

**JAYRAY A PLACE TO THINK**  
Branding | Advertising | Strategic Communications

November 9, 2018

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Prepared for:

Northwest Seaport Alliance / RFP No. 070994

nwsaprocurement@nwseaportalliance.com

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November 9, 2018

The NWSA  
PO Box 2985  
Tacoma, WA 98401-2985

RE: RFP 070994

Dear NWSA Team,

Driving home the compelling advantage of the Northwest Seaport Alliance is the critical job of your marketing and advertising partner. Your need is urgent. We're up to the challenge.

Competition among West Coast ports for marine cargo is fierce. Port Rupert and the Vancouver Fraser Ports Authority are on the rise, while the ports of Los Angeles and Long Beach continue to be formidable rivals. Tariffs and the threat of a trade war with Asian trade partners and the economic slowdown in Alaska and Hawaii are concerns. Consolidation among container shipping lines is changing customer relationships.

NWSA is on its game. You are strengthening the gateway with investments in new wharves and cranes to serve the largest container vessels, and planning to deepen channels. You are adapting services and schedules to respond to your customers, and continuing to boost productivity.

JayRay has had no work-related claim submitted by a client against our firm or its personnel in far longer than two years. In fact, in our past three annual client surveys, 100% of respondents say they would recommend us. JayRay has no conflicts of interest for this work, real or perceived, nor do our team members. We accept the Port's Terms and Conditions as written. JayRay is OMWBE-certified: W2F0024820.

As your primary contact, I speak for our entire team in promising to deliver for you. We're eager to continue our partnership.

Sincerely,

Kathleen Deakins  
President  
JayRay Ads & PR

kdeakins@jayray.com  
253-284-5581  
535 Dock Street, Suite 205  
Tacoma, WA 98402

With JayRay  
as your partner  
you get:

- The chops to fashion a compelling strategy
- Standout creativity
- The talent and resources to deliver reliably



# Qualifications & Experience

Founded in 1970, JayRay is the South Sound's leading marketing communications agency. Our in-house services include strategic planning, advertising, branding, writing (copy, script, digital, print), graphic design, website design, social media strategy, message development, media relations, community engagement and more.

At many points in our history, we have worked with the Port of Tacoma and its economic partners. Currently, we are leading the Port's Centennial promotions, as well as providing communications and strategy support to the Manufacturing Industrial Council for South Sound. JayRay values a collaborative approach with clients, especially in the public sector. We understand the importance of transparency and accountability.

## FLEET STRENGTH



**Kathleen Deakins**  
Project lead  
and strategist

Kathleen has led advertising and marketing campaigns for both public and private organizations for more than 30 years. A skilled strategist and facilitator, she remains focused on the goal while attending to varying stakeholder interests. Her clients include Wesley Homes, Newland Communities, EDB of Tacoma-Pierce County, South Sound Together, the Association of Washington Business and WestRock. Kathleen is accredited in PR. She earned her B.A. from the University of Puget Sound and MBA from the University of Washington.



**Jay Hember**  
Creative direction

Jay's passion for design, Midwest authenticity and keen strategic insight inform projects from the Port of Tacoma Centennial traveling container exhibit to digital campaigns. He managed corporate identity for a global corporation for 17 years and expressed the exuberant pride of locals who "Live like the mountain is out." He has provided creative leadership for multi-channel advertising, brand development, social media campaigns, environmental graphics and conference materials. He earned his BFA in visual communications.



**Kacie Leacy**  
Creative strategy  
partner, digital, video

Kacie, a 10-year JayRay veteran, is known for digital marketing and measurement prowess, and bringing creative ideas to life digitally on platforms from Instagram to YouTube to landing pages. Her creative campaigns have earned national attention through both awards and adoption, helping clients get customers, raise money and cement loyalty. She is the first to ask about KPIs and turn them into a dashboard and critically evaluate paid media options. She earned her B.A. from Western Washington University.



**Ryan Millard**  
Project manager

Ryan creates order, converting big ideas in to detailed plans and schedules. Throughout his 11-year marketing career, he has championed tools and processes that boost effectiveness. He earned his B.A. from Western Washington University.



**Florin Mehedinti**  
Developer

Florin's fixation on purpose and user experience shows up in client projects from complex websites to engaging holiday cards. He has 11 years of experience.







# Wesley Retirement Communities

## OPEN-HEARTED ADVOCACY FOR AGING WELL

Wesley Homes' tired brand, with a 15-year-old logo and dated colors, was out of step with its compelling growth strategy. The name brought to mind a homebuilder. The naming architecture made the organization's communities appear to be distant cousins. Messaging was unclear and did not differentiate.

### SERVICES

Rebranding  
Messaging  
Creative Development  
Website  
Digital  
Direct Mail  
Advertising  
Newsletter  
Measurement

## PROJECT HIGHLIGHTS

- Repositioned the brand as the Champion of Choice for Aging Well and shortened brand name to Wesley
- Developed messaging platform
- Created logo and graphic design system
- Refreshed the website
- Created new digital/print marketing campaigns
- Developed metrics dashboard for marketing

## RESULTS

- Secured advance deposits during construction of new community
- Achieved occupancy targets during flagship community reconstruction project
- Widespread brand adoption and enhanced team morale

## CLIENT CONTACT

Christine Tremain  
VP of Marketing  
ctremain@wesleyhomes.org  
206.870.1104

## JAYRAY TEAM MEMBERS

Kathleen Deakins, strategist, branding lead  
Kacie Leacy, strategist, implementation lead  
Jay Hember, creative director, design, ad creation  
Florin Mehedinti, web developer





# Olympic Peninsula Tourism Commission

## A PLACE TO SPARK YOUR SENSES

The Olympic Peninsula Tourism Commission's website was outdated and hard to use, especially on mobile. Information was hard to find and navigation wasn't intuitive. Plus, the site contained too much copy and too few photos. The Olympic Peninsula Tourism Commission needed a new website to convey a unified sense of place for the expansive and diverse terrain that attracts visitors from every corner of the globe.

### SERVICES

Website  
Digital

## PROJECT HIGHLIGHTS

- Facilitated the 10-person website committee to determine goals, brand personality and design theme
- Built a user-friendly, inspirational, educational WordPress website with a photo-centric design to whet visitor appetites
- Involved a wide variety of key stakeholders—from funders to government leaders—to ensure authenticity and increase community buy-in for new design
- Advised on content strategy, types of pages needed, ways to strengthen overarching brand through a refreshed online presence, new logo and more
- Created and implemented an integrated digital campaign to promote the new website and generate interest in off-season visits

## RESULTS

- Website visits up 70% year over year in first 2 months
- 2,100 contest entries through campaign landing page in 2 months
- Earned media coverage and adoption of new logo

### CLIENT CONTACT

Marsha Massey  
Executive Director, Olympic Peninsula Visitor Bureau  
director@olympicpeninsula.org  
360.452.8552

### JAYRAY TEAM MEMBERS

Ryan Millard, strategist, project manager  
Florin Mehedinti, web developer





# Amazon Proposal

## CONNECTIONS THAT DELIVER

“Amazon invites you to submit a response to this Request for Proposal,” the biggest RFP of a lifetime of U.S. economic development professionals. From the moment the RFP hit the street, Tacoma knew it was an underdog. The Economic Development Board for Tacoma-Pierce County vowed to compete. The finish line was just six weeks away. Within a week, EDB added JayRay to the strategy team.

### SERVICES

Messaging Strategy  
Creative Development  
Writing and Editing  
Stakeholder Engagement  
Video  
Digital  
Project Management

## PROJECT HIGHLIGHTS

- Developed differentiating theme, creative approach and packaging
- Served as writer and overall editor, coordinated a half dozen writers, created hard-hitting infographics, produced custom packaging and assembled final proposals
- Produced warm-hearted video with all original footage and graphics
- Created proposal landing page for easy access by reviewers across the U.S. with video, document download and stunning photography

## RESULTS

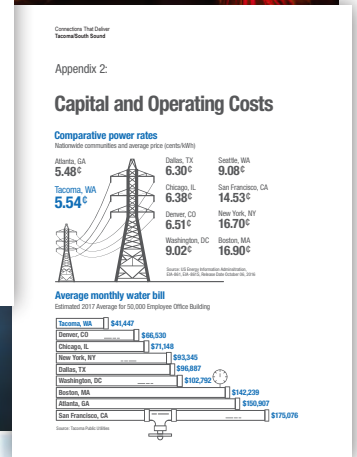
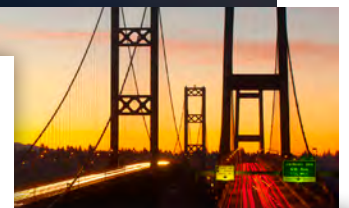
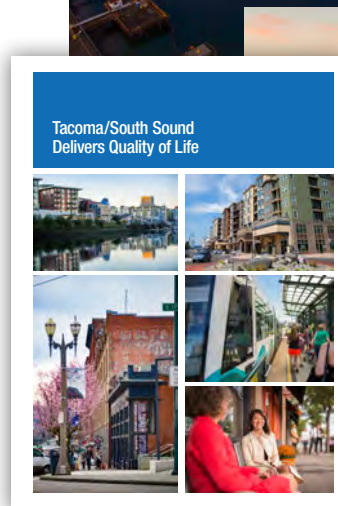
- Delivered a day early, in under six weeks
- Engendered collaborative spirit among 50 contributors across public and private sectors
- Earned favorable regional media coverage
- Built relationships and momentum for the EDB's recruitment efforts

### CLIENT CONTACT

Bruce Kendall  
President & CEO  
bruce@edbtacomapierce.org  
253.383.4726

### JAYRAY TEAM MEMBERS

Kathleen Deakins, strategist, writer/editor, management  
Kacie Leacy, video concept, video producer  
Jay Hember, creative director, graphic design







# Know15

The Tacoma-Pierce County Chamber needed to find middle ground between its membership and the broader voter base about efforts to increase the minimum wage. With a rising cost of living pitted against risks to local businesses if the wage rose too suddenly, the Tacoma-Pierce County Chamber became the only chamber of commerce in history to support an increase to the minimum wage. They asked JayRay to craft a campaign to educate community leaders on the risk of a steep, abrupt minimum wage increase, with only a few weeks in which to launch.

## SERVICES

Messaging Strategy  
Creative Development  
Business Community Engagement  
Digital  
Direct Mail  
Social Media  
Measurement

## PROJECT HIGHLIGHTS

- Created potent messaging with the refrain “Direct to \$15 is too extreme” and a clear call to action
- Produced a fully integrated suite of materials, including website, social media content and advertising, eNewsletter, mailer, flyers, posters, press kit and video graphics
- Won PRSA President’s Choice Award for creating a highly effective campaign within significant timeline and budget constraints

## RESULTS

- 8,000 video views in one week
- 30% of website visitors submitted letters to city council
- City council voted to send moderate alternative to Tacoma voters

## CLIENT CONTACT

Tom Pierson  
CEO  
tomp@tacomachamber.org  
253.486.6159

## JAYRAY TEAM MEMBERS

Kathleen Deakins, strategist  
Kacie Leacy, project manager  
Jay Hember, creative director, graphic design





# Port of Tacoma Centennial

## A CELEBRATION RECONNECTS PORT TO COMMUNITY

It can be difficult to connect with a community whose opposition to your mission is loud and proud. But a centennial year offered the Port of Tacoma the chance to do just that: connect. Knowing every effort could—and likely would—draw criticism, the Port sought a partner to help them navigate turbulent waters toward a plan that would bring some fun and levity back into their work.

### SERVICES

Creative Development  
Logo Development  
Display Design  
Publication Design  
Advertising  
Campaign Management

### PROJECT HIGHLIGHTS

- Crafted a centennial theme, tagline and logo consistent with existing brand standards
- Created bus boards—including a fully-wrapped bus—to circulate the celebration throughout Pierce County
- Produced a masterpiece-quality magazine capturing 100 years of history and boldly promoting the benefits of trade
- Designed an artist-inspired wrap for the exterior of a shipping container and large-scale infographics for the interior, creating a portable, experiential tool to use at events throughout the community

### RESULTS

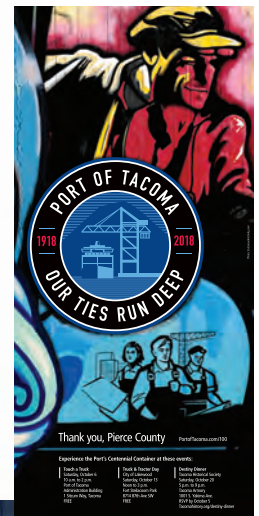
- Campaign gained the enthusiastic support of commissioners and public alike
- Highly popular traveling container entertained thousands
- Staff embraced the centennial logo on items from shirts to tote bags to cookies

### CLIENT CONTACT

Rod Koon  
Senior Manager, Communications  
rkoon@portoftacoma.com  
253.383.9462

### JAYRAY TEAM MEMBERS

Jay Hember, creative director, graphic design







# Overview

You want a partner who is creative, collaborative, one who takes on your cause as their own. That's what it will take to move business and community audiences and to "advance the NWSA's market position in the international and domestic shipping industry," as called for in the NWSA Strategic Business Plan.

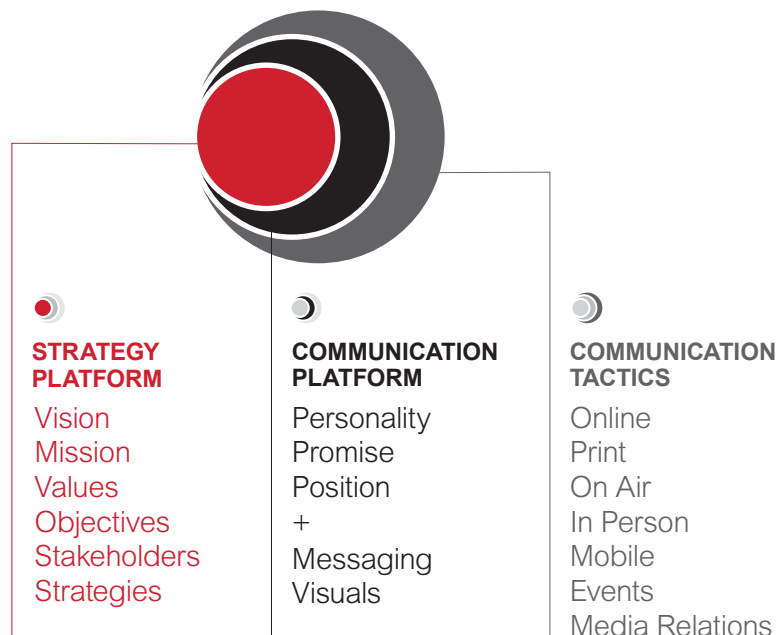
JayRay is that partner.

We are all about creativity with a purpose and a plan, and delivering on our promises. Here's how we will approach our work together:

## Kickoff

### SET THE STAGE FOR A STRONG PARTNERSHIP

- Confirm scope and priorities
- Establish roles, including who provides direction and approvals, who is included in meetings, who is consulted and informed
- Establish how best to communicate as a team (such as biweekly calls with standing agenda, monthly in-person meetings, email as needed, shared online files, quarterly review against goals)
- Agree on actions for the coming weeks





# Work Phases

With the stage set, we will lead a four-phase process to develop a strategic communications and advertising plan, which will inspire great creative.

Phase 1	<b>ANALYZE THE NEED AND OPPORTUNITY</b> <ul style="list-style-type: none"> <li>▪ Review existing background</li> <li>▪ Review the NWSA Strategic Business Plan, 2019 NWSA Budget, 2015 NWSA Strategic Plan and other key documents</li> <li>▪ Review marketing and communication plans and materials</li> <li>▪ Conduct research and gather insights</li> <li>▪ Conduct a brand awareness study</li> <li>▪ Interview internal customers and sales team and review their program needs</li> <li>▪ Analyze competitive positioning</li> </ul>
Phase 2	<b>DEVELOP THE STRATEGY</b> <ul style="list-style-type: none"> <li>▪ Prioritize stakeholders and desired outcomes</li> <li>▪ Develop calendar of key opportunities and commitments</li> <li>▪ Develop strategic pillars, to include positioning and message</li> <li>▪ Identify projects and initiatives (including trade advertising, Pacific Gateway magazine and annual reports, tradeshow, etc.)</li> <li>▪ Develop budget for projects and initiatives</li> </ul>
Phase 3	<b>CREATE THE WORK PLANS BY PROJECT AND INITIATIVE</b> <ul style="list-style-type: none"> <li>▪ Establish objectives by stakeholder</li> <li>▪ Evaluate media options and cost and determine media mix (industry-specific trade publications and digital channels, promotional materials, event participation, direct mail, email, social ads, videos, displays, media story pitches, etc.)</li> <li>▪ Refine budget based on final media mix</li> <li>▪ Detail tasks / Assign milestones / Define metrics</li> </ul>
Phase 4	<b>IMPLEMENT THE STRATEGY</b> <ul style="list-style-type: none"> <li>▪ Develop creative brief</li> <li>▪ Bimonthly call: review tasks, milestones, metrics &amp; brief</li> <li>▪ Develop concepts</li> <li>▪ Develop media buy details</li> <li>▪ Monthly meeting: select creative concept, review media buy</li> <li>▪ Refine advertising concept</li> <li>▪ Write copy / buy media schedule</li> <li>▪ Bimonthly call: approve ad concept, copy, media schedule</li> <li>▪ Produce final art</li> <li>▪ Art approved by email</li> <li>▪ Send to publications</li> <li>▪ Track metrics</li> <li>▪ Monthly meeting: discuss status and results to date</li> </ul>



# Competitive Analysis

A critical component of analyzing your market position is understanding how your competitors define themselves. In phase 1, we will identify and assess key competitors and their position within the market. We will review trade publication ads and websites across a set of criteria.

## ANALYSIS MAY INCLUDE:

- Convenience and price of intermodal transport
- Speed to market
- Proximity to North Pacific trading partners and U.S. population centers
- TEU capacity
- Technology and innovation strategy
- Labor relations
- Tone/voice



SAMPLES OF CANADIAN COMPETITIVE ADS

## CREATING EFFECTIVE POSITIONING

$$\begin{array}{l} \text{Relevant} \\ \text{TO THE CUSTOMER} \end{array} + \begin{array}{l} \text{Different} \\ \text{FROM COMPETITORS} \end{array} = \begin{array}{l} \text{Advantage} \\ \text{IN THE MARKETPLACE} \end{array}$$





# Research Methods

Data can be critical to developing an effective strategy for increasing awareness. Research helps identify your starting point and track progress toward your desired destination. The methodology you choose depends on who you're seeking to reach and how you will use what you learn. Consider, too, the cost; you don't want to spend more on the research than the value it will provide. We'll work with you on an approach that is effective for your purpose.

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## QUANTITATIVE

If you're most interested in numerical data such as how many potential customers or community members know that the NWSA is an alliance of the marine cargo operations of the Port of Seattle and Port of Tacoma, quantitative is the right approach. Surveying the same group of people after a year would tell if the level of awareness changed. Getting responses from enough potential customers for reliable conclusions could be difficult and expensive. Surveying community members is less difficult. Much easier is counting how many clicks an online ad or social post generates, but clicks are not a reliable measure of awareness.



### *Quantitative example*

*Email a pre-conference survey to all potential customers attending an industry conference two years in a row. Do not reveal that the survey is from you to limit bias. Offer an incentive or a report of data collected to increase response rates.*

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## QUALITATIVE

You may be more interested in "why" than in "how many." A qualitative study could provide insights into what business and community audiences know about you, their underlying interests and opinions, and their attitudes about what differentiates you from the competition. This data can be especially valuable in developing messages and creative concepts. Qualitative research is not useful for tracking change over time, predicting behavior or reliably capturing the perceptions of a large group of people. And as with quantitative research, it may be difficult to get prospective customers to participate in a qualitative study.



### *Qualitative example*

*Send a personalized email invitation to 25 carefully selected customers, prospective customers and industry insiders to participate in a 30-minute phone call or in-person interview. Offer an incentive to increase response rates with a goal of 12 completed interviews. Promise confidentiality to encourage candor.*



# Effectiveness Metrics

Metrics that tie back to your objectives will focus our efforts and help everyone be on the same track. We will work with NWSA to select the specific metrics you'd like tracked. The Outputs-Outtakes-Outcomes framework below is useful in identifying the metrics that matter most.

We will agree on the approach for collecting the data and reporting that meets your need, such as an overall dashboard updated quarterly or project-specific updates at key milestones.

Outputs	<b>WHAT IS DONE OR PRODUCED</b>	
	<ul style="list-style-type: none"> <li>▪ Quality of strategy, creative and plan</li> <li>▪ Faithfulness of plan execution</li> <li>▪ Contribution to brand equity in voice and visual presentation</li> </ul>	
Outtakes	<b>KEY PERFORMANCE INDICATORS (KPIs)</b>	
	Awareness	Perception ranking, share of voice, frequency, impressions, video completion rates
	Engagement	Engagement rate, cost per engagement
	Acquisition/ Leads / Sales	Cost per click, cost per lead, cost per new member
Outcomes	<b>MEASURABLE PROGRESS</b>	
	<ul style="list-style-type: none"> <li>▪ # of TEUs annually (incoming and outgoing)</li> <li>▪ # of new customers acquired</li> <li>▪ \$ of revenue generated</li> </ul>	

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**JAYRAY** A PLACE TO THINK  
Branding | Advertising | Strategic Communications

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# Appendix

## RESUMES







# Kathleen Deakins

PROJECT LEAD & STRATEGIST

Kathleen has been the force behind strategic communication and marketing campaigns for more than three decades. Clients describe her as a trusted advisor. Teammates know her as a creative leader. Leaders in a range of organizations from family-owned businesses to local municipalities to regional nonprofits regularly turn to her for advice. She's counseled health care clients across the country through mergers, service launches, crises and the implementation of complex strategic initiatives.

Fueled by her love of travel, Kathleen is passionate about creativity with a purpose. With a love of advertising as well as public relations, she crafts campaigns that blend the two, provoking conversation across traditional and emerging media—and over time.

Kathleen is accredited in public relations and earned her B.A. from the University of Puget Sound and MBA from University of Washington.



Wesley  
Amazon  
South Sound Proud  
AWB



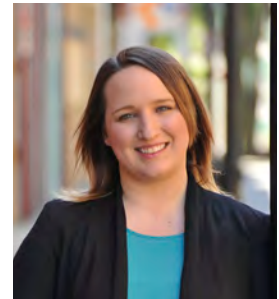


# Kacie Leacy

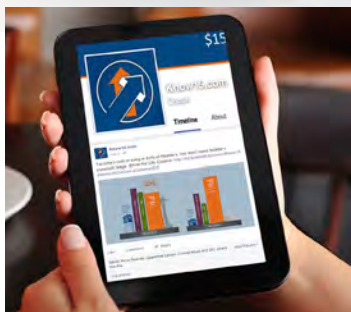
CREATIVE STRATEGY, DIGITAL, VIDEO

From digital marketing to PR, communications and beyond, Kacie's experience runs wide and deep. Kacie dispelled the adage that you can't come home again. She flew the JayRay nest to make her mark in Seattle, then came back to us with a potent portfolio including her innovative work developing digital marketing strategies and demand-generation campaigns for Microsoft. Kacie has helped implement integrated marketing campaigns for a broad range of regional and global clients. She has managed and grown social audiences for national brands. And she approaches every project with a fresh and creative outlook.

When she isn't at JayRay, Kacie can be found at just about any big Tacoma event, or strolling around Point Defiance Park with her husband and dog (and sharing all of it on Instagram).



Wesley  
South Sound Proud  
Know 15







# Jay Hember

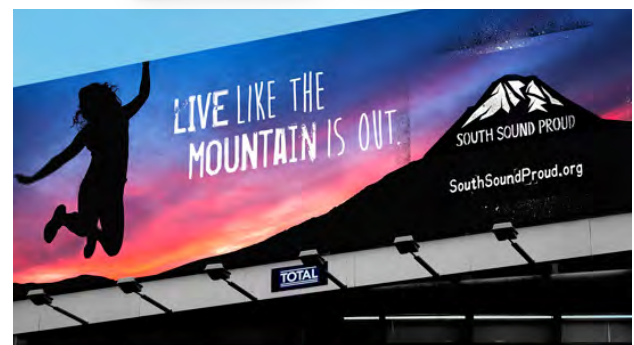
CREATIVE DIRECTION

Passion for design, Midwest authenticity and keen strategic insight—in equal measure. That’s Jay at work. He’s as comfortable creating with Legos as managing corporate identity for a global corporation. He earned his chops in-house, providing creative leadership for multi-channel advertising, brand development, social media campaigns, environmental graphics and conference materials. Fascinated by the beauty of words, he believes the English language has 26 letters that are all pieces of art.

Never far from the creative process, Jay spends his free time volunteering, repurposing objects and exploring with his wife and two children.



Wesley  
Amazon  
Port Centennial  
South Sound Proud  
AWB







# Ryan Millard

PROJECT MANAGER

If he were a cocktail, Ryan would be one part creative thinker, one part problem solver, one part relationship builder, garnished with a smile.

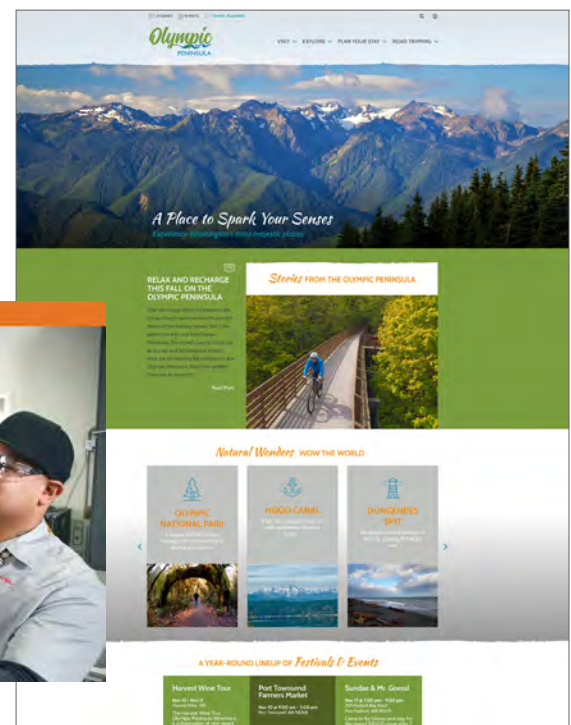
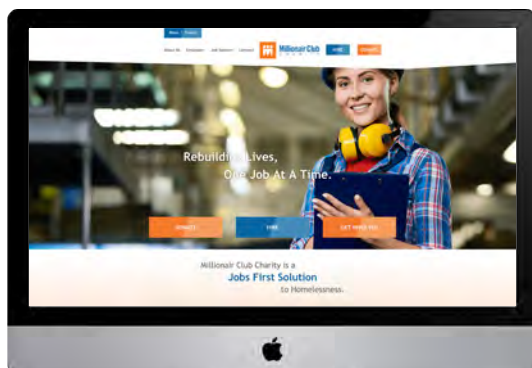
His motto is simple: Embrace challenge and relish opportunity. Ryan's strategic thinking, hard-working nature and no-nonsense attitude allows him to quickly develop clients' trust.

Prior to joining JayRay, he successfully led campaigns for brands including Microsoft, Dell and McDonald's. Equally comfortable in-house, Ryan has led strategic development and executed marketing campaigns in the hospitality and sports industries.

When not doing great work for our clients, Ryan can be found spending time outside with his family, taking in a baseball or football game, and (trying to) keep up with the family dogs, Lulu and Dash.



Millionair Club Charity  
Olympic Peninsula  
Tourism Commission  
Place for Jobs





# Florin Mehedinti

WEB DEVELOPER

You'll recognize Florin's desk by its four screens. Creative and pragmatic, he has a passion for purposeful digital design. Lob a problem his way and he'll send back a precisely targeted solution, usually with an elegant spin to improve the user experience.

He is as thirsty for knowledge as he is eager to try a new method. He earned his reputation as a geek by patiently explaining the best tech solution to the savvy and phobic alike.

Want to get Florin going? Just mention WGU Washington, sci-fi movies, his band or Romania. Or comment on his passion for taking artful and loving photos of his young daughters.



Wesley  
Olympic Peninsula  
Tourism Commission  
Millionair Club Charity

