilities include managing calendars, organizing meetings, preparing correspondence and expense reports, and ensuring office supplies and equipment are maintained. To be successful in this role, the EA is well-organized, has great time management and teamwork skills and can perform most duties after training with little guidance. Ultimately, The EA contributes to the efficiency of HCGA by providing personalized and timely support to the executive director and other HCGA managers.
- Chief Compliance Officer (CCO)
  - Job Description: The CCO holds a graduate degree in public administration, public policy, or a law degree. The CCO works with the ED and Policy Director to ensure proper collaboration between industry and

government, researches and understands collective intellectual property protection, works with outside legal counsel to develop and implement IP protection strategies, tracks the development of grading standards over time, integrates public policy expertise on issues including how policy dynamics will affect the California markets and interstate markets, policy and compliance considerations related to legal restrictions on cannabis marketing and events. The COO will work with the Policy Director to consider potential impacts of marketing activities on state, local, and national policy developments.

- Intellectual Property Attorney
- Contractors and Vendors

## **COMMUNITY PROGRAM (proposed)**

### **Program activities:**

The Community Relations Director will become the point of contact for brand development and maintenance. Responsible for yearly strategic planning, including the development and management of specialty promotional projects to maintain brand awareness within the industry. Works closely with all other programs to source the right local industry participants and partners for promotional activities. Keeps a strong presence in the industry and seeks optimal opportunities for broad promotion. Develops and maintains relationships and acts as community liaison for VIPs at events.

### **Staff:**

- Director Of Community Relations (DCR)
- Job Description: The Director of Community Relations has significant experience working with licensed cannabis manufacturing/distribution/retail. The DCR has an on-the-ground understanding of Humboldt's cannabis industry as well as a deep understanding of how California's cannabis moves through the supply chain. In addition to cannabis experience, the DCR holds a degree in Business Administration or Marketing. The DCR works directly with the E.D., the Marketing Committee, and iconic to implement marketing strategies. The DCR establishes relationships with cannabis retailers and equity businesses across the state to promote Humboldt County's cannabis industry.

### **Example of Potential Future Specialty Projects:**

- Budtender Experience
- Coordination of 'Farmers and Photographers' experience for digital marketing (a shared project with Digital Marketing Director)
- Humboldt Cannabis Certification Program
- Relationship building with Urban Equity Community
- Relationship building with Retail Community
- VIP coordination

## **EVENTS PROGRAM**

**(current activities but will become an independent program or maybe subcontracted)**

### **Program activities:**

Responsible for yearly strategic planning, which will include the development and management of specialty events with a broad range of focus including but not limited to Business to Business (B2B) for technical services, B2B for supply chain connections, VIP events, and local industry-to-industry meetups. Will assist with other program projects as needed.

### **Staff:**

- Events Director
- Job Description: The Events Director oversees and manages small and large events alike in a variety of different

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venues. The Events Director will be responsible for planning and executing virtual and in-person activities & events and facilitating any necessary processes & systems to enable business travel related to such events. In this role, the applicant will need to excel in written & verbal communication and be resourceful, creative, and possess the ability to think outside the box to enable social & business connections in an ever-changing environment.

## **COMMUNICATIONS PROGRAM**

**(current activities but could become an independent program or subcontract)**

### **Program activities:**

General public relations needs of the Humboldt County cannabis industry include external relationships with the public, the industry, and the media through print, press, and other written platforms. Responsible for yearly strategic planning, including communications strategy, development, and management of specialty communication projects, assistance with other program's projects as needed. All public policy press requests, questions, and strategies to be directed exclusively to HCGA's Policy Director.

### **Staff:**

- Communications Director
- Job Description: The Communications Director is responsible for managing and directing HCGA's internal and external communications. They create communication strategies and serve as key spokesperson and media contact for the organization. They have a strong desire to use their skills to positively impact Humboldt's cannabis industry and the people and businesses supporting it. This position is responsible for both external and internal communication plans and strategy. They are part of a team responsible for translating strategy into clear, compelling communications for all audiences. Assists internal partners with communication for targeted audiences. Has expertise and is accountable for the company's communication strategy and reputation related to all media - social media, earned media, and integration and internal media development.

### **Example of Potential Specialty Projects:**

- Press Tours
- Humboldt Cannabis Writers Symposium

## **DIGITAL MARKETING PROGRAM**

**(proposed, maybe sub-contracted or become a future program)**

### **Program activities:**

Responsible for yearly strategic planning, including the development and management of content campaigns for digital channels to generate leads and build brand awareness. Digital channels may include websites, social media (with a strong emphasis on Instagram), search engine rankings, email marketing. In addition, the program will develop quarterly market insights on trends and digital activities within the industry and keep a keen eye on market dynamics.

### **Staff:**

- Digital Marketing Director

### **Example of Potential Specialty Projects:**

- Implementation of 'Farmers and Photographers' experience via IG (a shared project with Community Relations Director)

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**ART AND TECHNOLOGY DEPARTMENT**  
(proposed, maybe sub-contracted or become a future program)

**Program activities:**

Contracted as needed technical expertise. Works at the discretion of the Executive Program to subcontract work for other programs. The ultimate goal is to bring on as staff and provide assets to other regional and cooperative organizations across the County as a shared resource.

**Staff:**

- Graphic Designer
  - Web Designer & Updater
- Example of Potential Specialty Projects:**
- Specialty project content
  - Specialty web project design

**GOVERNMENT AFFAIRS PROGRAM**

(current)

**Program activities:** HCGA's Government Affairs Program advocates for its members at the local, state, and federal levels. Responsible for yearly strategic policy planning. Positions are adopted by a majority vote of HCGA's eleven-person policy committee is adopted by a majority vote following discussion by membership and is advanced by HCGA's Policy Director and contract lobbyist in Sacramento.

**Staff:**

- Policy Director
- Registered Lobbyist

**HCGA MEMBERSHIP PROGRAM**

(current)

**Program activities:**

Responsible for yearly strategic planning, which includes the following goals:

- Retain existing and attract new members
- Enhance member communication and contact
- Increase engagement and activity within the membership
- Increase brand awareness
- Provide relevant and useful content, educational opportunities, and be responsive (adaptive) to the needs of the membership

Responsible for renewal of HCGA members to fund the Governmental Affairs Program and Membership Program. Creates exclusive opportunities for HCGA Members such as management of Slack, weekly membership calls, and newsletters.

**Staff:**

- Members Director
- Member Coordinator

# Appendix 5

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**MARKETING ASSESSMENT RECOMMENDATIONS**

1. Strong Institutional Foundation
  - o To preserve, protect, and enhance Humboldt County's world-renowned cannabis industry.
  - o Founded in February 2017, the Humboldt County Growers Alliance (HCGA) is a nonprofit trade association representing more than 275 (~30%) permitted and licensed cannabis businesses, of all license types, within Humboldt County. HCGA is incorporated as a nonprofit mutual benefit corporation and is seeking tax-exempt status with the IRS as a 501(c)6 business league.
  - o As Humboldt County's active cannabis trade association, it has demonstrated its ability to build successful programs in advocacy, public relations and education. Specifically, HCGA advocates on its member's behalf in local, state, and increasingly national public policy arenas through its Government Affairs Program.
  - o Demonstration of Marketing and Public Relations
    - i. Hosted four major Business to Business (B2B) conferences.
    - ii. Worked with public relations experts to promote Humboldt County's cannabis industry.
    - iii. Acted as a media liaison with press, journalists, and policy makers.
    - iv. Coordinated between industry organizations across the state to promote Humboldt's cannabis industry.
    - v. Developed a deep understanding of Geographical Indications (GI) and appellations of origin (AO) how to market "place based export products."
  - o Education programs for industry professionals, policy makers, consumers, and downstream supply-chain operators.
  - o HCGA has demonstrated its ability to develop services for its membership over time. As a voluntary membership-based organization, it has five years of consistently renewed members.
  - o Held three elections for its Government Affairs Policy Committee
  - o Humboldt Community Business Development Center (HCBDC) is HCGA's organizational partner. HCBDC is a 501(c)3 public interest organization.
  - o Institution with 4-years of history and 5 years of renewals. Culture of service, in touch with needs of its customers/clients.
  - o Open boards, community nomination. Minutes and agendas public. Webinar meetings. Conflict resolution/Robert's Rules of Order. Meeting facilitation, participatory decision making, consensus. Visioning sessions. Whole community, common values, SMART goals, strategic plans, Marketing Assessment updated every 5-7 years.
  - o Accountability, course correction, Triple Bottom Line, well positioned brands, responsible development, tourism, Quality—taste, test, smell, effects, medicine.
2. Industry and Government Collaboration
  - o Humboldt County's cannabis industry must communicate and engage all facets of government including with cities, county, state and federal.
  - o Cannabis is only recently emerging from the veils of prohibition. Laws, regulations, policies, and priorities continue to shift and develop. It is of paramount importance that Humboldt County's cannabis industry (and our local government) continue to engage the systems that will define our collective future and prosperity.
  - o For example, when federal legalization and interstate commerce open up, there needs to be protections for County of Origin and Appellation of Origin within federal law.
  - o As Humboldt County and its cannabis industry create Intellectual Property, that IP needs to be protected as federal trademarks, etc.
  - o Shifting the perceptions of law makers occurs similarly as it does with consumers. We need to develop a marketing and public relations strategy that reinforces the value of Humboldt's cannabis industry and the need to "preserve, protect, and enhance it" not just locally, but across the country.
  - o Public relations & marketing reinforces the government affairs program and vice versa.
  - o Humboldt's cannabis industry is following the highest level of environmental standards ever developed for an agricultural product.

**HCGA Proprietary Information. If a PRA is requested this needs to be redacted.**



3. Strong Ties Beyond Industry & Government
  - o HCGA/HCBDC will maintain a Customer Relations Management (CRM) database. The database will include all relevant nonprofit organizations, chambers of commerce, tourism organizations, etc.
  - o HCGA/HCBDC will send out monthly cannabis marketing updates and host quarterly interorganizational mixers to further information sharing and collaboration opportunities e.g. regional event promotions.
  - o Google Share Drive: all cannabis marketing assets created by HCGA/HCBDC will be uploaded and available to all Humboldt County contracted marketing associations. This may include: photos, videos, communications strategy, social media strategy, brand guidelines, etc. These assets, the intellectual Property (IP) are held by Humboldt County, and will be available for noncommercial use by any organization contracted by Humboldt County to promote the county.
  - Out-of-county connections. Inter-organizational connections. As a trade association, HCGA has established inter-organizational connections and relationships with a variety of organizations e.g. stakeholders listed.
  - “Ties” are “connections” and connections are a “network.” Relationships are nourished and maintained through written and verbal communication, in-person (and digital) meetings and conferences. Focus on shared values and goals, problem solving and finding common ground. Relationships change over time. Alliances ebb and flow. And the interested parties come and go. Through all of this, HCGA/HCBDC will continuously seek out new partners, contacts, allies, collaborators, supporters, etc who share our mission to “preserve, protect, and enhance Humboldt County’s world-renowned cannabis industry.”
4. Representative Democracy
  - o HCGA/HCBDC will create an elected Marketing Committee composed of nine (9) Humboldt County permitted farmers, and two (2) “alternates,” for a total committee composition of eleven (11) permitted farmers. The committee will only be composed of permitted farmers because it is the farmers who are paying the Measure S Cultivation Tax. Upon securing the contract, HCGA/HCBDC will conduct a countywide Marketing Committee Nomination and Election Information outreach strategy that includes print materials mailed to every Humboldt County permitted cannabis cultivator, as well as advertisements in print, digital, and via radio. Two town hall presentations will be held to present information and answer questions. HCBDC will solicit nominees to the elected Marketing Committee (see page \_\_\_\_ for nomination instructions). All nominees will be added to the ballot. To ensure there are committee representatives elected from each of the five Supervisor Districts, all nominees will be listed under their District and in a “General” category. The top individual vote receiver from each of the five districts will be elected, as well as the top four (4) vote receivers in the “General” category. Four (4) people will be elected as “alternates” who are the next greatest vote receivers. HCGA/HCBDC will use online election system called, [“Association Voting.”](#)
  - o Marketing Committee members will serve four (4) year terms; however in the first election half of the committee will serve two (2) year terms and half four (4) year terms to allow for rotating terms to maintain stability within the committee. Elections will be held in 2022, 2024, 2026, etc. Committee members may be elected to serve a maximum of two terms (or 8-years, whichever is less).
  - o See appendix \_\_\_\_ for Committee roles and responsibilities and governance structure.
  - o The Marketing Committee will be a governing body. The MC will be responsible for final decision making on major contracts with vendors e.g. branding firms, PR firms, and marketing and organizational contracts. The MC will also decide and approve initial brand development and direction, as well as approve yearly programmatic strategic plans and associated budgets to implement initiatives & campaigns, communications strategies, and yearly events.
  - o All Marketing Committee Meetings held via Zoom (or other digital meeting technology). Meeting agendas and minutes posted at hcbdc.org. Open to the public. Committee to follow Robert’s Rules of Order.
  - o The Marketing Committee will meet monthly.
5. Transparent, public oversight and accountability

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6. Public oversight is essential to the success of any public and private partnership. Direct public engagement for oversight will be available to the public through the county public process of yearly presentations to the BOS and 3 year contract review process. This is the appropriate time and body for the public to give the county their impression on how the efforts are being managed. This is not a new process, it is how the county handles other marketing efforts.
- Financial accountability and oversight.
- In addition, HCGA will continue to advocate for a commissioned assessment every 6 years based on the 3 year contract review timeline to help gauge the health of the industry, the success or failures of the previous assessment/marketing efforts as well as provide information to the public before the contract is renewed. While the first assessment provided a baseline for marketing efforts subsequent assessments should guide future goals and overarching programmatic work though recommendations. This process will provide checks and balance to tax funded efforts without the burden of establishing a commission or abandoning efforts all together.
- Furthermore, HCGA will continue to advocate for the establishment of a single committee to provide oversight and review for all tax-funded County promotional programs collectively. In addition to providing public accountability for these programs, we recommend the committee work to review performance of various County marketing efforts in concert with Economic Development staff and make recommendations to staff and Board of Supervisors as an additional layer of transparency, public oversight and accountability to the good people of Humboldt County.
6. Integrating manufacturers, distributors, and retailers
  - o Highlighting brands and products. How to address cannabis that is in final packaged form verses bulky/wholesale. Consumers who want to buy Humboldt cannabis product, can only purchase weed in its final form.
  - o Emerging tourism opportunities with retail, manufacturing, and on-site consumption.
  - o Potential to allow for sponsorships from manufacturers, distributors, and retailers
  - o Voluntary Business Improvement Districts (BID), if the businesses within the city centers are amendable, an effort to develop a BID would occur no sooner than 2 years, and more like the 3-5 year timeframe.
7. Working with appellations and cooperatives
  - o HCGA/HCBDC will develop clear points of contact and process for various opportunities for collaboration such as;
    - i. Promotion of AO and Coops through PR communications strategies
      1. HCGA/HCBDC will work directly with regional farmer groups to provide expertise in developing, implementing and/or directing PR traffic to sub-regional groups through its Communications Program.
    - ii. Promote the efforts of AO and Coops through events
      1. HCGA/HCBDC will work directly with regional farmer groups to provide support in the form of networking, promotion and graphic design as needed and directed by said groups. HCGA/HCBDC will not act as lead in developing regional events, but act only as technical support (and AMPLIFY their efforts). The sub-communities know their region and needs better than anyone.
  - o Continue to work on policy related to AO and Coops through its Governmental Affairs program
    - i. Significant state level policy efforts will need to continue to shape a program that provides the most benefit to the newly formed AO groups
    - ii. Coops are still in the infancy stage and will continue to need assistance navigating local, state and federal levels.
8. Messaging with substantial community input

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- o After the Marketing Committee is elected, HCGA/HCBDC staff will work with contracted Meeting Facilitation experts
9. Countywide certification mark or stamp program
- o HCGA/HCBDC continues to see the value in a certification mark that is used to promote Humboldt county cannabis products through a origin verification and authentication system in the future. However, a significant amount of planning including but not limited to the following would need to occur before a program could be established:
    - i. Industry and local government outreach to gauge interest
    - ii. Additional funding availability and yearly budget development
    - iii. Research into federal and state certification mark opportunities and challenges
    - iv. Public and private program logistics
      - 1. implementation
      - 2. IP protection
      - 3. Data collection and analysis
    - v. Oversight and enforcement of the mark
    - vi. Incorporation into brand and marketing strategies
    - vii. Contract with stamp provider
10. IP held by Humboldt County government
- o HCGA/HCBDC will comply with all IP requirements within the contract signed by both parties upon award of the RFP.

12.0 OWNERSHIP AND INTELLECTUAL PROPERTY

All Proposers are hereby informed that:

1. All products, graphics, domain names, content developed during the course of the project/under this scope of work shall be owned solely by the County, together with any and all underlying software, object codes, digital programming and source codes. Any type of Source files, which would be necessary for the County to update or change the design of any project deliverables, must be delivered at the end of the project.
2. All intellectual property developed in connection with the project will be owned solely by the County.
3. In developing project materials, the successful Proposer will not infringe or violate the copyright or other intellectual property rights of third parties.
4. The successful Proposer is responsible for securing various rights, licenses, clearances and other permissions related to works, graphics or other copyrighted materials to be used or otherwise incorporated in the project.
5. All applicable copyright notices will be displayed on the project outputs.

11. Enforceable IP Strategy

- o HCGA/HCBDC will develop and implement an enforcement strategy through its executive program by retaining the counsel of a reputable IP attorney that specializes in trademarks, domain names, copyrights, trade secrets, licensing, motion pictures & TV, and music. An expert at the intersection between IP law and the cannabis industry.
- o Because of the inability to track products within the state's track and trace framework the opportunity for fraudulent products claiming to be from Humboldt poses a real and significant threat to the cannabis industry in Humboldt County. In order to combat said activity Humboldt County cannabis license holders become the best lines of defense. HCGA/HCBDC will provide discrete opportunities for operators to relay offensive marketing behavior and then work directly with Mr. Branfman to deploy cease and desist measures where applicable after review of the situation with the HCGA Board of Directors.

- o Additionally, through HCGA/HCBDC's Executive Program, retaining a Chief Legal Officer (the CLO), the organization will be able to work in conjunction with outside legal counsel to keep an eye on IP infringement.
12. Prioritize relationships with distributors and retailers in major urban markets
- Business-to-Business versus Business-to-Consumer.
  - Fortunately, because of the state licensing public disclosure, HCGA/HCBDC has access to California's entire licensed supply chain.
  - It is easier and cheaper to target marketing efforts on B2B than it is to focus marketing efforts on consumers.
  - By working with other cannabis trade associations from across the state
  - "Director of Trade Relations" travels across the state to develop HCGA/HCBDC + retail relationships
  - Budtenders in Humboldt
  - B2B events in conjunction with retail associations in LA, Bay Area (Hall of Flowers--esque)

13. Prioritize building relationships with equity businesses

- o HCGA/HCBDC will develop clear points of contact and process for various opportunities for collaboration with equity businesses within Humboldt County and established Equity associations/trade groups outside of Humboldt county through the following:
  - i. Work to develop strong relationships with Equity associations/trade groups outside of Humboldt county based on a shared understanding of foundational values, vision of the future and agreed recognition of the past.
  - ii. Promotion of Equity businesses through communications strategies through the Communications Program
    - 1. HCGA/HCBDC will work directly with equity businesses within Humboldt County and established Equity associations/trade groups outside of Humboldt county on developing, implementing and/or directing PR traffic to equity businesses and/or groups.
    - 2. HCGA/HCBDC will work directly with equity businesses within Humboldt County and established Equity associations/trade groups outside of Humboldt county to develop collaborative and educational resources on the historical and current relationships between urban and rural equity communities that can be shared in various mediums to help educate consumers, policy makers, budtenders and press as agreed to by both parties.
  - iii. HCGA/HCBDC will work directly with equity businesses within Humboldt County and established Equity associations/trade groups outside of Humboldt county to provide support in the form of developing, networking, promotion and graphic design of events to promote the cross pollination of trade in the equity community.
  - iv. Continue to work on policy related to equity issues and the development of government supported opportunities on local, state and federal platforms and collaborate with Equity associations/trade groups outside of Humboldt county whenever possible.

14. Influence marketing dynamics

- o The "push-pull"
- o Distro and retailers (why Humboldt cannabis provides lifestyle
- o Consumer education and influence

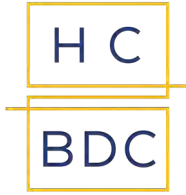
- o Change over time. Product differentiation versus commodity model.
  - o The set vision of the committee
  - o It is the committee's role to do this
  - o By developing a GI, overtime, we are able to shift marketing dynamics overtime.
  - o Humboldt is more than a myth or history. It is current. It is now. Its not going away. Recognize our authority.
  - o Longterm.
  - o This is what we're aspiring to, "price makers not price takers."
15. Prioritize resources (financial)
- o The Marketing Committee and staff must make financial decisions. Hiring the most expensive branding firm means less money remains. While it would be great to be able to implement every good idea, some ideas will have to wait until a later time, or until there is additional funding or staff to implement. The Committee will have to work together to prioritize activities and campaigns. Staff will bring forward strategic plans for each program with an associated budget. The marketing committee gives feedback and input and approves yearly strategic plans. The marketing committee has final decision on major contractual decisions e.g. outside vendors/independent contractors. The Marketing Committee may choose to hold a portion of the yearly funds in reserve in order to achieve a larger objective in a subsequent year. The Marketing Committee may approve additional revenue streams to supplement the Marketing budget.
16. Promote Humboldt through a lens of terroir
- o Through written, audio, and visual storytelling.
  - o Marketing and public relations efforts.
  - o How terroir impacts the final products.
17. Incorporate public relations and media coverage (earned media)
- o The Communications Program that may work in tandem with public relations firm to promote Humboldt County's cannabis industry within Humboldt County, across the state, the nation, and in time, internationally.
  - o Shopping articles
  - o Maintaining a Humboldt County cannabis spokesperson list
  - o Press Packet
  - o Public relations database
  - o Humboldt story identification (terroir, appellations, cooperatives, regenerative farming, etc.
  - o Comms Program may write articles for outside media submission
  - o Develop media tours
18. Promote cannabis tourism and coordinate with Humboldt County Tourism efforts
- o Bringing people to Humboldt is one of the best ways to leave a lasting impression on cannabis consumers and canna-professionals (B2B). Private tours with media (photographers, journalists, influencers, bloggers, film crews, etc.)
  - o Provide HCGA/HCBDC produced content (with appropriate acknowledgement) to all Humboldt County (and maybe cities) marketing organizations.
  - o HCGA/HCBDC will work with the lead organization (HCVB) contracted by the county of Humboldt to implement the county's tourism marketing efforts.
  - o HCGA/HCBDC may choose to partner with an organization like Humboldt Made to develop "gift bags" that include cannabis products.
  - o HCGA/HCBDC will work with Chambers of Commerce to provide \_\_\_\_\_
  - o HCGA/HCBDC may choose to contract with a local organization to provide tourism specific services. An RFP will be circulated with scope of services. The Marketing Committee will make the decision.
  - o HCGA/HCBDC may choose to contract with a private vendor/independent contractor, or firm to fulfill specific scope of services. An RFP will be openly circulated and the Marketing Committee will make the final decision.
19. Track grading standards, consider promotional efforts related to development of grading program
- o HCGA's Chief Legal Officer will track

20. Conduct agriculture and consumer research on cannabis quality and grading standards
21. Consider adoption of minimum quality standards for flower sold with the Humboldt County name.
- o Long-term plan (5-7 years)
22. Collaborate with appellations on marketing
- o Support emerging Humboldt County sub-regions and appellations through the marketing efforts.
23. Support Project Trellis Micro-grants to fund cooperative owned manufacturing and distribution
24. Integrate public policy expertise
- o HCGA's Government Affairs Program. Proven track record. See number 2. HCGA remains a separate and distinct organization. HCGA's members fund HCGA's Government Affairs Program and lobbyist(s). Elected policy committee. Member process. Established relationships with elected officials in Humboldt County, across the state of California and within the Governor's office.
25. Marketing efforts integrate with local, state, national and international cannabis policy developments.
- o Public relations campaign, communications department working in conjunction with HCGA's Government Affairs Program. AMPLIFY the messaging. Build on a cohesive approach to "preserve, protect, and enhance Humboldt County's world-renowned cannabis industry" by integrating public policy expertise with marketing place-based product for export.
26. Conduct (or purchase) consumer trend research for all Humboldt cannabis businesses
27. Make relevant educational materials available to all Humboldt cannabis businesses
28. Promote environmental sustainability.
29. Collaborate with appellations to promote sun-grown and terroir-grown cannabis and regenerative farming practices.
30. Promote environmental certifications, if found to be adequately promoted to consumers.

Extraordinary local expertise  
amplified by world-class marketing.



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