



COUNTY OF HUMBOLDT
County Wide Travel & Tourism
Marketing Strategy
1.22.25

Creative Marketing | Strategic Communications



1. INTRODUCTION: WHERE BIG ADVENTURES BEGIN

Humboldt County feeds the curious spirit. From soaring redwoods that steal your breath to historic towns that steal your heart, it's a place full of wonder — and maybe even an elusive giant. Woven together, the diversity and quality of attractions make Humboldt County unforgettable for much more than its trees. Our job is to create a tourism marketing strategy that promotes the entire experience and elevates interest in all County attractions.

Deep Tourism Experience

JayRay is a full-service agency with deep experience in tourism. We help destinations tell their unique stories from the rainforests of the Olympic Peninsula to the deserts (and rivers and lakes) of Yuma, Arizona. We have also worked with regions in Oregon and Washington to develop collaborative tourism brands and messaging strategies. We regularly attend tourism conferences and are involved at the board level in Washington state tourism.

+ *Humboldt's giant redwoods draw in visitors. What's beyond provides them with reasons to return again and again.*

Skilled Collaborators

At JayRay, we are known for our ability to bring groups together for collective work. We like to think it's because we listen, ask probing questions and create a respectful, engaging environment. Sometimes, we suspect, it's just very helpful to have an outside third party offer unbiased support. We work diligently to help all contributors feel heard and to capture and consolidate ideas and feedback to ensure the end plan has buy-in from the organizations essential to its success.

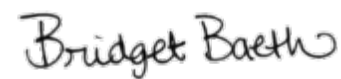
We are excited about this opportunity. Sprinkled throughout this proposal are photos of our own family vacations to Humboldt County. Thank you for the opportunity to work alongside you, and please let us know when the Samoa Cookhouse plans to reopen.

Sincerely,



Joyce Glavish
Senior Advisor

JGlavish@JayRay.com
253.391.8526



Bridget Baeth
Principal

BBaeth@JayRay.com
253.722.2690

2. 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:	JayRay Ads & PR
STREET ADDRESS:	1102 A Street Suite 300, #311
CITY, STATE, ZIP:	Tacoma, WA 98402
CONTACT PERSON:	Joyce Glavish
PHONE #:	(c) 253.391.8526
FAX #:	NA
EMAIL:	jglavish@jayray.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.

Bridget Baeth 1/21/25
 Signature Bridget Baeth Date 1/21/25

Name _____ Date _____
 This agency hereby acknowledges receipt / review of the following Addendum(s), if any
 Addendum # [1: Q&A] Addendum # [] Addendum # [] Addendum # []

Insert RFP # Request for Proposals No. EDD-2025-01

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4. PROFESSIONAL PROFILE

7.5 A.1 – A.2.a-d

**Organizational Overview and
Mandatory Requirements Statement**

4. ORGANIZATIONAL OVERVIEW

A.1. **Address:** JayRay Ads & PR
1102 A Street
Suite 300, #311
Tacoma, WA 98402

Mission: We are dedicated to clients' success, helping them communicate effectively. We partner with clients who make a difference for their employees, customers and communities.

Licenses: UBI: 600-075-129, EIN: 91-0883067, DUNS: 058358334

Structure/Staff/Annual Budget: We are a corporation with a staff of 11 and an annual budget of \$1.7 million.

A.2.a **JayRay was founded in 1970.**

We foster continuing innovation and high-quality performance through:

- Ongoing agency-funded professional development.
- A collaborative environment alive with brainstorming.
- Employee teams advancing our AI and DEI understanding.
- A culture of strategy. Our motto is Creativity with a Purpose and a Plan.
- We monitor performance through scheduled client check-ins, data-based reporting, an annual client survey and performance in award competitions. We hold weekly all-staff production meetings and use weekly timesheets to monitor schedules and budgets closely.

A.2.b **We have done business as JayRay Ads & PR since 1996.** We started business as Glen Graves Advertising, then Jacobson, Ray, McLaughlin, Fillips. Today we go by JayRay.

A.2.c **We have been providing destination tourism planning for 11 years.**

A.2.d. **We provided tourism marketing planning services to over 20 government entities, many of whom are long-term clients.** Over the years, we have provided in-depth marketing audits and planning services to scores of cities, counties, public colleges, transit agencies and other public agencies. Most recently we completed a major marketing audit and marketing communication plan for the City of Tacoma, the third-largest city in the state of Washington.

4. ORGANIZATIONAL OVERVIEW, continued

- A.3 JayRay has **not** been involved in any litigation regarding the provision of services equivalent to those set forth in this RFP.
- A.4 JayRay has **not** been involved in any fraud convictions.
- A.5 JayRay has **no** current or prior debarments, suspension or other ineligibility to participate in public contracts.
- A.6 JayRay has **not** been in violation of any local, state or federal regulatory requirements.
- A.7 JayRay has **no** controlling or financial interest in any other organizations, nor does any other organization have a controlling or financial interest in JayRay.



MANDATORY REQUIREMENTS STATEMENT

1. JayRay was founded 55 years ago in Tacoma, WA. Tourism marketing has been a core strength for the past 11 years with clients in four western states.
2. We are familiar with California's laws and policies that encourage sustainable tourism and community engagement. We are particularly sensitive to the need to consult with local tribes regarding Humboldt's natural and cultural assets because we also operate in a region of rich tribal culture.
3. JayRay currently supports eight tourism destinations and is familiar with community tourism best practices. Several of our clients, such as the Olympic Peninsula, are collaborative, regional efforts.
4. We foresee no problem in accessing the data and stakeholder input needed to create an effective and widely-supported tourism marketing strategy.
5. We are known for our ability to take complex ideas and make them understandable and for the strength of our collaborative work. We have led many collective marketing efforts and know the value of good agendas, engaging activities, data-backed presentations and meeting wrap-ups that highlight action steps.
6. We have an experienced tourism team led by our principal who currently sits on the Washington State Tourism Board. See bio section.



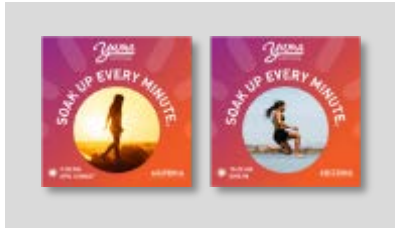


4. PROFESSIONAL PROFILE

7.5B 1-6

**Overview of Qualifications and
Experience**

A LITTLE ABOUT JAYRAY



ADVERTISING & MARKETING



PR & SOCIAL MEDIA



BRANDING & IDENTITY



GRAPHIC DESIGN



STRATEGIC COMMUNICATION



DIGITAL & WEB DEVELOPMENT

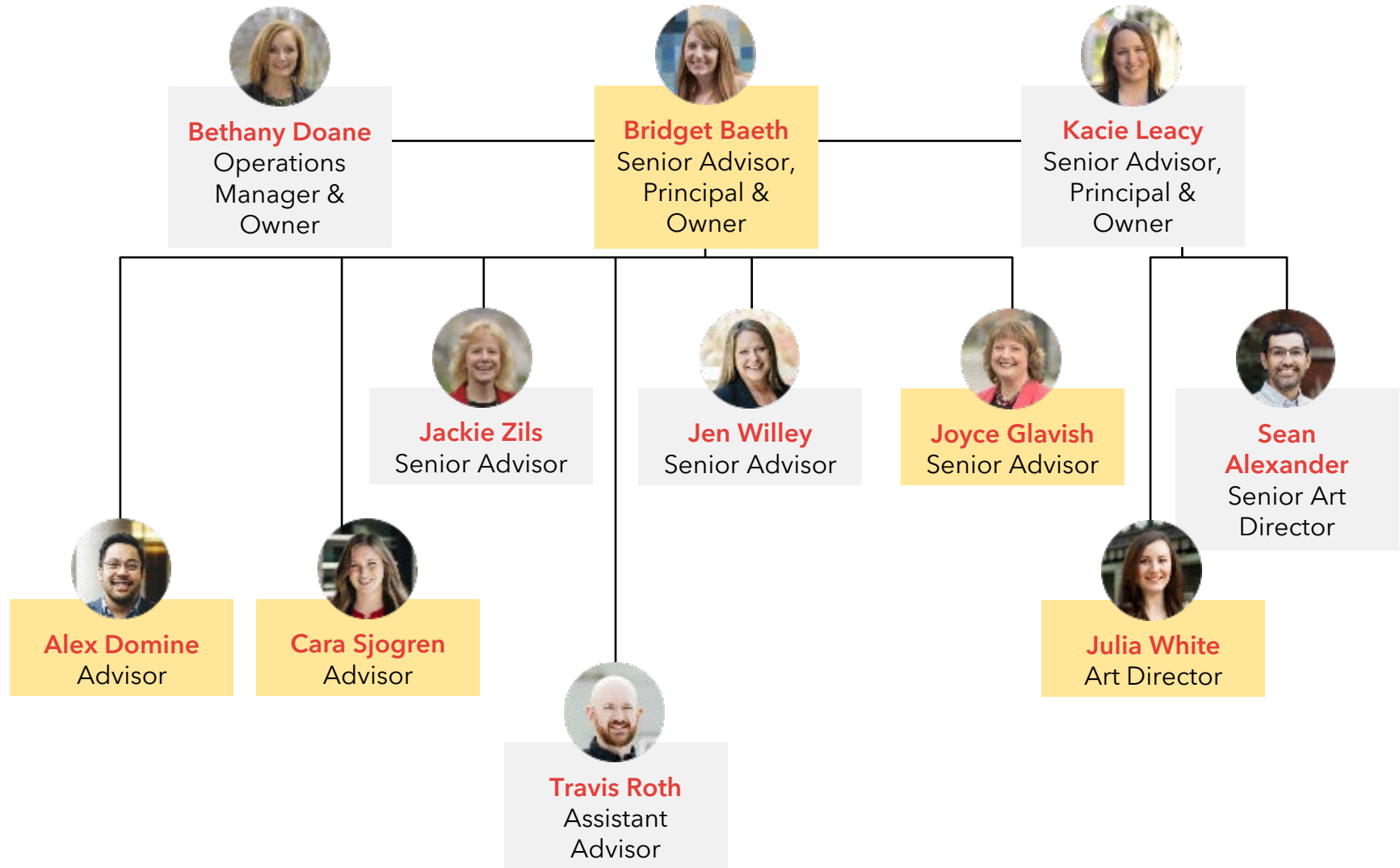
We are a full-service agency with strong tourism experience.

What We Do:

- + Branding and visual identity
- + Messaging and PR strategy
- + Strategic communication programs
- + Collateral development, print and digital assets
- + Social media strategy and channel management
- + Advertising
- + Media pitching and hosting
- + Blogger and media relations
- + Issue management
- + Internal communications
- + Content strategy and creation
- + Research and planning
- + Promotions and events
- + Art direction and graphic design
- + Video storytelling
- + Website design and development
- + Search engine marketing (SEM)

B.1 ORGANIZATION STRUCTURE

The following shows our management structure, with your team highlighted. We do not anticipate using subcontractors for this work. Details on your team members follow.



B.2 YOUR TEAM

STRATEGIST



Bridget Baeth

Senior Advisor & Principal

Marketing pro. Brand advocate. Trend spotter. With a sharp design eye and a talent for spot-on messaging, Bridget is equipped with a custom set of finely honed and expertly deployed tools and a finger on the latest and greatest. She builds brands that connect with communities, believes in the power of storytelling and helps organizations articulate powerful narratives. With a true love for Pierce County, Bridget was an original force behind the branding and and PR that put it on the map as a travel destination. She currently serves on the board of the State of Washington Tourism.

Related Experience:

- Leads the tourism team
- Current and recent clients include Yuma, AZ; Olympic Peninsula; Gilbert, AZ; Wilsonville, OR; Kent, WA;
- Big Sky, MT; Gig Harbor, WA; Kittitas County, WA; Forest Grove, OR
- Serves on the Washington State Tourism Board

PROJECT MANAGER



Joyce Glavish

Senior Advisor

Spend five minutes talking business with Joyce and you'll feel smarter. She has the experience to wrestle complex issues to the ground until they're simple enough to connect with people. Joyce is a seasoned, flexible strategist with good PR sensibilities, whose work has spanned winning public support for new hospitals, planned communities and public transportation. Even when Joyce isn't building integrated programs for a client, she's always building something ... on the weekends you can find her building furniture with her husband in their woodshop.

Related Experience:

- Conducted research and planning for Kittitas County's five-year strategic tourism marketing plan
- Conducted marketing audits and plans for the cities of Tacoma and Federal Way and United General Hospital District 304



B.2 YOUR TEAM, continued

DIGITAL SPECIALIST



Cara Sjogren

Advisor

Give Cara an opportunity and she hits it out of the park. To learn Spanish, she went to Spain. To strengthen social media insights, she joined her college athletics department (and increased their engagement by 40%). To give back, she joined the Peace Corps in Peru. She brings the same drive to her work. Her magic is taking content ideas to the next level and sharing fresh yet practical solutions on the spot. Though Cara's passport stamps include four continents, her Pacific Northwest roots run deep. Hiking was a favorite excursion as a Pacific Lutheran University student, camera always at the ready.

Related Experience:

- Project manager for Explore Wilsonville, Discover Gilbert and Rural Economic Alliance (REAL)
- Leads social media strategy for multiple accounts
- Content creator, photographer

RESEARCH SPECIALIST



Alex Domine

Advisor

Alex's mastery of communication is equal parts art and science. As a former marketing director and public affairs strategist, he put his broad range of skills to work to further operational, legislative and fundraising priorities in education and nonprofit organizations. He has the smarts and heart for advising nonprofit organizations, including strategic communications and website refresh for the Metropolitan Development Council. Alex serves on the City of Tacoma Events and Recognition Committee and volunteers with groups advocating for human rights and children with special needs.

Related Experience:

- Project manager for Visit Gig Harbor and Discover Forest Grove
- Project manager for the City of Tacoma marketing audit and plan
- Skilled at building collaboration and community outreach



B.2 YOUR TEAM, continued

CREATIVE



Julia White

Art Director

Julia is the type of creative who believes design is simply art plus strategy. It's no surprise then that her forté lies in user-centered design that blends creativity with purpose. From web accessibility to user experience design, Julia ensures every experience is as inclusive as it is engaging. Her talents don't stop there—her knack for illustration and motion graphics allows her to deliver cohesive, dynamic visuals that resonate across industries. Her experience in both nonprofit work and large industrial companies gives her a well-rounded edge. When she's not designing, you can find her seeking her next burst of inspiration, whether belting karaoke at a local dive or soaking up the Pacific Northwest off-grid.

Related Experience:

- Lead art director for current and recent clients including Olympic Peninsula; Gilbert, AZ; Wilsonville, OR; Kent, WA; Gig Harbor, WA; Forest Grove, OR
- Trained in accessible design and user experience, especially for website design



B.3 JAYRAY EXPERIENCE

Destination Marketing Strategy

A strong travel and tourism strategy brings communities together, fuels local economies and creates lasting memories for those who visit. It ensures that tourism benefits everyone, from small business owners to future generations, by preserving what makes the region special while sustainably sharing it with the world.

Ultimately, it's about building pride, belonging and a sense of place that resonates long after visitors leave.



Destination Marketing Organizations

JayRay partners with DMOs within chambers, cities, counties and regions to audit tourism brands/assets and develop strategic marketing plans, including:

- Discover Forest Grove (in progress)
- Discover Gilbert
- Explore Wilsonville
- Kittitas County Chamber - My Ellensburg
- Olympic Peninsula Tourism Commission
- Tacoma South Sound Sports Commission
- Visit Big Sky
- Visit Kent
- Visit Yuma

City Government & Economic Development Groups

JayRay collaborates with cities and organizations focused on economic development with a tourism component. Here are a few we've supported:

- City of Astoria
- City of Fife
- City of Monroe
- City of Pasco
- City of Renton
- City of Tacoma
- Parks Tacoma
- Pierce County
- Rural Economic Alliance

B.3 JAYRAY EXPERTISE

What makes a place a great place to live — makes it a great place to visit.

Stunning natural beauty, thriving arts, fresh North Coast cuisine, a rich heritage and amazing recreational opportunities give visitors to Humboldt County abundant reasons to return again and again. Sadly, too many never make it beyond the redwoods.

As amazing as the trees are, let's make sure visitors know about all the County has to offer. Over 40% of travelers seek off-the-beaten-track places. We'll reveal hidden gems through new tourism packages and promotions and focus on off-season travel — when your industry needs marketing the most.



What happens when you look at your community through the eyes of a visitor?

You find joy in discovering new things. We can see the destination with fresh eyes. Creative ideas begin to flow. While the destination may look the same to you, it starts to feel different.

Exploration:

We begin our partnership with an exploratory visit of Humboldt County for a first-hand experience of your top list of things to do, food to try and beds to crash in. We look for unnoticed splendor, meeting locals along the way. We consider this a crucial part of the process, and there's no charge for our time!



B3. JAYRAY STRATEGY: YOUR VISITOR'S JOURNEY

For Humboldt County, connecting with your audience at every stage of the travel journey is vital.

Destination marketing is about inspiring the right person with the right message, at the right time. Through research, we learn what motivates and interests those most likely to visit, revealing opportunities that guide us through developing your bespoke strategy.



DREAMING

Awareness

Inspire people to travel; drive brand consideration.



PLANNING

Engagement

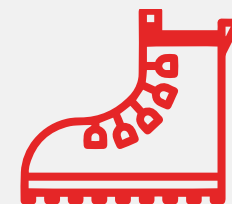
Make it easy to act on any device or channel.



BOOKING

Conversion

Provide clear benefits and incentives to choose Humboldt County.



EXPERIENCING

Loyalty

Create an exceptional experience they'll share with others.

B3. JAYRAY STRATEGY: EXTEND STAYS

For every one hour traveled, visitors
need four hours of activity.



B3. JAYRAY STRATEGY: RESEARCH & DATA

Investing in research and sourcing data is key to our approach to strategy development, performance measurement and optimization processes.

Every day, we have our hands in Smith Travel Research, geolocation technology, state and national travel trends, industry conferences and association connections. Our clients receive insights from these resources, which drive action — shaping decisions, driving change and enhancing outcomes.



What if you could clearly track the success of your campaigns?

Your board and funding partners would be delighted. Leveraging geolocation technology, we can help you understand visitation to your destination and the direct impact advertising efforts have on not only hotels but the community overall.

Success snapshot:

Geolocation campaigns with three destination partners ran 90 days during shoulder seasons, making a big impact:

- \$100: \$1 est. return on ad spend
- 94,191 total trips
- 74,829 room nights booked
- \$14,012,400 destination impact
- 21,764,455 total impressions



B5*. KNOWLEDGE OF LEGAL REQUIREMENTS ASSOCIATED WITH TOURISM MARKETING

In our work, we must be aware of legal requirements associated with marketing in general and with tourism marketing. The following is not meant to be an exhaustive list of regulations, but rather a roundup of guiding principles:

- JayRay is aware of and follows regulations around intellectual property, including the use of photography and content.
- We are aware of the laws of public disclosure and operate regularly in city and county public environments.
- We are aware of the laws regulating public photography and videography. We go beyond the law to protect the identities of individuals, especially children, unless we have signed a formal photo release form from them.
- We are aware of the need to promote sustainable tourism to meet visitor expectations and align with environmental, historical and cultural preservation goals. We understand that it will be important to consult with the caretakers of these assets including local Native American tribes.

*Note that there was no B4 in the RFP.

B6. KNOWLEDGE OF STANDARD METHODS, TECHNIQUES & PRACTICES APPLICABLE TO RFP

In the following section, we will discuss our approach, which will demonstrate our knowledge. The following is a roundup of some of the strengths that help us excel in this work.

- We are experts in tourism marketing. We evaluate our marketing efforts based on room bookings, lodging impact and return on investment. We know what works and our long-term client relationships reflect that.
- Our team is skilled in all areas of marketing implementation, from social media content creation and travel influencer management to earned media and advertising.
- Research is important to us. We like to start projects with a series of interviews with key stakeholders and a survey of visitors and potential visitors.
- In the end, the marketing plan has to work for local stakeholders. We understand you are the experts in your locale. We appreciate that each group has its own constituents it must consider. We believe in the power of collaboration and the importance of stakeholder buy-in. We are recommending an ad-hoc tourism marketing team to guide the planning effort. We have the tools and experience to lead this group through engaging exercises to come up with meaningful contributions to this work.





5. QUALITY ASSURANCE CAPABILITIES

7.6A-B Description of Services and Quality Assurance Capabilities

A. DESCRIPTION OF SERVICES AND APPROACH

Good plans result from thorough discovery. JayRay would provide all the services outlined in the RFP, starting with research:

- Develop a comprehensive inventory of your tourism assets through secondary research and a two-day familiarization trip. We would waive our professional fees for the FAM tour.
- Review the Humboldt County Visitors Bureau's current tourism efforts, including its website, social media, advertising and guides, looking at content, functionality and analytics.
- Conduct a competitive brand analysis of your Visitors Bureau and four similar destinations to assess positioning.
- Audit tourism marketing of up to six other local stakeholders, reviewing websites and social media. Identify themes and opportunities.
- Conduct up to 12 virtual interviews with key stakeholders to better understand their unique needs, perspectives and opportunities for collaboration.
- Conduct an online survey of visitors to VisitRedwoods.com and those who have requested a visitor's guide in the past 12 months. Seek to add the survey to other local tourism websites and send to partner lists.





Sample Planning Workshop Agenda

DAY 1

9:00 a.m.	Review goals, brand vision exercise
9:30 a.m.	Where are we at now: Review current marketing efforts
9:45 a.m.	Executive interviews: Themes and opportunities
10:45 a.m.	Market segmentation and survey results
11:30 a.m.	Tourism trends
11:45 a.m.	Lunch
12:45 p.m.	Inspiration break - What are other destinations doing?
1:15 p.m.	Strategy discussion/building of "strategy board" <ul style="list-style-type: none"> • Exercise - High Impact/High Cost/Low Impact/Low Cost • Overpopulate the strategy board with ideas • SWOT exercise: Intersections for strategies • Prioritize ideas based on SWOT intersections
3:15 p.m.	Break
3:30 p.m.	Success indications and measurement

DAY 2

9:30 a.m.	Identify key initiatives
10 a.m.	Discuss needed resources and collaboration
11 a.m.	Look back at the brand vision statement
11:15 a.m.	Wrap up and next steps

A. SERVICES/APPROACH, continued

To develop a tourism marketing plan with a shared vision and countywide buy-in, we will work with county staff to form an ad-hoc planning team that includes key tourism stakeholders. This team will meet virtually (or potentially in person during our FAM trip) for a kickoff meeting, in person for a planning workshop, and virtually for a strategy review and feedback session before the plan is finalized.

The kickoff will precede the research phase to gain input on interviewees, survey questions and destinations for competitive analysis.

Once the research and analysis are complete, we will convene tourism stakeholders for a one- to two-day planning workshop. We will share research findings, including interview themes, competitive analysis highlights and online survey results. The group will engage in exercises to generate ideas, identify impactful strategies and build a framework for cohesive county tourism marketing.

With this input and our creative recommendations, we will craft the marketing strategy, including goals, activities, timeline and budget and share it for feedback with the team before finalizing.

The final review and approval of the plan will come from county staff and leadership. In addition to the completed plan, we will prepare an executive summary presentation and handout suitable for ease of sharing the plan with leadership and stakeholder groups.



A. SERVICES/APPROACH, continued

The RFP asks how JayRay will add value to the services provided. Our response reinforces themes mentioned on previous pages:


- JayRay brings the value of seeing Humboldt County through a visitor's eyes. Although we have been there several times recently, we are not from the area, and we offer unbiased observations.
- We bring tourism expertise from our work in four other states. Two clients, Olympic Peninsula and Big Sky, benefit from having nearby national parks, yet they are so much more than the parks. In this way we have like-experience to share.
- Listening is a core skill for us. Collaboration comes naturally to us from an inherent respect for all contributors, and the ability to listen and help frame constructive discussion.
- Our tourism marketing is founded on good data. Our use of STR and Datafy has honed our ability to build tourism plans that return economic results.
- We know there needs to be a balance between good process and good fun. This is serious economic development work, and those involved need to feel engaged and energized by it. In short, there needs to be some fun, and we will bring it!

A. SERVICES/APPROACH: DETAILED WORK PLAN

In the tourism marketing strategy, we will provide a detailed work plan that outlines a schedule for the work.


We anticipate this will include website enrichment, a social media strategy, paid advertising, earned media, a visitor's guide and collaborative efforts on attractions and events with local cities, chambers, art, history and cultural organizations, tribes and others that surface during the planning process.

Below is an example page from one of our tourism work plans.



Social Media

2022-2023



INITIATIVE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	ROLE
Develop social media strategy and plan by channel (content focus; brand voice; frequency; editorial calendar; boosted posts...)													JayRay
Prioritize social media channels, doing what we can do best, consistently (4 channels instead of 6?)													Visit Yuma + JayRay
Develop social media templates for visual consistency across channels/posts (Canva)													JayRay
Create animated posts (Canva) to increase reach and engagement													JayRay

VISIT YUMA

MARKETING PLAN 25

A. SERVICES/APPROACH: IMPLEMENTATION BUDGET

The plan will include a detailed budget that outlines costs for all elements of the plan including advertising campaigns, website improvements or new landing pages, social media influencer budget, cost of creation and printing of the visitor's guide, video and other identified needs.

Below is an example section from one of our tourism plan budgets. In this case, JayRay was doing implementation and so budgeted accordingly.

SOCIAL MEDIA SERVICES		Budget	Q1	Q2	Q3	Q4
Write social media content and post 3 times per week on Instagram and Facebook; leverage hotels packages and deals content.			x	x	x	x
Community management and engagement on Instagram and Facebook (schedule/post content, grow followers, respond to posts and proactively engage, upload events, curate photos from followers).			x	x	x	x
Social media giveaway (shoulder-season campaign) to promote events and grow page followers.			x			
Ad allowance (\$200/month) for boosted posts/page ads on social media to drive visits to hotels and basecamp webpages.		\$2,400	x	x	x	x
SUBTOTAL	\$	24,450				
MARKETING SERVICES		Budget	Q1	Q2	Q3	Q4
Geolocation data subscription (12 months) with Datafy to track visitors from 50+ miles away. Includes 5 clusters, dozens of geofenced points of interests (hotels, sports, outdoor recreation, shopping, downtown) and monthly measurement dashboard from Datafy.		\$ 15,192	x	x	x	x
Continue geolocation campaign (using creative from 2022) to promote overnight stays (update landing page and photography seasonally).				x		x
Ad allowance for geolocation marketing campaigns (using geolocation data) to target past/look-alike audiences.		\$ 24,000	x			x
Geolocation data analysis, coordination and reporting (ongoing)			x	x	x	x
SUBTOTAL	\$	50,552				



A. SERVICES/APPROACH IMPLEMENTATION PLAN

We will provide an actionable plan that has been developed collaboratively. It will cover county tourism needs, assets, available budget, staffing and partnership resources. Our goal is to deliver a plan that can be immediately put to action. Some of what you can expect:

- Situation and executive summary of research
- Pertinent travel trends
- Strategic goals and measurable objectives
- Visitor personas
- Target markets
- Key initiatives related to:
 - Brand messaging
 - Advertising (and likely video development)
 - Media relations
 - Social media
 - Website and landing pages
 - Visitor guide/materials
 - Partnerships
 - Aspirations beyond current budget
- A workplan schedule with roles defined
- Detailed budget

We understand not everything can be done in the first year. We will recommend phasing of important initiatives that may need to be implemented over time.



B. QUALITY ASSURANCE: MITIGATING CHALLENGES

The RFP asks what JayRay sees as necessary to successful completion of the project and what challenges we may face. Our experience in these projects suggests:

- The greatest need and challenge is true collaboration and buy-in from stakeholders. Every organization in Humboldt County has its own needs and constituents. It is important to establish from the beginning the value of a collaborative effort — more impact without greater expenditures. The goal is not to compete for visitors but to encourage visitors to stay longer by making planning easier and featuring curated experiences that take visitors to multiple destinations throughout the county. We will spend time establishing an understanding of this goal.
- Keep the energy for collaboration high by making sure everyone feels heard, keeping the time commitment short and facilitating a thought-provoking and enjoyable planning workshop. We find it is helpful to interview stakeholders individually first to give them a chance to share thoughts one-on-one. This allows us to pull themes from these conversations to frame the overall group discussion.
- Moving a collaborative process forward does not mean unanimous agreement. There will always be someone who is not in agreement with the rest of the group. We set the expectation that we need 80% of the group to be at least 80% on board with what is being proposed. We take the time to understand what it would take to move people to that level of agreement, but we do not allow meetings to stall.
- We know there will be unknowns for us to navigate. Whether it's group dynamics or needs beyond our scope that we must consider, we will remain flexible. The approach in this proposal, for example, is our recommendation based on what we know today. We may learn through further discussion that more meetings are needed or that there is an existing tourism team that can help guide our work. We are flexible.
- Five years ago we might have been concerned about the travel necessary to meet your needs. Today we are confident that two in-person trips (the familiarization trip and the workshop) and virtual meetings will allow us to fully engage with county staff and stakeholders. Many people appreciate the time efficiency of virtual meetings even if they are located in the same county.



B. QUALITY ASSURANCE: PROJECT MANAGEMENT

- Your work will be led by a single point person, Joyce Glavish, who will be responsible for project management.
- We will develop a specific schedule in conjunction with county staff. This can be created on a shared document in Smartsheet or a similar platform or through a weekly updated spreadsheet.
- We will set standing biweekly virtual meetings, with weekly email updates to track progress.
- We manage through a project work plan, weekly production meetings and internal status checks via Teams.
- We monitor budgets with the help of software that tracks each quarter hour spent on the project.

FEB.–MARCH	APRIL	MAY	JUNE
DISCOVERY	ANALYSIS & INPUT	PLANNING	PLAN LAUNCH
<ul style="list-style-type: none"> • Develop workplan. • Tour Humboldt County, develop inventory of tourism assets. • Lead Tourism Team kickoff meeting. • Conduct marketing audits and analyze available analytics and data. • Conduct surveys. • Conduct interviews. • Conduct competitive analysis. 	<ul style="list-style-type: none"> • Synthesize findings of research and data analysis. • Lead Tourism Team workshop. • Recap workshop themes and insights and share with team. 	<ul style="list-style-type: none"> • Develop county tourism marketing strategy. • Lead Tourism Team plan review and feedback session. • Adjust and finalize tourism marketing strategy. • Working with county staff, finalize timeline and budgets for implementation of marketing activities. 	<ul style="list-style-type: none"> • Support county staff to share tourism marketing information: <ul style="list-style-type: none"> – Prepare a plan presentation for use with county leadership, local chambers and other key stakeholders. – Create a one-page information sheet that highlights county tourism statistics, plan goals and key plan activities.



B. QUALITY ASSURANCE: SUBJECT MATTER EXPERTISE, STAFF CONTINUITY, TIMELY PERFORMANCE

The RFP asks how JayRay will ensure subject matter expertise, staff continuity and timely performance.

- We will ensure we have a good understanding of Humboldt County by undertaking a two-day familiarization (FAM) trip, by doing comprehensive asset and marketing audits and engaging with tourism leaders throughout the county. We waive professional fees for the FAM trip.
- The team will be led by two of our most senior advisors. Bridget is a principal of the firm and will be leading strategy. She has been with the firm for 11 years and an owner for more than eight years. Joyce, who will be the project manager, has been with the firm for nearly nine years. Cara and Alex have both been with the agency for about four years and are strategists and project managers as well. All four have led similar work in the past and we back each other up should someone be ill, on vacation or otherwise temporarily unavailable. We do not foresee any staffing changes.
- We have discussed our project management methods and scheduling. It might be useful to know we also use online tools during meetings that allow for instant and private voting or sharing of ideas. This helps move discussions forward and allows everyone to contribute when they may feel inhibited in a group setting.



B. QUALITY ASSURANCE: PERSONNEL AVAILABILITY AND COMMUNICATION

The RFP asks how JayRay will ensure the availability of key personnel, and the expected communication channels between us and the county will ensure that services equivalent to those set forth in this RFP will be performed to the county's satisfaction, including, without limitation, how potential problems and/or disputes will be resolved.

- Joyce will be your day-to-day point of contact and will respond to emails, phone or texts same day unless away or on vacation. Any time Joyce is away, Bridget will be your point of contact. Bridget and Joyce will take part in the FAM trip, client strategy meetings, the ad-hoc travel team meetings and planning workshop and a presentation to leadership if needed. Cara and Alex will support research and planning, stepping in as needed for meetings.
- We typically use email, phone and virtual meetings as our main channels of communication. We adapt to our clients' preferences. We anticipate a standing biweekly meeting that follows an agenda we will send in advance. We follow up meetings with a recap email with action items called out. On the weeks we do not have our standing meeting, we will send out a Monday email outlining the activities for the week and any outstanding action items.
- Our meetings start with a brief look at project status to show where we are on schedule.
- When we face obstacles — lack of participation, lack of response to emails, etc. — we typically make a call to the client to address the sticking point. If we have not heard from a client, it is often because they have a work or life issue or there's a challenge with the project. We find it's best just to pick up the phone (scheduling as necessary) and take a few minutes to problem solve. Maybe they just need help sending out a team email or maybe we need to do a better job explaining an approach.
- We work hard to not to surprise clients. In this way there are very few, if any, disputes. If there is a question, it is usually about what is in scope or out-of-scope of the project. Being very clear about scope and budget from the beginning avoids this issue. We also are flexible about changing the scope as long as it is documented in writing and we can find savings in other areas of the budget to cover the new need (or if the client agrees to extend the budget to cover it.)





6. COST PROPOSAL



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

ATTACHMENT B – COST PROPOSAL FORM
(Submit with Proposal)

Itemize all costs that will be incurred by the County for the provision of services equivalent to those set forth in Request for Proposals No. EDD-2025-01 Price Quotes shall include any and all costs associated with the provision of such services. A narrative should be attached to clarify any pricing data submitted.

A. Personnel Costs	
Title: Principal Salary Calculation: \$210/hr x 74 hours Duties Description: Led strategy and planning	\$15,540 \$0.00
Title: Senior Advisor Salary Calculation: \$200 x 62 hours Duties Description: Daily point person, planning, project management	\$12,400 \$0.00
Title: Advisor & Designer Salary Calculation: \$185 x 88 hours Duties Description: Research, analysis and planning	16,280 \$0.00
Total Personnel Costs:	\$0.00 \$44,220
B. Operational Costs	
Title: Survey incentive Description:	\$0.00
Title: Description:	\$0.00
Title: Description:	\$0.00
Total Operational Costs:	\$0.00
D. Transportation/Travel	
Title: FAM trip and workshop trip expenses Description: Airfare, car rental, hotel & meals for two people & workshop team lunch	\$0.00 \$5,500
Total Transportation/Travel:	\$0.00
E. Other Costs	
Title: Survey incentive Description: Gift card for travel	\$0.00 \$240
Total Other Costs:	\$0.00
Total:	\$0.00 \$49,960

HOW WE BUDGET

JayRay budgets by first developing a detailed scope of work and estimating the number of hours required to complete the work by the appropriate team member. This allows us to create accurate budgets that are easy to track against the number of hours spent by each team member. The following is an example of that process.

	Budget	Total	Total	Alex/ Cara	Hours	Total	Joyce	Hours	Total	Bridget	Hours	Total	Julia	Hours
TASK 1		\$2,470	\$1,110	\$ 185	6	\$ 200	\$ 200	1	\$ 420	\$ 210	2	740	185	5
TASK 2		\$1,890	\$ 740	\$ 185	4	\$ 200	\$ 200	1	\$ 210	\$ 210	1	740	185	4
subtotal	\$4,360													



SCOPE OF WORK

Phase 1: Discovery

- Conduct two-day familiarization (FAM) trip. JayRay will waive professional fees but include expenses for the trip. (\$2,500)
- Lead kickoff meeting and create workplan. We can hold the kickoff in person if held during the FAM trip. It will be virtual if it is held after the FAM trip. (\$1,455)
- Develop a comprehensive inventory of tourism assets. (1,785)
- Review the Humboldt County Visitors Bureau's current tourism efforts, including its website, social media, advertising and guides. We will review content, functionality and analytics. (\$1,825)
- Conduct a competitive brand analysis of the Visitors Bureau and four similar destinations to assess positioning. (\$1,785)
- Audit tourism marketing of up to six other local stakeholders, reviewing websites and social media. Identify themes and opportunities. (\$2,260)
- Conduct up to 12 virtual interviews with key stakeholders to better understand their unique needs, perspectives and opportunities for collaboration. Includes developing question guide. (\$2,470)
- Conduct an online survey of visitors to VisitRedwoods.com and those who have requested a visitor's guide in the past 12 months. Email and website pop up. (\$2,940)
- Travel coupon to incentivize survey. (\$240)
- Meetings and project management during the discovery phase (\$1,640)

Subtotal: \$18,900



SCOPE OF WORK (continued)

Phase 2: Analysis and Input

- Synthesize findings of research and data analysis into a report that can be presented to the tourism team. (\$2,040)
- Plan the tourism team's one- to two-day workshop, including a vision exercise, strategy exercises, a brand message discussion and highlights from other destinations. (\$3,280)
- Conduct the two-day tourism workshop. (\$6,560)
- Tourism workshop expenses. (\$3,000)
- Recap workshop themes and insights and share with tourism team. (\$610)
- Meetings and project management during analysis phase. (\$820)

Subtotal: \$16,310



SCOPE OF WORK (continued)

Phase 3: Planning

- Develop county tourism strategy/plan. (\$5,040)
- Hold Tourism Team plan review and feedback session. (\$1,190)
- Adjust and finalize tourism marketing strategy, working with county staff to finalize activities, timeline and budget for implementation. (\$3,340)
- Meetings and project management during planning phase. (\$820)

Subtotal: \$10,390

Phase 4: Launch

- Prepare plan presentation for county and stakeholder leaders to share. (\$2,470)
- Develop one-page fact sheet on tourism and marketing plan highlights (\$1,890)

Subtotal: \$4,360

PROJECT TOTAL \$49,960





7. SUPPLEMENTAL DOCUMENTATION WORK SAMPLES





KITTITAS COUNTY

Five Year Tourism Strategic Marketing Plan

KITTITAS COUNTY

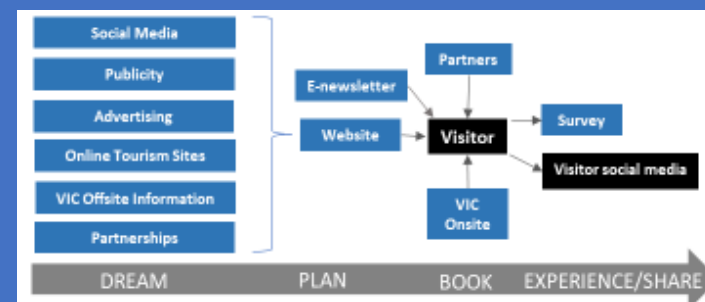
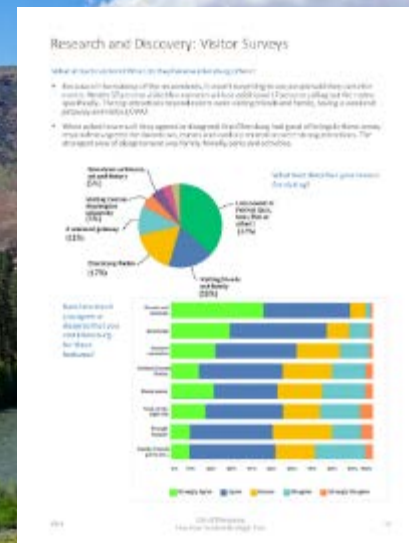
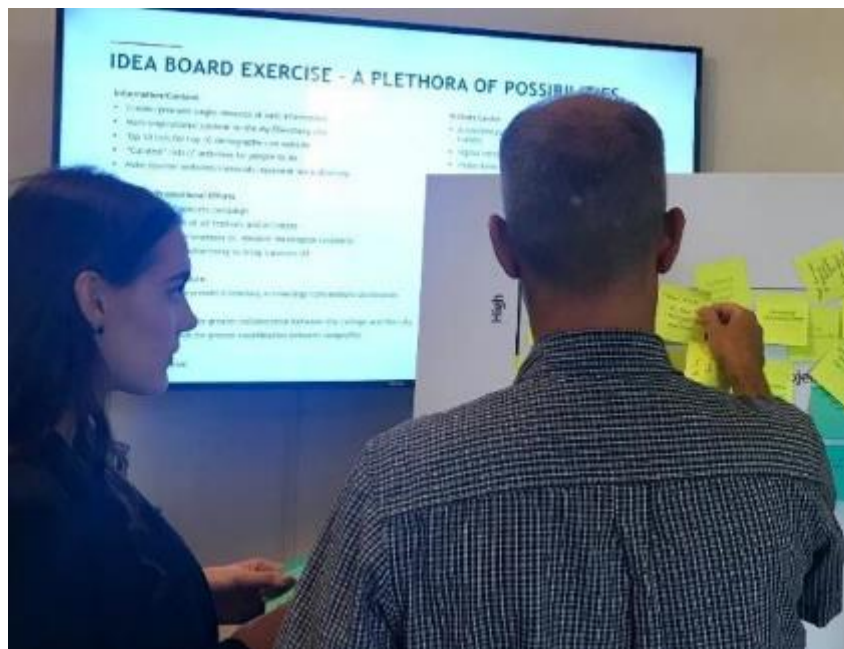
Creative Collaboration

Situation: Ellensburg's tourism leaders needed a strategy. City and county public and private sector stakeholders worked together closely yet sometimes found it difficult to navigate varying interests and goals. On this they all agreed: Travelers come to the heart of Washington to enjoy sunshine, the area's small-town warmth and mountain adventure, as well as hiking, fishing and rock hounding. The group needed a planning partner who could lead the conversation and bring strategic planning and tourism expertise to the table.

Strategy: JayRay led the strategic planning effort, facilitating the Strategic Planning Committee of the Kittitas Chamber of Commerce (the local destination marketing organization), Ellensburg Downtown Association, local hotel and hospitality businesses, and Central Washington University. Together, we wrestled with how to position Ellensburg as a tourism destination. Is it most effective to lead with its identity as a Western rodeo town? A university town? A center for festivals or a jump-off point for outdoor adventure?

Results: Drawing on fresh insights gathered in interviews and surveys, we facilitated a group work session and developed a nine-point strategy to focus and guide tourism marketing over the coming five years. The Tourism Strategic Plan defined shared values and a competitive position, established specific goals and measures, and outlined steps to develop opportunities in the sports and meeting markets to complement Ellensburg's established leisure tourism approach.







CITY OF TACOMA

Strategic Planning

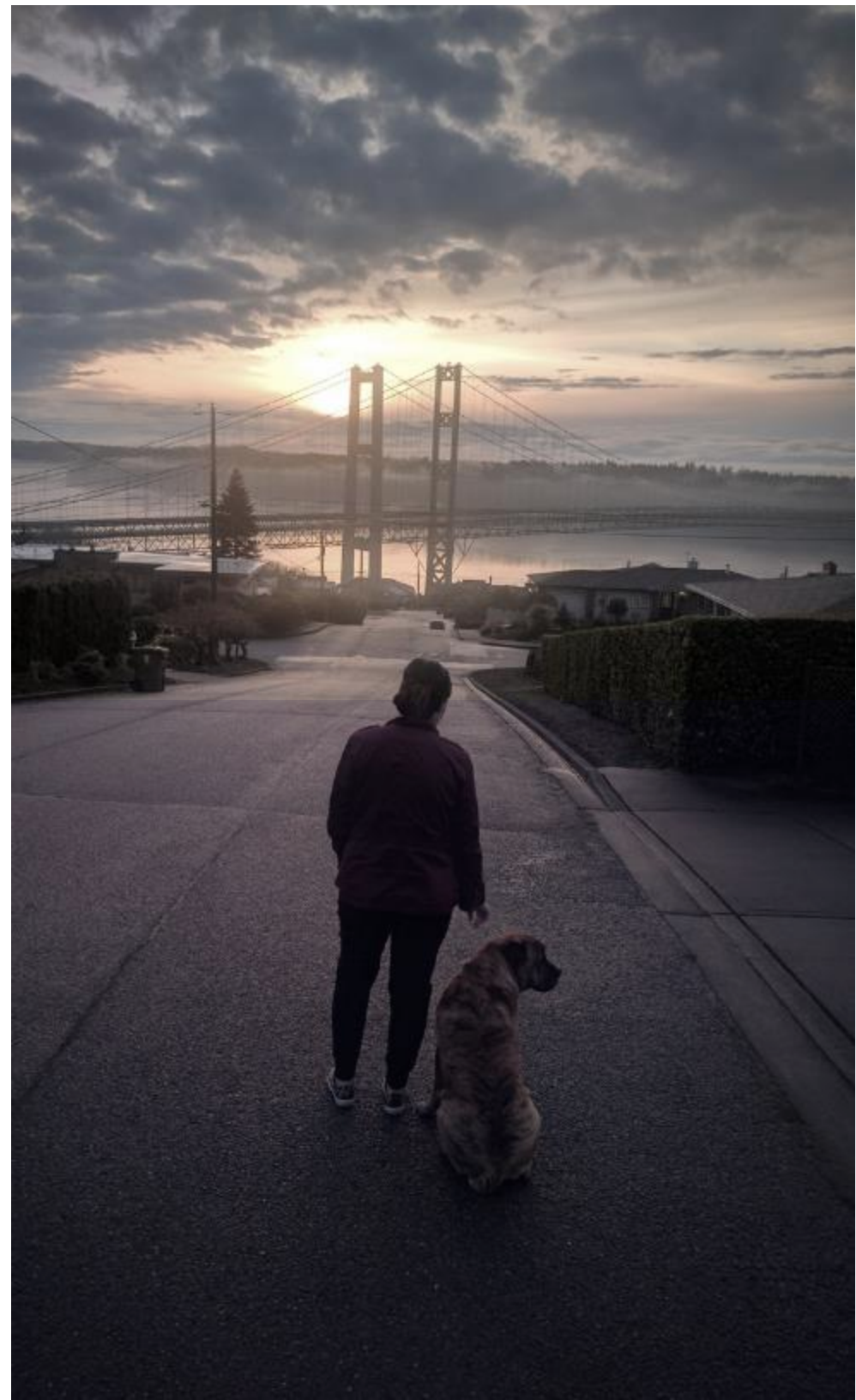
CITY OF TACOMA

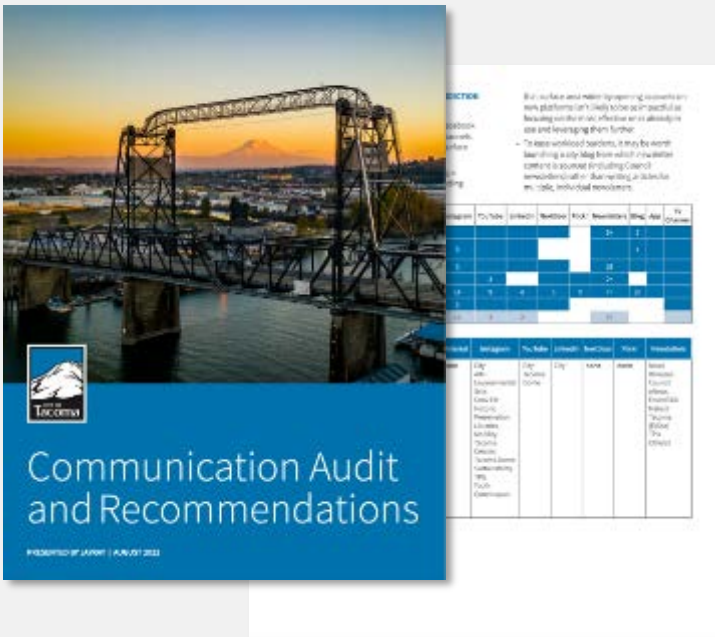
Listening, Learning and Leading With Purpose

Situation: The City's communication functions, both in and outside its official department, came under review for inconsistencies and gaps. Communication is a key tool for building understanding and trust. The City had already been criticized for not communicating well in critical moments. What had worked for communication when the City was smaller was no longer adequate. JayRay was asked to review the communication function, report opportunities and barriers and make recommendations to unify City communication efforts.

Strategy: We started by listening to people. Scores of City leaders, council members and internal staff were interviewed. The goal was to understand the internal workings of how the City communicated with its citizens, where breakdowns occurred and why. We approached the internal audit with an attitude of empowering people to make the changes they knew were needed. We were greeted with candid, respectful and thoughtful insights from the people who know the city best. We conducted comparative research alongside the interviews to see how similar municipalities structured and prioritized communication. Finally, we audited the website and other key communication channels.

Results: The final report included a series of recommendations about staffing, structure, tools, priority-setting and processes that would bring consistency and coherence to public information. We provided a road map of actions that could be accomplished in the short term and improvements that could be phased in. We were privileged to consult with leadership on the initial implementation steps and look forward to watching the progress over time.





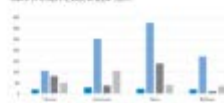
Appendix 2: Comparative Analysis

By assessing how other municipalities communicate with their residents, the comparative analysis allows the City of Tacoma to identify strengths and weaknesses in its current communication efforts. This report provides a detailed overview of the communication efforts of other municipalities, highlighting their strengths and weaknesses. The analysis is based on a review of various communication channels, including social media, email newsletters, and public meetings. The findings of the analysis are presented in the following table:

City	City Website	City Social Media	City Email Newsletter	City Public Meetings	City Other Communication Channels
Seattle	Highly user-friendly and easy to navigate.	Active presence on all major platforms.	Regular newsletters with relevant information.	Open and accessible public meetings.	Strong presence on various digital platforms.
Portland	Clear and concise information.	Active presence on all major platforms.	Regular newsletters with relevant information.	Open and accessible public meetings.	Strong presence on various digital platforms.
San Francisco	Clear and concise information.	Active presence on all major platforms.	Regular newsletters with relevant information.	Open and accessible public meetings.	Strong presence on various digital platforms.
San Jose	Clear and concise information.	Active presence on all major platforms.	Regular newsletters with relevant information.	Open and accessible public meetings.	Strong presence on various digital platforms.
San Diego	Clear and concise information.	Active presence on all major platforms.	Regular newsletters with relevant information.	Open and accessible public meetings.	Strong presence on various digital platforms.

Facebook Activity Compared

March 1 (Post 1) to March 31 (Post 31)



Notes:

- Data collected from various social media accounts, and this analysis is for informational purposes only.
- Engagement metrics (likes, comments, shares) are not included in this report as they vary significantly between municipalities and are not standardized.

Tacoma

- Posts: 22
- Comments: 101
- Shares: 49

Seattle

- Posts: 25
- Comments: 124
- Shares: 38

Portland

- Posts: 24
- Comments: 148
- Shares: 42

San Francisco

- Posts: 22
- Comments: 112
- Shares: 33

San Jose

- Posts: 22
- Comments: 112
- Shares: 33

San Diego

- Posts: 22
- Comments: 112
- Shares: 33





VISIT YUMA

Marketing Plan / Campaign / Publication Design / Video

VISIT YUMA

Hello. I'm Yuma.

Situation: Yuma's population drastically increases October-March when weather is warm, attracting "snowbirds" who may stay for 100ish days. That's the good news. The bad news: Summer temperatures climb to 120 degrees and the tourism industry wilts.

Strategy: JayRay partnered with Visit Yuma to craft a destination strategy and annual marketing plan to serve as a seasonal roadmap for the organization. Developing an integrated approach with advertising, media relations and social media ensured the content was on brand and achieved Visit Yuma's vision to reinvigorate the soul through travel even during the hottest months of the year.

Results: The comprehensive marketing plan positioned the sunniest city in the world for success. JayRay identified travel trends, goals, objectives, target markets, media placements, partnership opportunities and key initiatives by program/budget, in addition to developing a marketing campaign, visitor guide and video series.

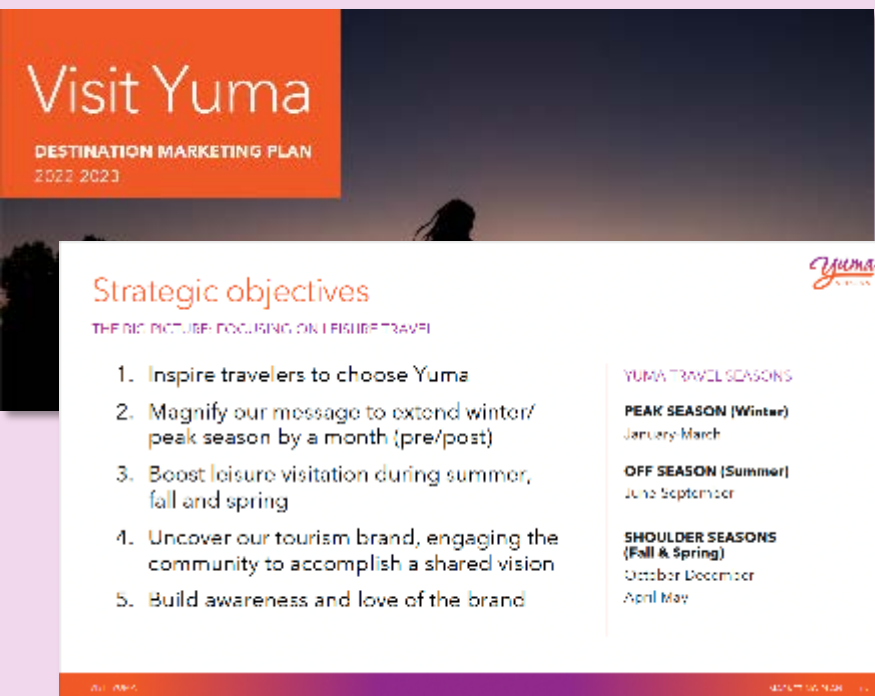
The destination received the Best Marketing Campaign award from the Arizona Office of Tourism, in the Rural category, for its strategic and creative approach to attracting domestic or international visitors to Arizona.

The ads reached over 50 million with a click-through rate worth celebrating.

Visit Yuma's 2023 and 2024 travel guide earned a Communicator Award, an international program for marketing and creative excellence.

We see a steady number of media mentions as we continue to produce Yuma's annual visitor guide, including the new [2025 Adventure Guide](#).





Scan QR code or [click here](#) to watch video.



EXPLORE WILSONVILLE

Marketing Plan / Branding / Website Design / Video

EXPLORE WILSONVILLE

In the Heart of It All

Situation: Surely, summer tourism would rebound, but in April and October? The uncertainties of the COVID-19 pandemic put the skids on Wilsonville's tourism promotion plans. It threatened progress made growing the area's reputation as an affordable, relaxed basecamp for memorable getaways, in the heart of it all.

Strategy: To reduce some of the uncertainty for visitors, we worked to make it easy for them to plan a visit as the focus of our annual destination marketing plan and rebrand. Collaborating with the Tourism Promotion Committee, we audited assets and gathered input and approval for the plan, guiding our marketing and branding efforts for the year. We created 10 drivable (basically navigable) trip itineraries that featured Wilsonville's easy access to wine country, farmlandia, shopping, local history, family adventures, interesting food experiences and outdoor excursions. A compelling logo paired with new photography, detailed maps, videos, hotel listings and partner packages helped position an overnight stay as a refreshing respite.

Results: As businesses reopened, we launched the brand refresh, added itineraries, pitched the media and advertised. Engagement followed. New website visitors increased 58% from one spring to the next. The brand identity received a MarCom Gold Award. Early campaign results showed a return on ad spend of \$179 for every \$1 spent and a destination impact of over \$2.2 million, with over 1,700 room nights booked as a direct result of the campaign.

JayRay continues to serve as Explore Wilsonville's Marketing Agency of Record. Our ongoing work includes marketing strategy, brand management, social media content creation and management, website management and public relations.

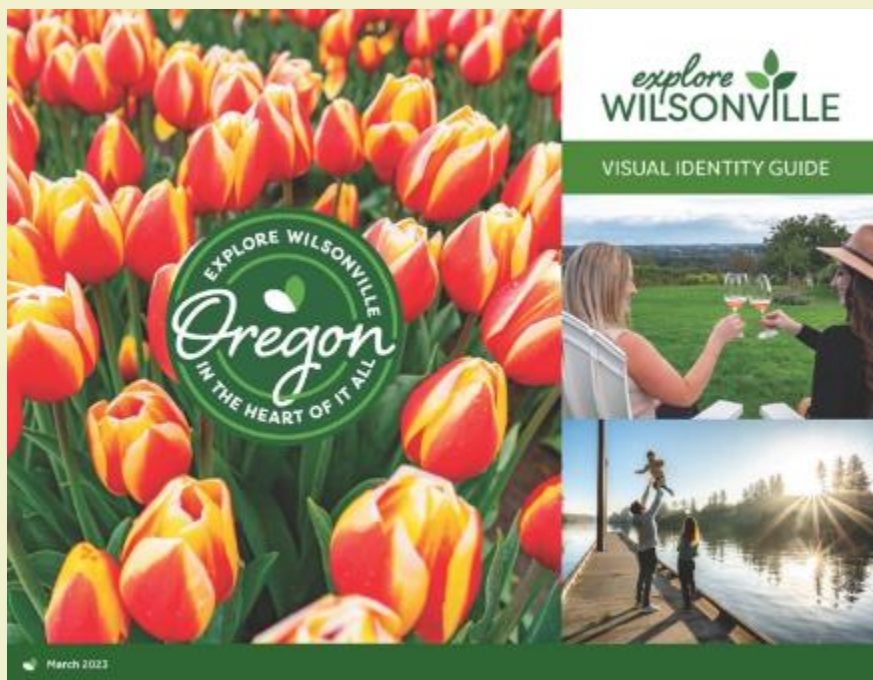
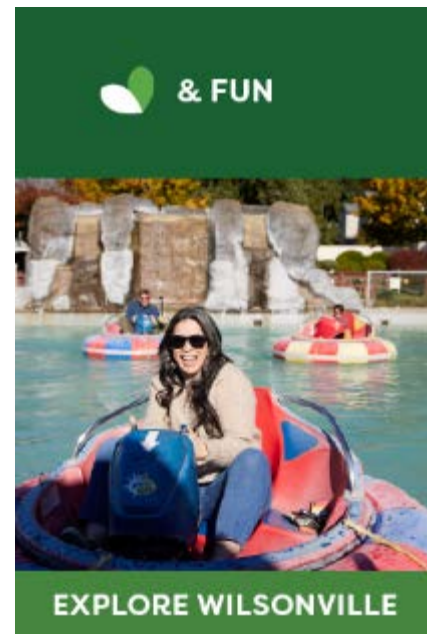
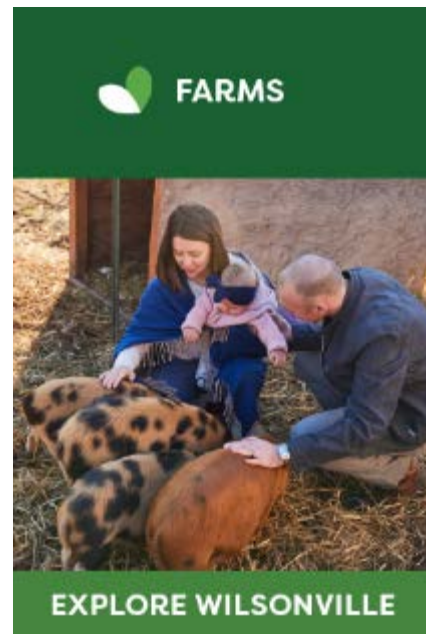


Scan QR code or [click here](#) to watch video.



Scan QR code or [click here](#) to watch video.







VISIT BIG SKY

VISIT BIG SKY

Marketing Strategy / Geolocation Marketing Campaign

VISIT BIG SKY

Peak Season Campaign

Situation: Skiers and snowboarders know Big Sky, Montana as a bucket-list mountain resort town. Lone Peak is surrounded by dozens of ski runs, top-tier lodging and quality dining. Thrilled with growing winter guest lists, tourism entity Visit Big Sky wanted the success to spread into the non-winter months. The team asked JayRay to develop a strategic marketing campaign promoting spring and summer travel.

Strategy: The strategic focus of the marketing plan was to drive trackable overnight stays in Big Sky in specific seasons and areas *and* create an experience that was valuable for both visitors and residents.

JayRay's concept featured the range of reasons to come to Big Sky any time of year. The "peak season" headline provides a sense of urgency — this is the best time to go — with a nod to the town's icon, Lone Peak.

The spring/summer series launched during the December holidays, catching the attention of families planning next year's vacations and locals looking to entertain visiting relatives over the holiday break.

The peak season campaign featured a rotating carousel of images, appealing to outdoor adventurers and those wanting a relaxing mountain retreat.

Results: Using a geolocation marketing platform, the digital ads were served to past visitors and those likely to visit. Targeted areas included regional drive markets and fly-in cities. Geolocation marketing data enabled us to report visitor activity attributable to the 10-week campaign: 4,020 room nights, 8,800 clicks to the website and \$1.9 million impact to the local economy.

The Visit Big Sky team adopted a new marketing calendar and dashboard designed by JayRay.

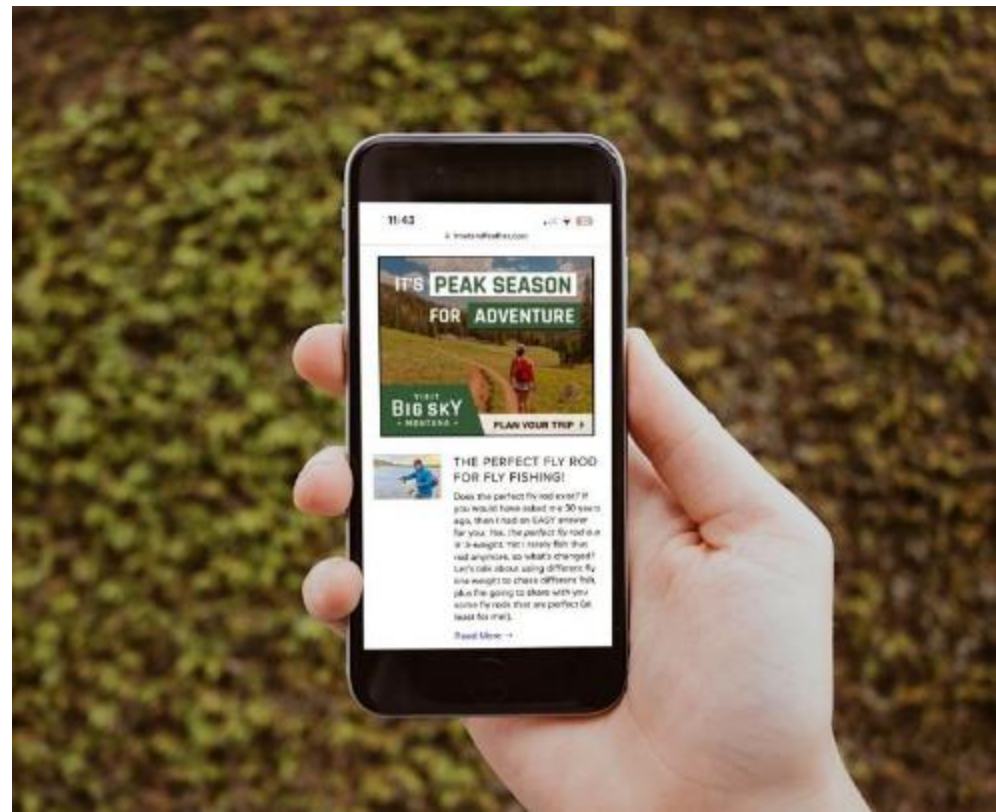




**VISIT
BIG SKY
^ MONTANA ^**

IT'S PEAK SEASON FOR ADVENTURE

PLAN YOUR TRIP ▶





OLYMPIC PENINSULA TOURISM COMMISSION

Strategic Marketing / Branding / Website Design

OLYMPIC PENINSULA TOURISM COMMISSION

The Road Trip is Back

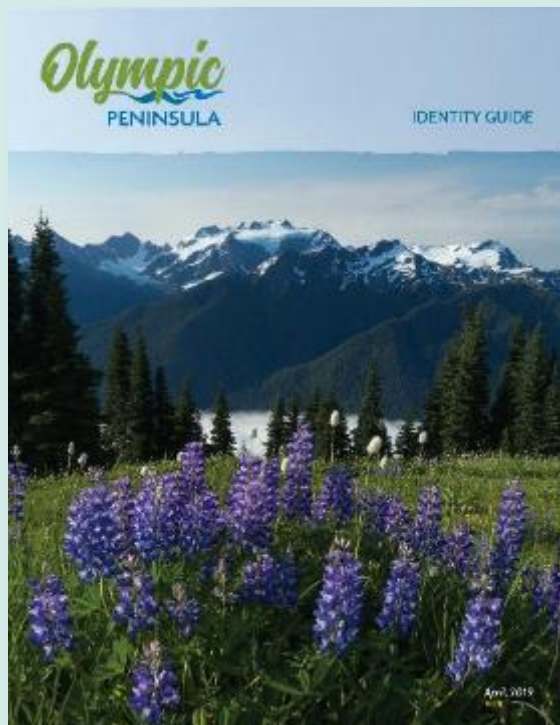
Situation: Mossy rainforests, Instagram-worthy beaches and the “Twilight”-famous community of Forks — the Olympic Peninsula has much to offer. Tourism industry partners were eager to feature them all to lure more visitors, especially during the off season. But the outdated website wasn’t helping. The Olympic Peninsula Visitor Bureau, a partner of the Olympic Peninsula Tourism Commission, wanted a refreshed brand, a strategy and a new website that would earn the support of members across the diverse region.

Strategy: JayRay updated the brand with a bold new logo and brand platform. We crafted a marketing strategy leveraging eye-catching scenic assets that appealed to both the fly and drive markets. A variety of stakeholders weighed in to ensure we were thinking through every hotspot and keeping the user experience forefront. Once the website was live, we focused on increasing visits and awareness. Our digital strategy led the way with “The Road Trip is Back” sweepstakes (a VW van excursion along the coast was the prize) and digital ads to drive bookings.

Results: Website visits soared 70% in the first month and nearby fly markets responded with a record number of sweepstakes entries. Inspiring road trip footage from our macro-influencer partner connected us to a new audience of 240,000 travel enthusiasts. The new logo and road trip sweepstakes also garnered celebration-worthy media attention. Potential visitors responded with a 126% increase in Travel Planner page visits in the first six months.

JayRay continues to serve as a strategic partner for Olympic Peninsula tourism, with current projects focusing on a value-of-tourism campaign, website content management and itinerary development.







8. REFERENCES

REFERENCES



MARCUS CARNEY

Executive Director
Visit Yuma
Marcus@VisitYuma.com
206.472.2426



ZOE MOMBERT

Assistant to the City Manager
City of Wilsonville
dba Explore Wilsonville
Mombert@Ci.Wilsonville.or.us
503.570.1503



MARSHA MASSEY

Executive Director
Olympic Peninsula Visitor Bureau
and Tourism Commission
Director@OlympicPeninsula.org
360.542.8552



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:	City of Yuma	
STREET ADDRESS:	264 S. Main Street	
CITY, STATE, ZIP:	Yuma, AZ 85364	
CONTACT PERSON:	Marcus Carney	EMAIL: marcus@visityuma.com
PHONE #:	206.472.2426	FAX #:
Department Name:	Visit Yuma	
Approximate County (Agency) Population:	213,221	
Number of Departments:	14	
General Description of Scope of Work:	Tourism marketing and strategic planning	
NAME OF AGENCY:	City of Wilsonville	
STREET ADDRESS:	29600 SW Park Place #A	
CITY, STATE, ZIP:	Wilsonville, Oregon 97070	
CONTACT PERSON:	Zoe Momert	EMAIL: mombert@ci.Wilsonville.or.us
PHONE #:	503.570.1503	FAX #:
Department Name:	Explore Wilsonville	
Approximate County (Agency) Population:	City population:30,000 Greater area population: 400,000	
Number of Departments:	20	

Applicant Tracking System Implementation Date:	NA	
NAME OF AGENCY:	Olympic Peninsula Visitors Bureau	
STREET ADDRESS:	618 S Peabody Street	
CITY, STATE, ZIP:	Port Angeles, WA 98362	
CONTACT PERSON:	Marsha Massey	EMAIL: director@olympicpeninsula.org
PHONE #:	360.452.8552	FAX #:
Department Name:	Olympic Peninsula	
Approximate County (Agency) Population:	The Visitors Bureau represents Clallam County and the western Olympic Peninsula. Population is approximately 120,000.	
Number of Departments:	OPVB works with multiple city and county departments.	
General Description of Scope of Work:	Tourism planning and marketing	

[No Title]

Insert RFP # Request for Proposals No. EDD-2025-01

23

Insert RFP # Request for Proposals No. EDD-2025-01

24





9. INSURANCE AND LICENSURE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/14/2024

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

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

PRODUCER BROWN & BROWN OF WA INC/PHS 52817338 The Hartford Business Service Center 3800 Wiseman Blvd San Antonio, TX 78251	CONTACT NAME: (866) 467-8730		FAX: (888) 443-6112
	PHONE: (866) 467-8730 (A/C, No, Ext):		FAX: (888) 443-6112 (A/C, No):
	E-MAIL:		
	ADDRESS:		
INSURED JayRay Ads & PR Inc. 1102 A ST TACOMA WA 98402-5001		INSURER(S) AFFORDING COVERAGE NAIC#	
		INSURER A: Hartford Underwriters Insurance Company	30104
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability			52 SBA BE0WZC	05/19/2024	05/19/2025	EACH OCCURRENCE \$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000
							MED EXP (Any one person) \$10,000
							PERSONAL & ADV INJURY \$1,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB			52 SBA BE0WZC	05/19/2024	05/19/2025	EACH OCCURRENCE \$1,000,000
	<input type="checkbox"/> RETENTION \$ 10,000						AGGREGATE \$1,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
A	Professional Liability			52 SBA BE0WZC	05/19/2024	05/19/2025	Each Claim Limit \$2,000,000 Aggregate Limit \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks: Schedule, may be attached if more space is required)
The Business Liability Coverage Part includes a Blanket Additional Insured By Contract Endorsement, Form SL 30 32.

CERTIFICATE HOLDER	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Suwan H. Castaneda</i>

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EIN: 91-0883067

DUNS: 058358334





10. EXCEPTIONS & CHANGES: NONE



11. REQUIRED ATTACHMENTS

Required attachments can be found on the following pages:

Attachment 1: p. 2

Attachment 2: p. 33

Attachment 3: p. 59

Attachment 4: p. 61





THANK YOU!

Advertising
Branding
Communication & Strategy
Digital & Social Media
Graphic Design
Internal Communications
Issue Management
Public & Media Relations
Promotions & Events
Research & Planning

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