

A Results-Driven Marketing Strategy for Humboldt County, CA



County of Humboldt

Request for Proposals No. EDD-2025-01 – Professional Consulting Services for Countywide
Travel and Tourism Marketing Strategy



1.0 Introductory Letter

Hello County of Humboldt!

Development Counsellors International (DCI), in partnership with Mission2Market and Stenger Consulting, is pleased to present this proposal to the County of Humboldt (the County) for consulting services on a countywide travel and tourism marketing strategy.

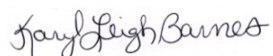
Our proposal incorporates an unparalleled mix of team skill sets in destination marketing and management that can address the diverse range of products and services called for in the RFP. We live and breathe destination marketing, which means we understand the many nuances involved. More importantly, we have solutions in place for how to overcome those obstacles we'll certainly face. Underlying all of our client assignments is our commitment to the following elements.

- Robust stakeholder engagement and onsite visits to ensure all voices are heard and incorporated into the final product.
- A commitment to incorporating sustainability principles, inclusivity, and equitable access for all audiences and all communities within the County.
- A plan that is fully actionable within the budget allocated and importantly, measurable.

The following pages outline our best thinking for the County based on our understanding of your destination challenges, our destination strategic marketing and planning experience and our recent industry research. In reading your carefully-crafted RFP, we not only understand the work, the goals, and the scope—but we absolutely cannot wait to get started on delivering a tactical strategic marketing plan, an implementation framework based on our recommendations, and a plan for stakeholder collaboration among the other deliverables outlined in the RFP and our response.

Thank you for this opportunity to share our strategy for the County of Humboldt. We would welcome the opportunity to partner with you.

Sincerely,



Karyl Leigh Barnes
President, DCI
Development Counsellors International
215 Park Avenue South, Floor 14, New York, NY 10003
212-725-0707; Karyl.barnes@aboutdci.com
www.aboutdci.com

2.0 Signature Affidavit

Request for Proposals No. EDD-2025-01
Professional Consulting Services for County Wide
Travel and Tourism Marketing Strategy & Tourism Assets Study

ATTACHMENT A – SIGNATURE AFFIDAVIT (Submit with Proposal)

Request for Proposals No. EDD-2025-01 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	Development Counsellors International (DCI)
STREET ADDRESS:	215 Park Avenue South, Floor 14
CITY, STATE, ZIP	New York, NY 1003
CONTACT PERSON:	Karyl Leigh Barnes, President
PHONE #:	212-725-0707
FAX #:	N/A
EMAIL:	karyl.barnes@aboutdci.com

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 agency 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 agency and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. 001-2021-0365 and declares that the attached Proposal and pricing are in conformity therewith.

Karyl Leigh Barnes
Signature
Karyl Leigh Barnes, President
Name

January 17, 2025
Date
January 17, 2025
Date

This agency hereby acknowledges receipt / review of the following Addendum(s), if any
Addendum # [] Addendum # [] Addendum # [] Addendum # []

3.0 Table of Contents

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04 Professional Profile



4.0 Professional Profile

A. Organization Overview

Established in New York City in 1960, Development Counsellors International (DCI) specializes exclusively in tourism, economic development and talent attraction marketing. We have worked for more than 500 cities, counties, regions and states and we understand the unique challenges and opportunities that destinations worldwide face.

DCI is a certified women-owned business with a leadership team of five partners. The agency employs more than 80 of the best and brightest marketing professionals in destination marketing. Headquartered in Union Square in New York City, our agency has regional teams located throughout the United States and Canada, including Los Angeles, Vancouver and Denver.

There is no litigation (by or against the proposer) or fraud convictions related to the provision of services pursuant to the terms and conditions of public contracts. DCI is subject to no current or prior debarments, suspensions or other ineligibility to participate in public contracts and has violated no local, state or federal regulatory requirements.

In 2023, DCI launched C Studios in partnership with OCO Global. C Studios, a Netherlands-based marketing communications agency for places, has expertise in investment promotion, talent attraction and trade promotion. DCI maintains 50 percent ownership of the European joint venture with OCO Global.

Company Name
Development Counsellors
International (DCI)

HQ Address
215 Park Avenue South,
New York, NY 10003

Entity Organization
Corporation

Incorporated in
New York

Year Founded
1960

Overall Budget
\$15M+



4.0 Professional Profile

B. Overview of Qualifications and Experience

DCI's deep bench of seasoned leaders and experts will work collaboratively with the county. DCI Senior Vice President Robyn Domber will serve as the account lead and day-to-day contact for the account and will be supported by a team of subject matter experts. Additional team members – including our subcontractor Mission2Market and consultant Richard Stenger – will support the account based on the project's needs. Mission2Market works to inspire travel through innovative, creative and effective marketing and branding. Richard has served as chief marketing ranger of Redwood Coast Parks, media and marketing director for the Humboldt County Visitors Bureau and interim administrator of the Humboldt Lodging Alliance.

ACCOUNT MANAGEMENT, RESEARCH AND STRATEGY



Karyl Leigh Barnes
President, Tourism
SENIOR LEADERSHIP



Robyn Domber
Senior Vice President
PROJECT OVERSIGHT



Dave Santucci
President, Mission2Market
DESTINATION CONSULTING

LOCAL INSIGHTS



Richard Stenger
President, Stenger
Media and Local
Consultant

RESEARCH



Payton Walker
Research
Associate

STRATEGY



Andrea Dietz
Stewardship
Strategist

4.0 Professional Profile

2. Following are the biographies and references for select account leaders for the county's travel and tourism marketing strategy.



Karyl Leigh **Barnes**

President, Tourism

Karyl Leigh is the president of DCI's Tourism Practice. Since joining DCI in 1998 from a New York state destination marketing organization (DMO), she has led destination strategy and campaign implementation for destinations on every continent except Antarctica. She has been a featured speaker at IACC, IMEX America, IMEX Frankfurt, NATJA, SATW, TMAC and numerous tourism conferences.

Karyl Leigh holds a master's degree in global marketing communications from Emerson College/Brussels, is professionally accredited in marketing communications by the International Advertising Association and has completed her CDME with Destinations International.

Notable Results

- Visit California partnered with DCI to craft a national brand awareness strategy. Under Karyl Leigh's leadership, DCI conducted research and developed positioning, messaging and a communications strategy that launched a 12-year storytelling campaign that drove increased visitor arrivals and spending in California.
- For Visit Raleigh, Karyl Leigh led a 12-month marketing blueprint process that included extensive internal and external audience research and the development of the destination's brand strategy and brand manuals, and strategic and tactical recommendations for the destination's marketing team. Results were presented to more than 600 industry leaders in Raleigh, North Carolina, and DCI's strategic recommendations were implemented shortly thereafter.

4.0 Professional Profile



Robyn **Domber**

Senior Vice President, Research

DCI believes all successful marketing is rooted in thorough research, and Robyn knows that better than anyone. As the head of DCI's research division, she oversees all client research initiatives across our tourism, economic development and talent attraction service areas. Through customized qualitative and quantitative research studies, Robyn delivers insights that guide the most-effective public relations, marketing and organizational strategies for all clients.

She earned a Master of Science degree in urban and regional planning from the University of Wisconsin-Madison and her Bachelor of Science degree in economics from Hobart and William Smith Colleges in Geneva, New York.

Notable Results

- For Butte, Montana, Robyn conducted a visitor profile analysis, which measured perceptions of past and potential visitors, to develop target visitors' personas and define the highest-value visitor for the destination's strategic marketing plan.
- For Haywood County, North Carolina, Robyn conducted extensive internal and external qualitative and quantitative research to support the rebranding of the county and to advise the development of an integrated strategic marketing strategy, which is now in the implementation phase.
- For Visit Temecula Valley, California, Robyn conducted a visitor profile and consumer engagement study and then overlaid the study's findings with the results of an audit of the destination's owned channels, which analyzed visitation patterns and content engagement. The insights helped define areas of consumer interest and marketing potential as a part of the destination organization's strategic plan.

4.0 Professional Profile



Dave **Santucci**

President, Mission2Market

Dave, the principal consultant for Mission2Market, a destination consultancy, has 20 years of experience in strategic destination management. During his 10-year stint as the chief marketing officer for Visit Chattanooga, he facilitated the destination's master planning and its rebranding. His inquisitive journalist's mind led him to start his career at a national television network, where he covered travel, science, technology and space exploration.

Dave has resided in Denver for the last decade and has consulted with more than 40 Colorado destinations. He is one of the Colorado Tourism Office's lead consultants on strategy, research and destination development.

He has an MBA in marketing and management from the University of Colorado and a BA in political and environmental sciences from Emory University in Atlanta.

Notable Results

- Visitor spending more than doubled to \$1.6 billion during Dave's tenure as CMO for Visit Chattanooga. To reach this milestone, Dave was the internal lead for strategic planning and rebranding and oversaw the growth of the marketing team from two to 10 members.
- For the Colorado Tourism Office, Dave consulted on the development of the strategic planning process used in more than 70 communities throughout the state. The process involved background research; visitor profiling; community engagement; surveying stakeholders, residents and visitors; stakeholder interviews; and community workshops.
- For Glenwood Springs, Colorado, Dave developed a Destination Management Plan, which resulted in deep visitor profiling to target highly engaged potential visitors. The plan also created a new focus for tourism on health and wellness.

4.0 Professional Profile



Richard **Stenger**

President, Stenger Media and Local Strategy Consultant

With more than 15 years of experience as a California tourism media and marketing professional, Richard Stenger has served as chief marketing ranger of Redwood Coast Parks, media and marketing director for the Humboldt County Visitors Bureau and interim administrator of the Humboldt Lodging Alliance. During his career, he's authored two outdoor adventure books, collaborated with DCI, BrandUSA, the Sundance Film Fest, the National Park Service, the Travel Channel and CNN, and won a Poppy Award for the best California tourism PR campaign.



Payton **Walker**

Research Associate

Payton is a passionate insight detective and data nerd! He thrives on discovering the human truths that drive decision-making across DCI's target audiences, including economic development, talent and tourism stakeholders. A California native, he is a master at transforming complex data and everyday experiences into thoughtful stories that shape effective marketing and communication strategies.



Andrea **Dietz**

Stewardship Strategy Consultant

Andrea brings a background in higher education, stewardship and the outdoor recreation economy to M2M. She has contributed to projects focused on balancing tourism growth with community well-being and the preservation of natural and cultural assets. Her work includes supporting the development of Colorado's Statewide Destination Stewardship Plan, the Denver and Northern Colorado Regional Stewardship Plan and the Colorado Destination Learning Lab Program. Andrea also assisted in crafting comprehensive strategic plans for destinations throughout Colorado.

4.0 Professional Profile

Humboldt County has a diverse range of travel and tourism assets, including natural attractions, cultural and historical sites, and various accommodations. However, it is being challenged by multiple departments within the county and tourism districts that are also managing local branding, marketing initiatives and event promotions independently. This situation has become more challenging due to recent changes in transient occupancy tax (TOT) allocations and evolving approaches to tourism marketing by municipalities and countywide partners.

DCI has seen this situation in other destinations and knows that a unified marketing strategy is critical for the county and its partners to capitalize fully on its assets and to grow the travel economy to benefit the entire community. Without this approach, resources become diluted and the return on investment and marketing effectiveness will decline. To minimize these threats and leverage existing opportunities, consulting services are being procured to inventory, compare and analyze the county's current marketing strategies and assets. The successful completion of this project will benefit all the partners via a unified, collaborative approach for enhancing and implementing a countywide travel and tourism marketing strategy.

DCI, in partnership with Mission2Market, is pleased to present to the county this proposal, which incorporates an unparalleled mix of skill sets and destination management and strategy that will address the expertise this RFP requires. Our powerhouse team of experts in tourism branding, marketing, destination development and sustainability lives and breathes destination marketing and strategy, which means we understand the many nuances involved. More importantly, we have solutions in place to overcome any obstacles we'll certainly face.

The combined advisory team offers:

- Deep tourism research capabilities – qualitative and quantitative – to support the provision of services and products outlined in the RFP
- Proven methods of successful stakeholder engagement and collaboration
- Extensive tourism branding and marketing capabilities, including strategy development, for the next phase of implementation
- One of the most-extensive backgrounds in destination product assessment and identification of new-visitor opportunities
- Cutting-edge skills and tools to evaluate organizational structures
- Deep experience in destination sustainability to assess current destination status and implement new strategies proactively
- A holistic approach that stresses integrative research, marketing, destination development and sustainable strategies and practices

4.0 Professional Profile

Our combined agencies have a comprehensive and overall knowledge of all legal requirements and standard methods, techniques and practices pertaining to the provision of services equivalent to those set forth in this RFP.

These examples are analogous to the destination brand strategy work we'll perform for Humboldt County.

- **Redding, California:** With Visit Redding moving under the Redding Chamber of Commerce umbrella, DCI developed and activated a comprehensive brand strategy to position this hidden gem in Northern California as a basecamp for outdoor adventure that features food and culture around every corner.
- **Visit Haywood County:** Funded by a 4 percent occupancy tax, Visit Haywood County (formerly Visit NC Smokies) was challenged by legislative requirements that required a portion of the tax revenue to be returned to the locality where it was generated, resulting in disjointed marketing and tactical activations. The county engaged DCI to undertake a re-branding exercise and to develop a strategic marketing and implementation plan based on a new, countywide umbrella brand. The county has contracted DCI for the next phase of implementation, including digital asset development and a paid advertising campaign.
- **Visit Raleigh:** DCI created a comprehensive brand strategy for Visit Raleigh in 2014 and was re-engaged in 2024 to reassess and refresh this North Carolina destination's marketing strategy.
- **Lexington, Kentucky:** To coalesce the nine counties surrounding Lexington and their talent attraction, DCI created the new "Greater LEX: Kentucky's Bluegrass Region" campaign that leans into and capitalizes on the existing Visit LEX brand.
- **Racine County CVB:** We developed a new brand to lean into the community's Frank Lloyd Wright heritage and a detailed marketing strategy to boost visitation to this family-friendly Wisconsin destination located on the western shore of Lake Michigan.
- **Visit Glenwood Springs, CO:** With resident sentiment towards tourism falling, we were asked to develop a bold, new strategic approach to tourism for the City, Chamber and Visit organization. The new "Resident First" strategy was adopted by the city, putting both resident sentiment on the rise as well as visitor spending in the community.
- **Grand County, CO:** After a local ordinance reallocated lodging tax funds away from tourism marketing and branding, we were asked to align community partners including the County, chambers, Winter Park Ski Resort, Rocky Mountain National Park and tourism business partners around a more focused strategy to achieve visitor spending goals.

The following pages contain specific examples of past clients' outcomes and successes that are equivalent to those set forth in this RFP.

4.0 Professional Profile

Project One: Redding, California	
Client's Name	Visit Redding
Time Period	2022-Present
DCI's Responsibilities	Research, Brand Strategy, Vision and Integrated Marketing Program
Client Contact	Danny Orloff, Tourism Marketing Director
Service Description	

The Challenge

Although Redding is home to incredible outdoor adventures – including more than 300 miles of trails and world-class fly-fishing – it's largely known as a "pit stop" between San Francisco and Portland. Eager to reinvent itself, Visit Redding tasked DCI with launching a brand that would encourage travelers to stop while traveling along the I-5 and inspire them to stay and experience everything Redding offers.

The Strategy

Develop a new brand and website for Visit Redding, based on a foundation of research that included a three-day immersion tour, focus groups and perception studies of past and prospective visitors.

Launch an integrated marketing strategy to introduce the "Redding. Set. Go." brand and position Redding as a home base for outdoor experiences in Northern California.

Key Results

- Launched a **new website for Visit Redding and within one year generated 408,037 website visitors**, of which 84 percent of them were new users versus return users, which indicated campaign efforts were reaching new markets and potential travelers.
- **Implemented a digital ad campaign** in which, during the first three months of the campaign, paid media drove 40 percent of the sessions and more than 22,800 primary conversions to the new website.
- Generated more than **18 million impressions via 66 media placements** in such target outlets as Men's Journal, Fox News and L.A. Parent.
- Created a **multichannel social media strategy for Visit Redding**, which contributed to an 8.34 percent growth rate and a 6.1 percent post-engagement rate on Instagram.
- **Facilitated five digital influencer partnerships**, resulting in 276 posts and more than 2.1 million impressions.

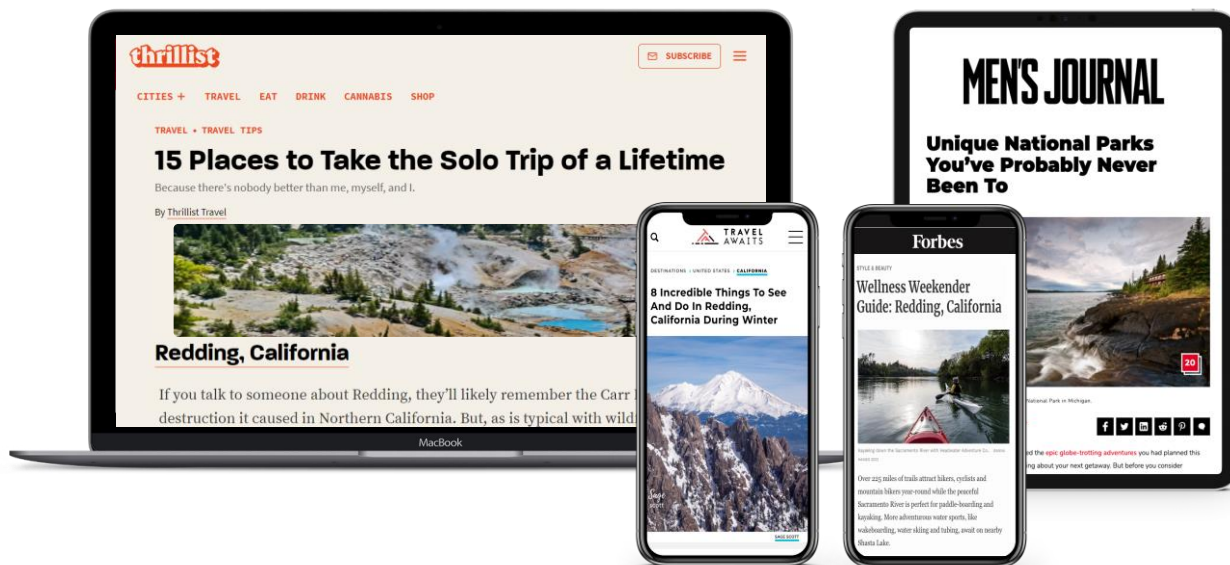
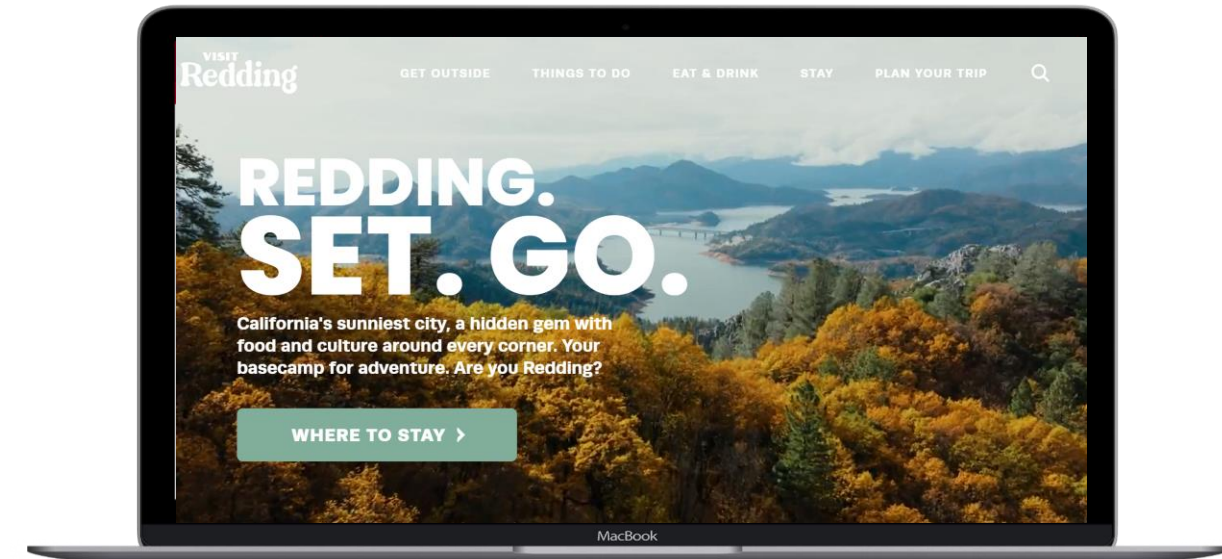
The next page shows key program metrics and examples of the creative assets developed for Visit Redding.



4.0 Professional Profile



BRAND IN ACTION



4.0 Professional Profile

Project Two: Haywood County, North Carolina	
Client's Name	Visit Haywood
Time Period	November 2023-Present
DCI's Responsibilities	Destination Brand, Marketing Strategy and Implementation
Client Contact	Corrina Ruffieux, Executive Director
Service Description	

The Challenge

Haywood County in North Carolina was struggling with a lack of awareness among visitors and with siloed marketing efforts among the destination's five mountain towns. Formerly known as Visit NC Smokies, the destination was also getting lost among a sea of other entities that use some variation of the Great Smoky Mountains in their name.

The Strategy

- Use robust research to craft a new destination brand and storytelling campaign to enhance Haywood County's visibility as a tourism destination.
- Develop a marketing strategy to unify stakeholders and partners under one umbrella brand and strategy.

Key Results

- Conducted extensive qualitative and quantitative research, including distributing three perception surveys that reached more than 1,200 past and potential visitors, 96 travel media members and 329 local stakeholders, and held a series of in-person focus groups with nearly 80 local participants.
- **Renamed the destination Visit Haywood**, replacing the confusing Visit NC Smokies.
- Developed **a new logo to serve as an umbrella brand** for the entire county.
- Created a brand concept that leaned into Haywood County's unfiltered visitor offerings and its access to natural beauty.
- Crafted key messages touting the destination's top assets, especially by leveraging outdoor assets and amenities.
- Implemented recommended marketing tactics, such as the development of digital assets and a paid advertising campaign.



4.0 Professional Profile

BRAND IN ACTION



4.0 Professional Profile

Project Three: Glenwood Springs, Colorado	
Client's Name	Visit Glenwood Springs
Time Period	April-November 2024
M2M's Responsibilities	Destination Management and Strategic Marketing Plan
Client Contact	Lisa Langer, IOM, Director of Tourism
Service Description	

The Challenge

Glenwood Springs had no previous comprehensive plan focused on managing tourism. With resident sentiment towards tourism slipping, the city needed a road map to ensure the travel economy contributes to the community's long-term sustainability by balancing growth with preservation of its unique identity and resources.

The Strategy

Review existing destination research and best practices and develop a destination management strategy that would guide the destination's development during the next three years.

Key Results

- Conducted a gap analyses by reviewing existing research and plans from Visit Glenwood Springs, the chamber of commerce and the city of Glenwood Springs.
- Emphasized destination stewardship and sustainability by developing strategic goals that aligned tourism growth with the community's priorities and resources.
- Collected and synthesized data from a survey of the tourism board and key stakeholders.
- Identified key audience segments and traveler personas.
- Engaged stakeholders through surveys, workshops and collaborative discussions, which ensured the strategic plan reflected the collective vision of the community and its leaders.
- Facilitated a half-day workshop with key stakeholders, integrated survey findings and reviewed national and statewide tourism trends to spark discussions about Glenwood Springs' future.
- Developed and delivered a multiyear strategic plan – with specific goals for Visit Glenwood Springs during the next three years – including a clear road, map and prioritized strategies that put "Residents First".
- Used economic analysis to guide the development of a budget that supported the initiatives in the strategic plan and prioritized the execution of top strategies during the first year.



05 Quality Assurance Capabilities



5.0 Quality Assurance Capabilities

A. Description of Services

Development Counsellors International is the expert on how U.S. and Canadian consumers decide on where to travel, live and work. Our specialty is marketing places – that’s all we do. Since 1960, we have helped more than 500 worldwide destinations position themselves as hubs for visitors, talent and investment. Those destination organizations include Redding, California; Raleigh, North Carolina; Fredericksburg, Texas; Haywood County, North Carolina; Racine County, Wisconsin; and Butte, Montana.

Our team stresses the importance of stakeholder and community engagement, because it enables us to hear directly from the people who know Humboldt County best and who must champion the strategy and implementation of recommended tactics. Moreover, successful community engagement generates interest and buy-in from these community members who, ultimately, will help share the county’s story and drive visitor arrivals and spend. We achieve success by winning the support of key influencers who build demand for a destination. Then we work with destinations to convert this demand into visitor arrivals.

The diagram below addresses your scope of work and details how we will develop a strategic tourism marketing strategy. During every stage of the process, we will seek input from you and your stakeholders to ensure our final product aligns exactly with your goals and objectives. Our detailed approach begins on the next page.

Our Approach for Humboldt County



5.0 Quality Assurance Capabilities

Phase 1: Review (Feb. 18–March 10)

The assignment will begin with a virtual kickoff meeting, during which we will:

- Review the scope of work outlined in the proposal
- Secure access to existing research and data available through the county, its stakeholders and its suppliers
- Provide an overview of the historical and current context of tourism marketing and strategy in the county
- Secure information about all relevant partners and stakeholders
- Obtain background information about existing tourism products, perceived gaps and planned development
- Determine the timing for the first in-person visit and immersion trip
- Explore the idea of a steering committee that will accept the plan and, ultimately, serve as the plan's ambassadors

To gain a deeper understanding of the county before the immersion tour, we will analyze all available past reports, research and data, which will allow us to identify research gaps and develop preliminary insights. Based on the outcome of the kickoff call, the consultant team will provide a stakeholder engagement strategy to be approved by the county before the immersion tour.

DELIVERABLES

- Preliminary planning call to confirm the process and deadlines
- Procurement of existing research and reports for review and analysis
- A stakeholder engagement strategy (to be approved before the immersion tour)
- Research and insights gap analysis
- Recommendation on the development of a steering committee

5.0 Quality Assurance Capabilities

Phase 2: Research (March 11-April 30)

AUDIENCE AND PRODUCT ASSESSMENT

To understand fully the factors that must be addressed in the Travel and Tourism Marketing Strategy, two senior members of the consulting team will conduct extensive destination research into and discovery of Humboldt County.

The immersion tour will be the first step in ensuring collaboration exists among gateways, tourism districts, cities and private-sector partners and that all voices – not just the loudest ones – are heard at the onset of the project.

Our research process will include:

- An immersion tour, conducted by the consultant team, that will analyze lodging, meeting and sporting facilities, the location of any proposed developments, and current attractions and experiences that influence visitors
- A “secret shopper” exercise to obtain insights into how local representatives are promoting the community to in-destination visitors
- Eight one-on-one, 30-minute interviews with the county's leadership, staff members, stakeholders and suppliers. We will work closely with the county's staff to determine whom to include in the one-on-one interviews.
- Three focus groups or workshops, to gather perceptions from a variety of stakeholders who are associated with lodging, attractions, sporting events, meeting procurement, economic development and civic organizations

BRAND AND MARKETING AUDIT

Because a key challenge faced countywide is involvement of multiple parties with disjointed marketing efforts resulting in the potential for inconsistent or diluted messaging, the team will conduct a detailed inventory of existing brand elements and marketing materials used by county stakeholders and partners. As a part of the marketing audit, we will review all secondary information and will conduct one-on-one interviews with key stakeholders and tourism partners to understand fully the various marketing messages and present best-bet recommendations for a more-coordinated, countywide approach to marketing and branding.

DELIVERABLES

- An asset and inventory report (included in the final plan), including a product gap analysis
- Results of the “secret shopper” exercise
- A summary of the interview and focus groups
- A detailed inventory and audit of existing brand elements and marketing materials currently used by county stakeholders

5.0 Quality Assurance Capabilities

Phase 3: Strategy (May 1-June 12)

Based on input from the first two phases, DCI will design a strategic destination marketing plan, implementation guide and strategic framework that include short-term and long-term goals, prioritized initiatives, timelines, budget recommendations and metrics for measuring the success and impact.

The objective of the marketing plan is to ensure the county has a unified and collaborative approach for enhancing and implementing a countywide travel and tourism marketing strategy. The core elements of the marketing plan and implementation guide will be based directly on our findings during Phase One and Phase Two. Although the final marketing plan will be highly customized to the destination, it will contain these insights:

- A detailed analysis of existing visitor demographics, tourism trends and competitive benchmarking
- An asset and inventory report, including a product and service gap analysis
- Results of the “secret shopper” exercise
- Summary findings from the interviews and focus groups
- A detailed inventory and audit of existing brand elements and marketing materials currently used by county stakeholders and partners
- Recommendations and best practices for marketing the destination, including paid media, earned media, local partnerships, activations and other tactics
- A detailed prioritization of recommended implementation tactics and the structure, budget and timeline for each recommendation (DCI will provide a minimum of two budget and structure options.)
- Recommendations for sustainable and inclusive integrations to ensure the long-term health and growth of the travel and tourism industry in the county is maintained and is accessible to everyone
- Key performance indicators and metrics to measure a successful program

DCI also will develop a strategic framework that outlines the key elements of the destination marketing plan and recommendations for collaboration among stakeholders, including tourism districts, cities, private-sector partners and gateways, to ensure mutual benefit and operational efficiency.

DELIVERABLE

DCI will submit a draft marketing plan and strategic framework for review before submitting the final report. Stakeholders and county staff will provide their input before the final plan is developed.

A detailed final report summarizing key findings and insights from stakeholder engagement, the marketing plan and strategic framework with relevant data and visuals.

5.0 Quality Assurance Capabilities

Phase 4: Rollout (June-Date TBD)

County leadership, staff members and invited guests will be invited to the official rollout of the final marketing strategy. The final report – including a summary of the marketing strategy and strategic framework – will be presented via a PowerPoint presentation at up to three meeting times.

Input will be solicited from attendees and can be incorporated into the final deliverable.

DELIVERABLE

A final report and three virtual presentations in a PowerPoint format in which the plan elements are presented to county staff members and invited guests, to achieve consensus among stakeholders and partners.

5.0 Quality Assurance Capabilities

B. Quality Assurance Capabilities

Humboldt County is at an important crossroads. Despite its robust tourism product and assets, multiple entities manage the county's branding and marketing and have no clear path forward regarding brand ownership and promotion. To ensure that no ground is lost when growing the travel economy and that resources are being optimized, a comprehensive assessment, marketing plan and strategic framework must be developed to inventory, compare and analyze the county's current marketing strategies and assets. The objective is to provide a unified and collaborative approach for enhancing and implementing a countywide travel and tourism marketing strategy.

DCI and the project team will work as an extension of your team. We view each contract as a true partnership and collaboration. To ensure all aspects of the project run as planned, DCI will:

- Conduct biweekly calls with the county to provide a status update and discuss outstanding needs
- Email a biweekly "hot list" with key action items, upcoming deadlines and deliverables and any necessary updates on the timeline
- Conduct monthly meetings with stakeholders to provide program updates and address concerns
- Schedule additional calls aligned with specific deliverables. At the onset of the project, DCI will provide a detailed timeline to ensure the project stays on time and on budget.

Robyn Domber, DCI's senior VP, will be your lead strategist and day-to-day contact. A wide variety of service-area experts will support her. Robyn and the project team will remain in close contact via email and scheduled calls to ensure the program runs as intended. With more than 15 years of destination research and marketing experience at DCI, Robyn has helped dozens of destinations attract visitors, talent and corporate investment.

A key differentiator of the consultant team is the inclusion of Mission2Market, that brings deep strategic planning and consensus building experience, and Richard Stenger, who can provide additional local insights with his in-depth knowledge of the destination and the historical context in which the strategy will be developed.

06 Cost Proposal



6.0 Cost Proposal

The cost of the 4.5-month program is estimated to be \$49,925 including all fees and expenses. A line-item budget follows on the next page.

DCI will submit monthly invoices itemizing any and all services rendered, and costs and expenses incurred, pursuant to the terms and conditions of the approved Agreement by the tenth (10th) day of each month. A final invoice will be submitted for payment within thirty (30) days after the expiration or termination date of this Agreement. Invoices shall be in a format approved, and include any and all appropriate backup documentation as specified, by Director and the Humboldt County Auditor-Controller. Payment for services rendered, and costs and expenses incurred, pursuant to the terms and conditions of this Agreement shall be made within thirty (30) days after the receipt of approved invoices.

6.0 Cost Proposal

ATTACHMENT B - COST PROPOSAL FORM

A. Personnel Costs	
Title: DCI Team Salary Calculation: Blended Rate - \$195/hr X 89.7 hours Duties Description: The DCI Team will serve as the project lead and research lead. Responsibilities include assessing current research, conducting an on-site destination assessment, and leading the overall project team to ensure milestones are met effectively.	\$17,500
Title: M2M Team Salary Calculation: Blended Rate - \$195/hr X 89.7 hours Duties Description: The M2M Team will focus on strategy and facilitation. They will provide a strategic approach to align destination partners, conduct workshops, and lead stakeholder interviews and focus groups to ensure comprehensive insights and collaboration.	\$17,500
Title: Stenger Consulting Salary Calculation: \$200/hr X 50 hours Duties Description: Stenger Consulting will act as the local insights lead. Their role includes providing essential background information and a deep understanding of the destination to inform strategic decisions and ensure local context is integrated.	\$10,000
Total Personnel Costs:	\$45,000
B. Operational Costs	N/A
Total Operational Costs:	N/A
D. Transportation/Travel	
Title: Flights Description: 4 flights at \$575 each	\$2,300
Title: Hotel Accommodations Description: 7 nights at \$200 each	\$1,400
Title: Per Diem Description: 7 days at \$75 each	\$525
Title: Rental Car Description: 7 days at \$100/day	\$700
Total Travel Costs	\$4,925
E. Other Costs	N/A
Total:	\$49,925

07 Supplemental Documentation



7.0 Supplemental Documentation – No. EDD-2025-01

Our agency embraces **SIX VALUES**
that establish a precedent for our work environment
and culture. These values guide our culture and our
approach to doing business.

EMBRACE A PASSION FOR PLACES

Serve as champions for our client communities.
Help them create jobs and build stronger
economies. Advance the profession of travel
and economic development marketing.
Make time for travel.

CHAMPION EQUITY AND INCLUSION

Be inclusive. Cultivate an equitable,
safe and transparent work environment.
Elevate diverse voices, respect diverse
perspectives, foster diversity within our agency,
our client communities and the travel industry.

PURSUE HAPPINESS

Make time for health,
a life outside of work and doing good.
Embrace life and work satisfaction.

SHARE YOUR TALENTS

Collaborate. Be a mentor.
Commit to thought leadership.
Never pass up an opportunity
to help out a colleague.

BE A KNOWLEDGE SPONGE

Ask questions. Never stop learning.
Embrace new ideas.

KEEP PROMISES

Honor your word. Be dependable.
Make responsiveness a priority.

7.0 Supplemental Documentation – No. EDD-2025-01

DCI's industry memberships include such destination-specific organizations as:



DCI team members are passionate about our calling to leverage tourism as a force for good, create living-wage jobs and improve the quality of life for residents.

08 References



8.0 References

Request for Proposals No. EDD-2025-01
Professional Consulting Services for County Wide
Travel and Tourism Marketing Strategy & Tourism Assets Study

ATTACHMENT C – REFERENCE DATA SHEET (Submit with Proposal)

REFERENCE DATA SHEET		
Provide a minimum of three (3) 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.		
NAME OF AGENCY:	Haywood County TDA/Visit Haywood County	
STREET ADDRESS:	91 N. Lakeshore Dr. Suite 2	
CITY, STATE, ZIP:	Lake Junaluska, NC 28745	
CONTACT PERSON:	Corrina Ruffieux	EMAIL: corrina@visithaywood.com
PHONE #:	828-944-0761	FAX #:
Department Name:	Haywood County Tourism Development Authority/	
Approximate County (Agency) Population:	63,000	
Number of Departments:	1	
General Description of Scope of Work:	Destination Brand, Marketing Strategy and Implementation	

8.0 References

Applicant Tracking System Implementation Date:		
NAME OF AGENCY:	Visit Glenwood Springs	
STREET ADDRESS:	802 Grand Avenue	
CITY, STATE, ZIP:	Glenwood Springs, CO 81601	
CONTACT PERSON:	Lisa Langer, IOM	EMAIL: lisa@visitglenwood.com
PHONE #:	605-645-0777	FAX #:
Department Name:	Visit Glenwood Springs	
Approximate County (Agency) Population:	10,250 (Glenwood Springs); 62,700 (Garfield County)	
Number of Departments:	1	
General Description of Scope of Work:	Review existing destination research, best practices and develop a 3-year destination management strategy	

Applicant Tracking System Implementation Date:		
NAME OF AGENCY:	Visit Redding	
STREET ADDRESS:	1321 Butte St STE 100	
CITY, STATE, ZIP:	Redding, CA 96001	
CONTACT PERSON:	Danny Orloff	EMAIL: danny@visitredding.com
PHONE #:	530-225-4433	FAX #:
Department Name:	Visit Redding	
Approximate County (Agency) Population:	92,750 (City of Redding)/ 180,400 (Shasta County)	
Number of Departments:	1	
General Description of Scope of Work:	Research, Brand Strategy, Vision and Integrated Marketing Program	

9.0 Evidence of Insurability and Business Licensure

DCI will provide certificates of the required insurance, including a certified endorsement naming Humboldt County as an additional insured, within 10 calendar days of the award of the final Professional Services Agreement.

10.0 Exceptions, Objections and Requested Changes

DCI has carefully reviewed the terms, conditions, requirements, specifications and standards set forth in this RFP and the sample Professional Services Agreement attached to the RFP. We have identified no exceptions, objections or requested changes to any portion of this RFP or the sample Professional Services Agreement.

11.0 Required Attachments

All required attachments have been submitted in the appropriate sections as noted below.



Thank You

Development Counsellors International (DCI) would like to thank Humboldt County for the opportunity to respond to your request for proposal. We are confident that we will bring the deep expertise and experience needed to help drive additional visitors and visitor spend to your destination.

We welcome the chance to discuss the proposed scope of work at your convenience.

