

Eddy Alexander

GROWTH  STRATEGY

RESPONSE TO BID #2019-16

MARKETING SERVICES FOR CITY OF EUREKA, CA

DUE DATE APRIL 5, 2019

DUE TIME 4:00 P.M. PST

CONTACT: JENNIFER EDDY, CHIEF STRATEGIST

AUTHORIZED SIGNATURE



SUBMITTING FIRM

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Situational Overview



Eureka California is the largest city on California's famed Northern Coast but it is not a typical urban mecca. Tucked up against the famous Humboldt Bay, the diverse community is home to approximately 50,000 residents. Local citizens cherish both the city's multi-layered history and the natural treasures that surround them. Bordered by the equally famous Redwood Forests and scenic northern California beaches, the small city claims the excitement of the gold rush and the natural resources that originally built the city of San Francisco.

The eclectic and engaged modern population is at a crossroads, eager to at once share and protect all that makes their community special. They understand that tourism is one of their greatest opportunities but have struggled to find the right mix of collaboration, promotion, and community involvement required to fully leverage its value.

City officials are concerned that their existing, long-standing tourism partnership with the Humboldt County Tourism and Visitors Bureau may not be the right solution moving forward. They are concerned that:

1. Despite contributing the majority share of the existing organization's budget they do not feel that Eureka and its tourism assets are getting a proportionate share of attention/promotion
2. The independent organizational structure and ongoing fundraising efforts inside the existing

regional tourism and visitor's bureau may be taking positive attention and limited resources away from promoting the City of Eureka

3. That visitor center staff's personal preferences, perceptions, and bias may actually be leading them to redirect visitors who might otherwise plan to visit and stay in Eureka to other destinations away from the city
4. Their current marketing plan is not leveraging enough creativity, technology, and modern best practice approaches to drive the desirable results.

Because of these concerns, Eureka has decided to issue an RFP to investigate the possibility of adopting a new partner to help build civic pride and more directly promote Eureka's tourism industry. At present, the City of Eureka is seeking a partner who can:

- Help them develop a distinct and ever-evolving "brand" for the city
- Provide a range of professional marketing services, and engage in effective promotion
- Position the City of Eureka as a premiere northern California travel destination
- Excite residents, businesses, and visitors alike
- Apply the latest academic research and professional best practices to yield the best possible return on investment





Meet Eddy Alexander



Eddy Alexander is an elite, full-service strategic marketing, communications, and growth strategy consulting organization trusted by many of the world's most successful brands. Eddy Alexander offers a proven team with a long history of supporting communities like the City of Eureka as they seek to mature their marketing function through branding, strategic communications, thoughtful positioning, and ongoing asset promotion.

The Eddy Alexander team understands why tourism is important to your community and will apply the most advanced marketing techniques and accountability strategies to deliver real, measurable results.

Eddy Alexander's tourism vertical is led by one of the world's most influential tourism executives. In addition to partnering with Eddy Alexander, Bob [REDACTED] has served as:

- an elected commissioner for "Visit California"
- a board member of the National Tourism Association
- a board member of US Travel Association
- a delegate to the White House Conference on Tourism

- Marketing Chair for National Parks Promotion Council

Over the course of Bob [REDACTED] 30-year career, he has led strategic tourism marketing efforts at Walt Disney Attractions, Choice Hotels, Best Western, Delaware North, NASA, Helms Briscoe and more. His creative efforts have won him 15 HSMIA Adrian marketing awards.

At Eddy Alexander, Bob and his team of tourism and economic development marketing professionals have developed a number of brands, advertising campaigns, digital marketing, and integrated experiential promotional strategies that have been widely celebrated by the top professional associations that guide our industry: the International Economic Developers Council (IEDC), The Southern Economic Developers Association (SEDA), The American Marketing Association (AMA), The Public Relations Society of America (PRSA), The American Advertising Federation (AAF), and International Association of Communications Professionals (IACP).

Eddy Alexander is not your typical ad agency.

Founded by Jennifer and Sean Eddy in 2011, the firm's

approach, methodology, and staff are all deeply rooted in both academic and commercial best practices. Jennifer Eddy’s experience serving as a marketing executive for a series of BigFour Management and Technology Consulting firms led her to found Eddy Alexander on the idea that the advertising industry was falling behind new and better operational standards being deployed by more sophisticated consulting organizations. She believed clients could benefit from enhanced customer service, quality assurance, project management, proven methodologies and best-practice application models.

Jennifer and Sean Eddy have spent the last eight years, focused on bringing professional discipline and academic rigor to marketing and growth strategy consulting. And their efforts have helped them quickly make a name in the industry.

In 2018: Eddy Alexander was:

- honored with the first place in the nation award for issues management from the Public Relations Society of America, the “Silver Anvil”

- called on to design an international advertising campaign in preparation for the Amazon National Capital Region/ Virginia Tech \$1B Innovation Campus investment announcement
- trusted to re-brand multiple communities who, like Eureka, all understood the necessity of engaging their citizenry to help tell their story in a strategic, authentic yet aspirational, and clearly distinct, differentiated, and creative way
- Recognized with awards from both IEDC and SEDC for their integrated economic development and tourism branding and promotions work

The Eddy Alexander team has read your RFP, watched your recent City Council Board meeting broadcasts, researched your community, and reviewed the thesis article and Humboldt County Visitor Bureau Marketing plan you’ve shared. We believe we understand your challenges and see your opportunities. We are capable, confident, and well positioned to help you chart the path forward and we are excited to begin the partnership.

Across industry sectors, the proposed Eddy Alexander Team has successfully supported many of the world’s most successful brands.

CORPORATE	PLACE-BASED	TOURISM
		
		
		
		
		

**Top 50 Global Brand according to the Annual Interbrand Survey*



“ I have been involved with this organization since 2006 working with several marketing consultants and designers trying to develop various aspects of a targeted marketing approach to our region. Eddy Alexander stands out head and shoulders above the other organizations I have worked with. They listened and delivered – when they presented solutions to us, we knew they “got it”.

MAGI VAN EPS, VIRGINIA'S CROSSROADS

City Goals Roadmap

THE CHALLENGE

The City of Eureka is dealing with a crisis of confidence. Your local citizens, the 50,000 “local brand ambassadors” that the outside world will trust more deeply than any other source to honestly communicate the value of a vacation in the city, are not sure what to say or sell. Even those that love and want to promote their hometown are concerned about high crime rates, transition population trends, and a cost of living that is out-pacing job prospects and perceived quality of life.

STEP ONE

The first step to improving the city’s tourism status is improving the city’s self-image. Over the next few years, the City of Eureka needs to [REDACTED]

[REDACTED]

While there is lots you can do with nearly 400k in annual marketing spend, almost all of it can be quickly negated with [REDACTED]

[REDACTED]

Given the [REDACTED] [REDACTED] should quickly be your next

stop.

A comprehensive message that differentiates your community from other places your visitors might consider visiting is essential but, to work, [REDACTED]

[REDACTED]

This new brand must be rolled out in partnership with the local community, must [REDACTED]

[REDACTED]

[REDACTED]

Once in place, [REDACTED] will finally be worth [REDACTED]. You’ll have a [REDACTED], and [REDACTED].

It’s worth stopping for a minute here to note that this [REDACTED]

[REDACTED]

STEP TWO

Once the high-level brand promotion strategy is in place, two things can happen.

1) [REDACTED]

[REDACTED], will allow you to quickly flood the digital ecosystem with an increased number of positive promotional stories available about Eureka, CA [REDACTED].

This is important. More than [REDACTED]

[REDACTED]

While the [redacted] will be your first step [redacted], it is [redacted] that will bring this effort home.

2) Additionally, while your [redacted] is gaining traction through [redacted]. Your selected partner can then get to work [redacted]

[redacted] This [redacted] instead become an industry maturation mechanism that takes [redacted] to increase the perceived weight of each value proposition in each target visitor

category.

By focusing on [redacted] you are essentially [redacted] that each visitor will [redacted].

This both extends the value of your initial awareness marketing efforts [redacted] and increases the probability that you will satisfy each visitor you attract. For a city like Eureka that is beautifully remote, this [redacted] is absolutely essential to [redacted].

And, of course, some of that [redacted]



Collaboration and Partnership Strategy

Whether you had \$100k or \$100M to spend on this initiative, based on what you've shared and what we've learned about Eureka's tourism market, our priority roadmap as outlined in the previous section would be the same.

Still, we all live in a world of limited resources. Given what you've communicated about your budget, your goals, and your timeline we believe you will have to make some tough choices in order to get where you want to go as quickly and effectively as you can with optimum results.

For instance, you have required a number of reports, action plans, and resource allocations in your request for proposals. These include hiring on-the-ground resources and maintaining a brick and mortar office in the city, hosting in-person quarterly strategy sessions, limiting organizational promotions and independent management structures apart from Economic Development and City Council oversight.

While all of this is both useful and understandable given where you've been and what you are trying to avoid moving forward, it will require your selected partner to allocate time and resources that, if you stick to the timelines and task orders as proposed, your annual budget simply will not cover.

Instead, given what we've learned, we believe we can best meet your objectives by following the slightly altered Scope of Work outlined in the next section.

We propose that there is no reason to go at this alone. While you do not want your limited resourcing to end-up dedicated to fundraising there are some resources that will help you expand your reach with [REDACTED]

First, your community needs to be engaged. If we do this right, by [REDACTED], we can [REDACTED]

With everyone pulling in the same

direction you'll get further faster.

To truly start a movement however, we will need [REDACTED]

After a new firm is selected to partner with the city, it may be that some community groups may hesitate to partner with the newly selected firm based on relational loyalty to the visitors bureau. It is our expectation that we will overcome this through a variety of proven methods and channels.

Initially, [REDACTED]

Based on experience, we believe that after demonstrating [REDACTED]

By the end of contract year one, [REDACTED]

[REDACTED]

The bottom line is this: The City of Eureka is making a high-profile strategic change that is not popular with all constituents. Ultimately, your selected partner will be on the hook to both demonstrate that City Officials made the right decision and oversee the change management process. Our strategic roadmap prioritizes civic pride development as the most critical first priority.

Additionally, there are other, outside partners that must be considered. While Eddy Alexander understands the current sensitivities around regional promotion, not all outside partner organizations want to direct attention away from the city itself.

Once your brand strategy and message architecture are firmly in place, grant funding and earned media support programs from some of the following organizations can help Eureka and your selected marketing partner significantly stretch your reach, resonance, and recall in strategic markets:

- [REDACTED]

Based on our experience and existing connections, we are optimistic that we will eventually be able to help you [REDACTED]

Finally, we realize that every dollar spent on infrastructure is a dollar not spent on promotion. By separating from the County Tourism and Visitors

Bureau the city will be able to more precisely target your efforts but you will also lose established infrastructure and resources. Realistically, the first 1-2 years of this contract will have to be used to dedicate time, money, and manpower to rebuilding critical assets such as a Eureka-specific tourism website, social media handles for tourism, and community relationships, partners, and trust.

And, because the new marketing team will have a more limited pool of money to work with you can realistically anticipate that you'll have to recalibrate expectations to account for building a net new program.

To help assure that the transition period is as painless as possible, we are asking that the city consider donating a workspace and/or street accessible facility with parking that our team can use as our local workspace and/or "tourism marketing campaign headquarters" until such a time that either the campaign is mature enough or our efforts prove profitable enough to the city that an expansion of investment in local overhead is deemed appropriate, necessary, and fully warranted by all parties. At the end of the day, like you, we want to be good stewards of the public budget and, if there is local workspace available, we believe this is just one small creative way we can help the city achieve your desired end-state faster.



With Visit California's Gold Pass, we can say "YES!" to more of these media while working with other destinations to build coverage.

LAURIE ARMSTRONG,
Director of Media relations U.S. and Canada,
San Francisco Travel Association

Scope of Work



We believe that to best support your goals

[REDACTED]

[REDACTED]

You asked for this ...



Based on our understanding of your needs and priorities, we propose this ...

[REDACTED]

[REDACTED]



**** Alternatively,** should it make sense given the state of the relationship at the time of award, we suggest that you [REDACTED]

[REDACTED] This would allow [REDACTED]

[REDACTED] . Your new selected partner could then simultaneously [REDACTED] and [REDACTED] with a focused goal [REDACTED]

In a best-case scenario, this would also allow for the potential that new relationships could be forged between [REDACTED]

However, we would suggest [REDACTED]

[REDACTED] This approach could also provide [REDACTED]

Should the city determine that this recommended approach makes sense we would [REDACTED]

[REDACTED] and [REDACTED] in year one.

TASK 1: RESEARCH & ANALYSIS

1. Service Request Breakdown and Responses:

- a. **Review existing branding and marketing currently underway in Eureka and in the region.**

We agree that this is an important first step and are accustomed to providing marketing communications audits for clients around the country. We believe Eureka may also benefit from a [REDACTED]

- b. **Utilize this information, as well as their experience and expertise, to build strategies and tactics to embed messaging into the community, internally and externally.**

This initial research will start to form ideas in the minds of our team, and we will share these early insights, impressions, and ideas with the City of Eureka. [REDACTED]

- c. **Messaging must be designed to resonate regionally, nationally, and internationally**

In-depth messaging to meet these requirements will be developed in Task Order 3 and distribution and promotion channels will be mapped out in Task Order 4.

Using the adjusted approach, we will still follow the basic order outlined in your RFP request.

d. Include establishing relationships with City staff and other relevant stakeholder groups

[REDACTED] will be one of the most important things our team can do in the early weeks of the new contract.

[REDACTED] In the kick off meeting, we will spend time listening to the priorities of your team, float ideas and discuss project constraints.

[REDACTED] We believe your input in this process will help ensure [REDACTED]

Once we are clear on your priorities, we will [REDACTED] to begin learning more about your community and tourism ecosystem.

e. Provide a transition plan to minimize disturbance of any current marketing efforts

As stated in an earlier section, the best-case scenario for a transition plan [REDACTED] Hopefully, it would

also provide for a professional transition of promotional assets and a period of net new relationship building that could provide your new team efficiencies in new program creation. This will save the city money and allow for more of your budget to be leveraged on mission focused activities and media spend. Because [REDACTED] are two areas where we anticipate being able to [REDACTED], we believe this approach will have a force-multiplying effect on your program's potential top-line resources.

However, it may be that the best-case transition scenario is not possible (for a multitude of reasons). Regardless, our team is prepared to work hand-in-hand with yours to chart the new path forward according to your goals, resources, and priorities. You have our commitment that we will be both pragmatic and transparent in our activities and that we are entering into this partnership with the intention of beginning what we hope will be a long-term and mutually beneficial relationship.

TASK 2: AUDIENCE RESEARCH

2. Service Request Breakdown and Responses:

a. Annually-updated "City of Eureka Audience Research and Identification Plan."

Eddy Alexander is prepared to support the City of Eureka on their quest to identify, segment, meet and attract desirable audiences to the region. Annually, we will prepare a report that showcases who is interested in the region, where they are coming from (feeder markets) and what their interests drive them to do while they are here. This annual report will include demographic data as well as analysis on what changing demographics may mean for Eureka's marketing program, and we will use the information to ensure we are investing in promoting the right assets at the right time to the right prospects for maximum impact.

b. Strategies for data gathering, analysis, updates, and utilization

There are several tools and methods available to collect audience data but the method you select will require city stakeholders to think carefully about what you need versus what we you would like to have or are accustomed to receiving. We can help you assess the options and determine the costs and benefits of each approach.

For example:

[REDACTED]



[REDACTED]

[REDACTED]

The data collected can provide insight into audience interest areas, demographics, attraction rates, geographic sources, product affinity, and in-market interests.

This solution would offer a number of relevant, [REDACTED] data points from which we can confidently direct brand and marketing decisions, while at the same time allow us to spend precious limited resources driving measurable traffic to your website to build affinity and drive conversions. Additionally, [REDACTED] also provides pre-vetted and pre-aggregated visitor data down to the county level. This resource is another way to provide valuable insights affordably.

The more traditional approach is also available through our team should you choose to pursue it. If the goal is to get hard figures about the types of people who are currently converting, what they liked, and didn't and how likely they are to come back, we will need to [REDACTED]

[REDACTED]

How deep we go will depend on your budget and needs. [REDACTED]

[REDACTED] The

real question is, "what will this data do for the City?" and "will the results change investment strategy?"

Eddy Alexander is a data-driven marketing team. We like to work with hard facts and predictable trend information. At the same time, Eureka is about to build a net new promotion program from, essentially, the ground-up. We believe you need enough data to benchmark performance gains over time (Some of which you have and much of which you can collect through partners). Given the circumstances, we believe in year one you should focus your efforts on [REDACTED]

[REDACTED]

As you establish [REDACTED], you will simultaneously build [REDACTED]

[REDACTED]. We will seek to help you further develop your programmatic offerings, and mature your conversion funnel.

Once the basics are in place, more detailed data will be required to make more granular strategic decisions. However, the reality is that the data that you get through deep-dive research investments in years one and two isn't likely to change the strategic direction of your organization in the months ahead.

Accordingly, we recommend that in year one, Eddy Alexander spend time inviting stakeholders into the brand building process through [REDACTED]

[REDACTED] By positioning the community stakeholders as the subject matter experts we can establish productive new

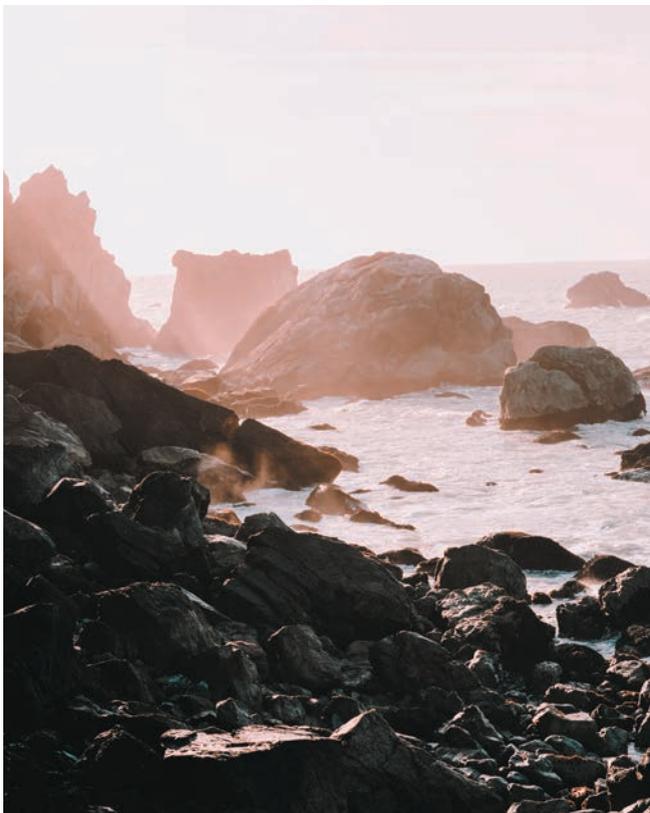
relationships, share tips and best practices, and build trust and rapport, all while gathering the data we need to deliver a high-quality end product.

Then, in year two, we can consider a more detailed data collection effort that again relies on community support but also rewards participation and continues to build community buy-in for the overarching message and visual identity strategy.

Depending on where we are with campaign adoption in years three through five, we may then be ready to [REDACTED]

c. Consultant-suggested metrics by which the City should annually measure success for this task

Pass/Fail - We believe that this report should be accepted or rejected by the City based on the relevance of the data presented and the City's assessment of how that data is directing strategic decisions by your selected partner.



TASK 3: EUREKA BRANDING & IMAGE MANAGEMENT PLAN

a. Annually-updated “City of Eureka Marketing, Media Production, and Communications Plan.”

By the end of the first contract year, Eddy Alexander will produce and present a comprehensive marketing plan for the City of Eureka, that will specifically address and define:

Target Market(s):

Which audience groups the city should seek to influence (with specific strategic recommendations related to geography, behavioral, and demographic indication targets)

Brand Guide:

A new brand style guide with usage and application rules [REDACTED]

Paid Media Plan:

The paid placements and media channels that will be used to promote the brand, anchor assets, and otherwise support community offerings

Public Relations Plan:

- Monitor for local events and activities
- Proactively engage both traditional media and social influencers
- Promote local assets through word of mouth, journalistic outreach, and influencer campaigns

Digital Strategy:

- A Website Development Strategy
- Social Media Strategy
- Multi-Media Asset Development Program

(Video, Photo, Audio etc.)

SEO/keyword targeting strategies

A Digital Advertising Campaign plan with approach details specific to search/display/remarketing and sponsored social

b. Consultant-suggested metrics by which the City should annually measure success for this task.

As a part of the marketing plan, Eddy Alexander will recommend a performance dashboard that can be used to evaluate investment performance and vendor progress against goals



TASK 4: MARKETING, MEDIA PRODUCTION & COMMUNICATIONS

c. Narrative of how the Consultant will implement this project, engage with the various audiences, and manage Eureka's image.

Eddy Alexander intends to help the City of Eureka, CA establish itself as the place to stay when visiting California's North Coast.

As the largest metropolitan region in the Redwoods coastal region, Eureka needs to claim its rightful place [REDACTED]

Humboldt County, the famous California Redwood forests, and the Northern California Pacific Coast Highway.

While there are serious and significant reasons that this transformation will not happen overnight, we are confident that this goal is highly achievable. Here's why:

- [REDACTED]



We've done it before. And we can do it again.

When NASA's Kennedy Space Center stopped sending up shuttles, visitors stopped coming out to tour the facility thinking it had closed.

NASA's Kennedy Space Center called on Eddy Alexander's Tourism Lead Bob [REDACTED] to help them rebrand and revitalize the struggling tourism destination. He did.

When Virginia's New River Valley was told that they could never raise the funds their organization needed to implement their 5-year strategic plan, Eddy Alexander's tourism and

economic development marketing team helped them reinvent their organization's public image and blow past their 5-year "stretch" fundraising goal (in less than 18 months!). Not only did they exceed their own expectations for engaging their current partners, they started receiving calls from previously unengaged parties asking how they could get involved [REDACTED]

Upon award, Eddy Alexander will use proven marketing best practices, integrated multichannel promotion strategies, metric-driven prioritization of efforts, and good old-fashioned relationship building to stretch resources, build enthusiasm and drive synergistic performance improvements.

TASK 5: IMPLEMENTATION OF MARKETING PLAN

Eddy Alexander is excited to partner with the City of Eureka. You are about to make a bold strategic decision that can help catapult your community to the forefront of traveler's minds nationwide.

We are an established company with award-winning past performance in marketing, advertising, digital marketing, and public relations. We are looking forward to building a long term and mutually beneficial partnership that will support your long-term community goals and [REDACTED]

Upon award, we plan to hire a seasoned tourism marketing specialist from the Eureka Community. We will seek someone with strategic marketing skills and demonstrated expertise in modern influencer marketing. It will be the role of this new hire to serve as the on-the-ground POC for all project stakeholders as well as to lead social media campaign execution, host writer and influencer tours, and to partner with community organizations and strategic asset operators to implement

best practice programs and tourism marketing techniques.

We will rely on this professional to help present status updates to the city, keep a pulse on local activities, and news coverage, and to work with our cross disciplined team of tourism and economic development professionals. It will be their job to implement and share best practice marketing and communications techniques that can help the City of Eureka thrive.

From his home office in New York, Bob [REDACTED] will guide all branded campaign strategy. Jackie Le will project manage campaign implementation, and Jennifer Eddy will serve as Chief Quality Officer and the main point of contact on all contract terms. Sean Eddy will serve as operations lead and be the city's main point of contact on all billing questions.

Eddy Alexander's graphics and productions team will also work primarily from the Eddy Alexander Headquarters in Roanoke, VA to develop assets and partner templates and complete grant applications in an effort to drive ever more leverage against the city's \$370k annual all-inclusive marketing budget.

The Eddy Alexander team will commit to working closely with the City's Office of Economic Development and reporting out on progress to the City Council on progress against goals each year. We understand that City leaders are seeking to drive a substantial increase in the number of people with a positive image of Eureka as a spectacular place to live, work, and visit AND measure a noticeable increase in the number of people that choose to visit, stay, shop, and entertain themselves in Eureka, California.

Eddy Alexander has the talent, methodologies, and enthusiasm to help the City get there.

We are experts in our field as you are in yours. There is much we can learn from each other on the path ahead. And, we are looking forward to the journey.



TASK 6: SELF-ASSESSMENT & ACCOUNTABILITY REPORT

a. **Annually-updated “Self-Assessment and Accountability Plan.”**

Eddy Alexander will develop a Self-Assessment and Accountability plan that maps the specific contracted activities to the corresponding strategic goals of the city as outlined in Appendix A. We will set target performance objectives for each of these initiatives and report out regularly on progress against goals. This dashboard will serve as an ongoing point of dialogue between the City and Eddy Alexander. It is our expectation and request that if there is ever concern over performance that the concern will be shared promptly and transparently with a member of Eddy Alexander’s upper management team (Bob [REDACTED], Jackie [REDACTED], or Jennifer [REDACTED]) so that a resolution can be promptly found.

b. **Comprehensive table of assessment metrics.**

Under this year one contract we believe we will be responsible for developing a strategic plan that will help the City of Eureka get from where you are with regards to run rate tourism and reputation management to where you want to be – the premiere base camp destination for regional visitors who wish to explore California’s Redwood coast. We anticipate that under this contract in year one we will be able to deliver a new brand identity with a corresponding visual and verbal identity, creative assets, and usage guide, an earned and paid media promotion strategy, a comprehensive digital marketing strategy, and a collection of community partnerships

that will help us deliver reinvigorate your community around all that is great about Eureka.

In subsequent years, we will seek to measurably improve the number of people who think of Eureka as an ideal travel destination and will do so through both paid and earned media strategies. By year three, we anticipate being able to measurably demonstrate improvements in annual lodging tax revenue which can be leveraged to improve quality of life for citizens as well as reinvest in community promotion to take advantage of the early momentum that has been realized.

c. **Quarterly workshop with the City of Eureka Economic Development Commission.**

Eddy Alexander is prepared to meet with officials from the Office of Economic Development quarterly. In these meetings, we plan to present early draft plans, discuss strategy, ask for feedback, and look for opportunities to improve coordination and efficiencies between larger community initiatives and the city’s tourism program.

d. **Annual report to City Council.**

Each year, Eddy Alexander will present progress against plan to the Eureka City Council. It is our hope that while this will be a formal and public update that it will not be the only interaction our team will have with elected officials throughout the year.

Elected Officials are a trusted conduit back to citizen engagement and interests, and accordingly, we will seek to be available anytime Council members would like to meet or discuss project direction, priorities, and/or status.

Draft Operations and Finance Plan



HEADQUARTERS AND ORGANIZATIONAL STRUCTURE

Eddy Alexander is a nationally certified woman-owned small business headquartered in Roanoke, VA with satellite locations in New York, Houston, Los Angeles (and hopefully soon Eureka CA!). We are an S-Series corporation.

ADMINISTRATION AND STAFFING

See Project Organization Chart on Page 22

Team Roles and Responsibilities:

- Jennifer [REDACTED] - Owner, Contract Administrator, President and Chief Strategist
- Sean [REDACTED] - Chief Operating Officer, Billing Contact, and Chief of Multimedia Production and Quality
- Bob [REDACTED] - Senior Marketing Specialist, Tourism Vertical Lead, Project Strategy
- Jackie [REDACTED] - Quality Assurance Lead, Project Management and Public Relations Strategy
- Sydni [REDACTED] - Production Lead, back-up Project Manager
- Matthew [REDACTED] - Art Direction and Brand Strategy
- Dimitra [REDACTED] - Photography
- Jeff [REDACTED] - Photography & Videography
- Dhava [REDACTED] - Web Development
- Meredith [REDACTED] - Graphic Design
- Erika [REDACTED] - Graphic Design
- Thomas [REDACTED] - Public Relations
- Kendal [REDACTED] - Copywriting
- Jes [REDACTED] - Copywriting

WAGES AND BENEFITS

As is standard for our industry, our compensation packages are unique to each employee's experience, education, talent, and business contributions. We also offer a number of incentives according to the company's performance each year. It is also worth stating that as a

nationally certified woman-owned small business we are deeply committed to issues of fair and equal pay.

DAILY OPERATIONS

Eddy Alexander operates each project and program under a proprietary, industry-aligned, PMP-inspired project plan. We run agile creative and development sprints and work closely with our clients leveraging frequent collaboration, transparent reporting, and ongoing performance dialogue to ensure total alignment through the entire contract life-cycle.

TECHNOLOGY

We also rely on a customized technology stack of industry leading software that allows our team to work efficiently from the office, client site, or anywhere else they need to be.

Our solution offers:

- Detailed task management and status reporting
- Customer Relationship Management (CRM) for database hygiene
- Video conferencing and live chat communication
- Digital Reputation Management
- Social media planning and post management

FINANCES

We believe that each year Eureka's budget will be allocated close to 1/2 for ongoing operational and agency support expenses to include strategy and planning, digital communications, media outreach and hosting, client reporting, etc. The remaining budget will be used for strategic projects, programs, and media expenses (advertising, paid content placements, community outreach, product development). In year one the branding effort itself will be a top priority and require a good chunk of the budget, but when done well this expense should not be repeated annually.

Please see proposed year one budget below for more detail.

* **Please note:** Based on the proposed strategies we've outlined as options for the city's consideration, and the diversity of media outlets and marketing options we can consider, we feel it is much too early to share a detailed allocation of project costs at the level of detail you have requested.

What channels we use to market and how much we spend on each will be highly variable based on the findings from our research efforts in Task orders one and two and our planning efforts in tasks three and four.

Throughout this proposal, we do hope that we have demonstrated clearly our ability to think creatively, plan pragmatically, and work in full and transparent partnership with your team to find win-win solutions.

When the time is right, we will approach our project costing the exact same way. Our firm is trusted by public sector clients at the state local and federal levels. We have the procedures, technology, and experience required to serve them well and we are confident we can do the same for the City of Eureka, CA.

CONTRACT YEAR ONE BUDGET ALLOCATION

DISCOVERY (TO 1,2): July-Sept

Research Review	July 2019	\$5,000
Current Promotional Asset Audit	July 2019	\$3,000
Brand Research	Aug-Sept 2019	\$35,000

STRATEGY & PLANNING (TO 3,4): Aug-Nov

Message Architecture Development	Sept-Oct 2019	\$25,000
Visual Identity Development	Oct-Dec 2019	\$55,000
New Website Design & Development	Jan 2020	\$45,000
Brand Launch	Feb 2020	\$25,000

IMPLEMENTATION (TO 5,6,++): Jan-July

Year One Media Program	Ongoing	\$42,000
Year One CRM	Ongoing	\$45,000
Community Engagement	Ongoing	\$60,000
Digital Marketing	Ongoing	\$30,000

Total **\$370,000**

Organizational Chart



JENNIFER
President & chief Strategist



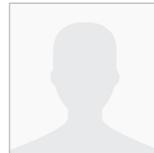
BOB
Sr. Marketing Specialist



SEAN
Chief Operating Officer



SYDNI
Production Lead



TO-BE-HIRED
Eureka Marketing Specialist



JACQUELINE
Quality Assurance Lead and PR Strategist



DIMITRA
Photographer



MATTHEW
Art Director and Brand Strategist



THOMAS
Public Relations



JEFF
Photographer & Videographer



MEREDITH
Graphic Designer



KENDAL
Copywriter



DHAVAL
Web Developer



ERIKA
Graphic Designer



JES
Copywriter

Qualifications



JENNIFER [REDACTED]

CEO and Chief Marketing Strategist

Jennifer [REDACTED] is an international award-winning marketing strategist, Forbes contributor, and frequent industry speaker specialized in marketing, growth strategy and reputation management. After serving as a marketing executive for a series of large global consulting and technology firms, Jennifer and her husband Sean established Eddy Alexander to marry their interests in business and community advancement.

Eddy has managed reseller channels, product and service campaigns and brand hierarchies for a long list of recognized brands including 3M, Accenture, Adobe, Asus, Autodesk, BearingPoint, Deloitte, Genpact, Google, IronKey, Oracle, Quest Software, Red Hat and many more.

[REDACTED] holds a bachelors degree from JMU School of Media Arts and Design and a Graduate Consulting Certificate from Yale School of Management. She is nationally certified in Reputation and Crisis Management through the Public Relations Society of America.

BOB [REDACTED]

Senior Marketing Specialist

Bob [REDACTED] has a personal brand that's iconic in itself. He has led travel and tourism marketing for a wide variety of iconic outdoor recreation and hospitality brands over his 30+ year career.

Serving in an executive marketing function for Best Western International, Disneyland, HelmsBriscoe, Choice Hotels and Delaware North Corporation, he has been the recipient of over a dozen Adrian marketing awards for industry-leading tourism and hospitality promotion.

Mr. [REDACTED] has led marketing efforts for countless National and State Parks including Yosemite, Kalaloch, Niagara Falls, Gideon Putnam in Saratoga Springs and Geneva on the Lake in Ohio. While at Delaware North Corporation, Bob led marketing strategy and park promotion for Shenandoah National Park and Peaks of Otter and he remains well-connected to the national and state parks management community at both a regional and national level.

Bob is currently serving as Marketing Chair for the National Parks Promotion Council, working with the National Park Service and the National Park Foundation and is assisting with the National Park Service's upcoming Centennial Celebration Program. He provides strategic marketing consultation services to American Recreation Coalition, National Park Reservations, National Tour Association, Tourism Cares, and Xanterra (Yellowstone, Grand Canyon, Mount Rushmore). He is the former Director at Large for the National Tour Association, a multi-year board member for the US Travel Association and former chairman of TravelCom. He also served three years on the HSMAI Best Practices Committee.

Team Experience Chart

	Branding					Strategy					Campaign Management					Research			
	Visual Identity	Messaging	Style Guide & Templates	Earned Media	Paid Media	Digital	Business Development	Advertising	Multicultural Communication	Multimedia Production	Lead Generation	Website Development/Design	Content Development	Production Coordination	Surveying	Focus Groups	Interviewing	Reporting	Analytics & Analysis
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	X	X	X		X	X		X		X		X	X	X	X	X	X	X	X
	X	X		X	X	X		X		X	X		X	X	X	X	X	X	X
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X
	X	X	X	X	X	X	X		X		X	X	X					X	X
	X	X	X				X				X		X						
	X		X		X	X		X			X	X							X
	X	X	X			X					X	X	X	X	X	X	X	X	X
	X	X	X			X	X	X	X	X		X	X	X	X	X	X	X	X
	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X

Kennedy Space Center



Relevant Services

- Visual Identity
- Messaging
- Style guide & templates
- Earned media
- Paid media
- Digital
- Business development
- Advertising
- Multimedia production
- Lead generation
- Advertising
- Website development/design
- Surveying
- Focus groups
- Reporting
- Analytics & analytics
- Content development
- Multicultural communication
- Production coordination

Floyd County, Virginia



Relevant Services

- Visual Identity
- Messaging
- Style guide & templates
- Paid media
- Digital
- Advertising
- Multimedia production
- Advertising
- Website
- development/design
- surveying
- Focus groups
- Reporting
- Analytics & analytics
- Content development
- Production coordination

Shenandoah National Park



Relevant Services

- Visual Identity
- Messaging
- Style guide & templates
- Earned media
- Paid media
- Digital
- Business development
- Advertising
- Multimedia production
- Advertising
- Website development/design
- Reporting
- Analytics & analytics
- Content development
- Production coordination

Yosemite Crisis Management



Relevant Services

- Visual Identity
- Messaging
- Style guide & templates
- Paid media
- Digital
- Advertising
- Multimedia production
- Advertising
- surveying
- Focus groups
- Interviewing
- Reporting
- Analytics & analytics
- Content development
- Multicultural communication
- Production coordination

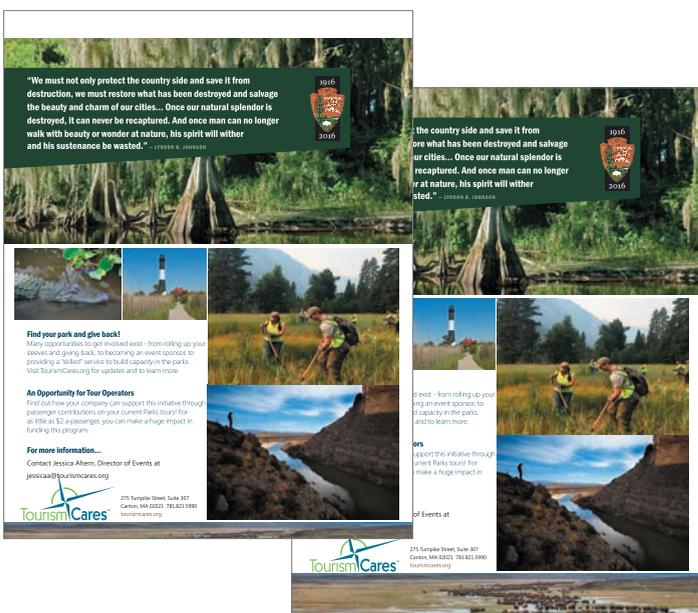
New River Valley



Relevant Services

- Visual Identity design
- Messaging • Surveying
- Style guide & templates • Focus groups
- Digital • Interviewing
- Multimedia production • Reporting
- Lead generation • Analytics & analytics
- Advertising • Content development
- Website development/ • Production coordination

National Park Service 2016 Centennial Celebration with Tourism Cares



Relevant Services & Considerations

- Visual Identity • Focus groups
- Messaging • Interviewing
- Style guide & templates • Reporting
- Paid media • Analytics & analytics
- Digital • Content development
- Advertising • Multicultural communication
- Multimedia production • Production coordination
- Advertising
- surveying

Other Required Materials



SUBCONTRACTING AND PROJECT CONSULTANTS

Eddy Alexander is a small agency with a large network of globally renowned consultants. We have an excellent team of full-time staff and typically handle 95%+ of our work in house. However, it is in the best interest of both our team and our clients that we reserve the right to call in specialists, or to make additional hires as needed to provide the best possible service quality.

With long term, strategic projects like Eureka's, we have a general idea of what types of technical skills and service requirements your campaign will likely need going in but, over time, as the campaign and brand evolve, exciting new ideas and creative possibilities are bound to emerge. We never want the original ideas (formed before we've even met face to face) to take the place of the best ideas which will come out much deeper in the relationship. This requires flexibility to call in technical or specialist staff on demand when required. In the end, this provides your community with a much higher value relationship without the overhead expense of keeping these (generally) more expensive resources on retainer at all times.

When you hire Eddy Alexander you will get the best of both worlds. We will provide the service of a small agency with direct access to a proven, reliable, and highly personable, team of modern, data-driven

professionals who create without limitation, apply great ideas pragmatically according to your goals and resource constraints, and have the skills, and resources you will definitely require. We will also provide the reach and capabilities of a much larger agency through our proven network of specialists and freelancers who are trusted by industry leaders and Fortune 500 companies around the globe. In this way, we can quickly and cost effectively help you take your tourism program to the next level.

PHYSICAL LOCATION IN EUREKA

As mentioned early in the proposal, it is our hope that the city might be able to provide a physical workspace for our team in year one. Initially, we expect that this could be a currently empty office or cubical in city hall, a small vacant storefront in downtown, or a private office space tucked away somewhere convenient to downtown. Here's why...

You mention that Task 5 is a 24/7/265 day operation that will need continuous care and attention. We do not disagree. Still, we are concerned that when adjusting from a regional Destination Marketing Organization (DMO) approach to a City Brand-based marketing strategy you will incur a number of unanticipated transitional costs that will cut deeply into your year one media budget.





By ending the existing regional partnership contract in early summer, you will cut off your existing marketing/lead generation program in the middle of high tourist season and before your new brand is in place and fully operational. This will then require you and your new partner to either pause local marketing for a time or to run a temporary campaign prior to rolling out the new, more fully informed marketing program. A temporary plan would create some duplication of effort with the previous partners programming.

Both of these options are manageable but less than ideal situations.

Additionally, you will be moving from a regional marketing program with a larger regional budget to a city-based program with a smaller budget. The operational overhead expenses of running both types of programs are relatively similar which means your program will have a significantly lower overall budget than your previous partners had to work with.

Finally, there is inherent expense in developing a powerful and effective city brand. Combined, all of this will cut into the budget from which your upcoming year's advertising will be planned.

Every strategic shift is by its very nature disruptive and while we are fully prepared to help you navigate the path ahead, we want to be realistic, pragmatic, and legitimately helpful in recommending ways to get you where you want to go.

While we are excited about planting agency roots in Eureka, initially the cost of setting up such an office

would end up getting funded from the City's limited project budget. Given the constraints and realities listed above, we believe this is not the best use of your resources. In an effort to be pragmatic, we are hoping we can put our heads together with city staff and find a solution that is more advantageous to all involved.

However, should that not be possible, we are ready to rework our year one plans and timelines to accommodate this local office requirement.

CERTIFICATE OF INSURANCE

Eddy Alexander is a fully insured S-Series Corporation. Upon award we will provide copies of all required insurance documentation which will meet or exceed your stated requirements.





EDDYALEXANDER.COM

611 S. JEFFERSON STREET SUITE G
ROANOKE, VIRGINIA 24011

540-404-8152

Eddy Alexander

GROWTH  STRATEGY

EDDY ALEXANDER AND EUREKA, CALIFORNIA

The Eddy Alexander team has read your RFP, watched your recent City Council Board meeting broadcasts, researched your community, and reviewed the thesis article and Humboldt County Visitor Bureau Marketing plan you've shared. We believe we understand your challenges and see your opportunities. We are capable, confident, and well positioned to help you chart the path forward and we are excited to begin the partnership.

Measurable Results



BUDGET - YEAR ONE

Discovery	\$43,000
Strategy & Planning	\$150,000
Implementation	\$177,000
Total	\$370,000

PROJECT SERVICES

- Marketing
- Market research
- Brand identity development
- Advertising
- Graphic Design
- Web Design and development
- Social Media Management
- Public relations
- Public communication
- Earned media
- Paid media
- Multimedia production
- Multicultural communication
- Content development
- Production coordination



YOUR TEAM



Jennifer [REDACTED]
President, Chief Strategist



Bob [REDACTED]
Senior Marketing Specialist



CONTACT INFO

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450.404.8152

611 S Jefferson St.

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PAST PERFORMANCE

