HELLO.
WE'RE ORCA.

We're thrilled to formally submit our proposal in response to The City and Borough of Sitka's RFP for Visit Sitka: Convention & Visitor Services. With our personal connection to Sitka and extensive experience in travel and tourism marketing, we think you will see in this proposal, we are uniquely suited for this work.

RESPONSE TO RFP DUE NO LATER THAN

Thursday, February 27th, 2:00pm AKST

PROPOSER NAME/LOGO

ORCA // KILLER CREATIVE

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

We hereby acknowledge receipt of the Visit Sitka RFP, released November 15, 2024, and Appendix A: Scope of Services, Appendix B: Proposal Cost Template for Core Services, Appendix C: Proposal Cost Template for Optional Services, and Addendum 1, Updated Deadline for Proposals.

ORCA // KILLER CREATIVE

Dear Ms. Ainslie, The City and Borough of Sitka,
& Visit Sitka partners and stakeholders,

Every year, many RFPs cross our desks. Some catch our interest. A special few speak to our souls. The Visit Sitka opportunity is one of the latter.

We're a small, highly experienced, and deeply dynamic team based in the Northwest. We're made up of individuals who find great peace in nature and and relish experiencing corners of the world with history worth preserving.

Both individually and as a collective, we have amassed extensive travel and tourism experience. As outdoor lovers, we understand the crucial balance between sharing places and protecting them.

We've linked a brief video by way of introducing ourselves and putting a few faces to names. It's worth noting that our account director, Kristin Kidd, is Alaska Grown with a personal family legacy in Sitka. It was KK who brought this proposal to the full team's attention. From there, we enthusiastically rallied around the opportunity.

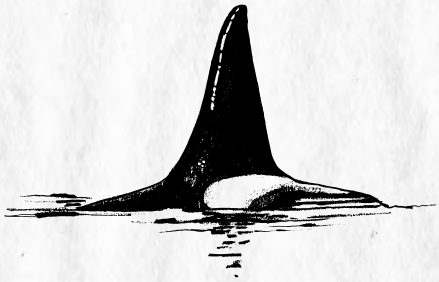
As you review our proposal, you may notice a few important differentiators between Orca and a typical agency. While many agencies do good work, we've learned that few offer the caliber of interpersonal relationships that we know how to build. When you work with Orca, you're working with a committed crew of talented, reachable, and likable humans—not a corporate group. We're as down-to-earth as we are driven. We consider our clients our friends, from the first handshake. We take pride in bringing about positive impact through every project—supporting destinations, economies, and the humans behind the scenes who are holding it all together.

That's enough about us. Thank you for your consideration. We welcome the opportunity to discuss a potential partnership and get to know one another.

Orca Creative's core team:

- **Jon Gelder,*** founder, creative director
- **Kristin Kidd,*** partner, director of account services
- **Beth Lopez,** strategist & senior writer
- **Jess Vice,** strategist & UX director
- **Terry Urruty,** senior art director
- **Ashleigh Hughes,** project manager & designer

* Leadership



Orca //Killer Creative | 12625 E. Tallman Road, Chattaroy, Washington, 99003 | 509.615.2028 | kk@OrcaCreative.net | **OrcaCreative.net**

TABLE OF CONTENTS

3-10 **EXPERIENCE & QUALIFICATIONS**

Proposer's Background
Local Knowledge
Relevant Work Experience and References
Organizational Structure
Contract Manager
Staff Experience and Assignments
Reporting and Record Keeping
Conflicts of Interest

11-13 **APPROACH TO PROVIDING SERVICES**

Overall Approach
Challenges and Solutions
Subcontracting

14 **PROPOSED COST: CORE SERVICES**

Proposed Cost for Core Services

15 **PROPOSED COST: OPTIONAL SERVICES**

Proposed Cost for Optional Services & Additional Narrative

16-22 **APPENDIX: KEY PERSONNEL RESUMES**

Proposer
Orca //Killer Creative
12625 E. Tallman Road, Chattaroy, Washington, 99003

Orca is a creative marketing agency based in Chattaroy, Washington.
Orca specializes in digital and traditional advertising, social media, content creation, video production, website development/optimization, and public relations. We know exactly how to help Visit Sitka stand out in a competitive travel landscape while keeping the heart of the city beating.

Years in Business
17 (since 2008, when Twilight came out)

Collective Years of Experience
130+ (core team of 6 branding and marketing experts)

Creative Industry Awards & PR
Local, regional and national awards for creative excellence from the American Advertising Federation, CommArts, Adweek, Archive, Print, Graphis.

Website & Socials
OrcaCreative.net LinkedIn Instagram Facebook Vimeo

Staff Experience & Assignments
The DNA of a big agency with the agility and hustle of a small team. A senior crew built for flexibility and impact, working together seamlessly on everything from brainstorming and strategy to design, copywriting, digital production, and final execution. We're a tight-knit group that tackles every step of the creative process making sure each project is thoughtful, strategic, and executed to perfection.

BRAIN
EQUALS
BRAWN

Partners
- Jon Gelder, Founder, Creative Director
- Kristin Kidd, Partner, Director of Account Services

Podmates
- Beth Lopez, Strategist & Senior Writer
- Jeremy Hixon, Web Development Director
- Terry Urruty, Senior Art Director
- Dave Zwicky, Senior Production Artist
- Jess Vice, Strategist & Researcher
- Kevin Graham, Composer & Filmmaker
- Ashleigh Hughes, Project Manager & Designer
- Geri Zwicky, Senior Production Artist

Email
kk@orcacreative.net
jon@orcacreative.net

Mobile/Text
Kristin: 303.842.7278
Jon: 509.615.2028

WE'RE LISTENERS, THINKERS & MAKERS.

Continuity is a crucial ingredient in your success with an agency. It's why we assign a senior team of key players to work with you—the same names and faces you see in this proposal. Specialists with a narrow focus will jump in and play their parts as things progress, but your day-to-day point-people will always stay the same. We all have our individual talents and skills to chip in, but what we all have in common is that we're can-do types. Confident in our own craft yet happiest working as a group. Committed to a time-tested process—with a little duct tape in the toolkit too, of course.

Jon Gelder,
Founder, Creative Director
Jon is the driving force behind Orca's creative vision, blending strategy, branding, and design to create work that makes an impact. He leads the entire creative process, from early ideas to final execution, ensuring every project is both visually compelling and strategically sound. As a player/coach, he guides concept development, art direction, and messaging while keeping projects focused and results-driven. He delivers bold creative that helps brands stand out.

→ Relevant experience
Colorado Tourism Office, Visit Idaho, Utah Office of Tourism, Visit Colorado Springs, Colorado State Fair, Schweitzer Mountain Resort, Hotel Jerome, Visit Spokane, The Broadmoor, Piano Creek Ranch, ZooMontana, Little America Resort, Libby Area Chamber of Commerce, North Idaho Tourism Alliance, Hooptown USA, Montana State Fund, Colorado Department of Transportation, and Utah Department of Transportation

Account Lead & Contract Manager

Kristin Kidd,
Partner, Director of Account Services
Kristin is the steady hand behind Orca's client relationships, making sure projects run smoothly and deliver real impact. She leads integrated campaigns from strategy to execution, keeping everything aligned with brand goals. As the main point of contact, she guides research, planning, and creative development while keeping an eye on budgets, timelines, and reporting. She's focused on making sure clients feel supported, heard, and set up for success.

→ Relevant experience
Alaska Grown with deep family history in Sitka. Alaska Tourism Marketing Council, Denver Mayor's Office of Economic Development, City & County of Denver; Red Rocks Park & Amphitheatre, Colorado Department of Transportation, Utah Department of Transportation

Beth Lopez,
Strageist & Senior Writer
Beth generates the messaging, words, slogans, headlines, copy and audio scripts that accompany advertising visuals. She writes compelling copy across all channels, including website copy, email campaigns, blog posts, video scripts, digital and print ads, and packaging.

→ Relevant experience
Utah Office of Tourism (including the Mighty 5 campaign) Visit Salt Lake, Ski Utah, Sundance Resort, and RootsRated

Jess Vice,
Strategist & UX Director
Jess' role is to uncover insights and develop and execute data-driven creative strategies that help brands reach, engage, and convert their target audience. Jess is also responsible for overseeing and leading the user experience design strategy to achieve a positive user experience for our clients' website visitors.

→ Relevant experience
Utah Office of Tourism (including the Mighty 5 campaign), Palisades Tahoe, Sundance Resort

WE'RE LISTENERS, THINKERS & MAKERS.

Continuity is a crucial ingredient in your success with an agency. It's why we assign a senior team of key players to work with you—the same names and faces you see in this proposal. Specialists with a narrow focus will jump in and play their parts as things progress, but your day-to-day point-people will always stay the same. We all have our individual talents and skills to chip in, but what we all have in common is that we're can-do types. Confident in our own craft yet happiest working as a group. Committed to a time-tested process—with a little duct tape in the toolkit too, of course.

Jeremy Hixon,
Web Development Director
Jeremy leads our web development team, providing expert oversight and strategic direction for digital projects, combining functionality with efficiency. He builds, enhances, and supports our clients' websites, and provides guidance on technical issues, ensuring pixel perfect functionality, responsiveness, and web standards compliance.

→ Relevant experience
Chattanooga Area Chamber of Commerce, Chattanooga Business Trend

Kevin Graham,
Composer & Filmmaker
Kevin is a composer and filmmaker who specializes in cinematic, trailer, and symphonic music for film, TV, and video for Orca's clients. His music has been licensed by thousands of content creators and brands worldwide, and his videos round out the brand expression of Orca's clients.

→ Relevant experience
Visit Spokane, Grant County Tourism Commission, Republic Chamber of Commerce

Terry Urruty,
Senior Art Director
Terry establishes the artistic style and visual concepts in response to clients' briefs. He is responsible for creating and developing advertising ideas, giving them a visual life and language all their own. He works closely with our senior writer and senior strategist to ensure everything's anchored in the right messaging and elevated by the unexpected.

Ashleigh Hughes,
Project Manager & Designer
Responsible for planning, organizing, managing and executing projects from start to end, ensuring timely and budget conscious execution. She also incorporates approved branding, marketing, and communication strategies into final designs.

Dave Zwicky,
Senior Production Artist
Dave ensures that artwork is designed at scale according to our clients' brand guidelines. He supports the design team by taking established creative concepts and transforming them into production-ready assets.

Geri Zwicky,
Senior Production Artist
Geri ensures that artwork is designed at scale according to our clients' brand guidelines. She supports the design team by taking established creative concepts and transforming them into production-ready assets.

ORGANIZATION CHART

FOUNDER & CHIEF CREATIVE OFFICER
JON ~ Spokane

PARTNER, DIRECTOR OF ACCOUNT SERVICES
KK ~ Denver

CHIEF FINANCIAL OFFICER
DANNY ~ Salt Lake City

CD & SENIOR COPYWRITER
BETH ~ Salt Lake City

BRAND STRATEGY & UX DIRECTOR
JESS ~ Roanoke

CD & SENIOR ART DIRECTOR
TERRY ~ Buffalo, WY

WEB DEVELOPMENT DIRECTOR
JEREMY ~ Chattanooga

EDITOR, COMPOSER & CINEMATOGRAPHER
KEVIN ~ Missoula

DIGITAL MARKETING MANAGER
CHASE ~ Spokane

GRAPHIC DESIGNER
ASHLEIGH ~ Spokane

SENIOR PRODUCTION DESIGNER
DAVID ~ Honolulu

SENIOR PRODUCTION DESIGNER
GERI ~ Honolulu

ORCA
// KILLER CREATIVE

BIG AGENCY SKILL, SMALL AGENCY AGILITY.

We specialize in comprehensive branding, from big picture strategy to style guides and environmental design. We blend digital prowess in branded display and video ads, PPC, social media, email marketing, and e-commerce with superior content creation, website development, and expert marketing consulting. Our dynamic approach extends to event branding, TV and video production, motion graphics, and experiential marketing, supported by traditional media and innovative AR/VR experiences. Orca is your holistic partner for brand elevation and audience engagement of all kinds

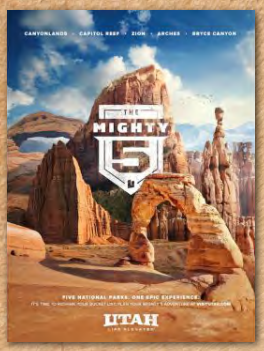
TOURISM EXPERIENCE

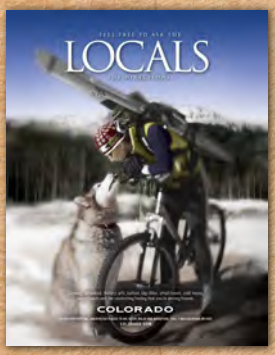
UTAH OFFICE OF TOURISM

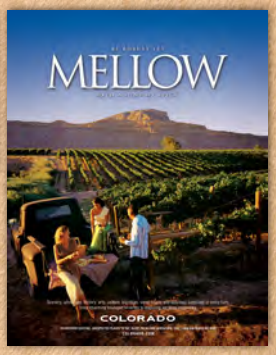
Utah was ready to level up its tourism marketing with a campaign touting the state's quantity—and quality—of national parks.

Orca copywriter/strategist Beth played a pivotal role in the original campaign, which was released in key national markets via print ads, outdoor ads, commercials, digital ads, and activation events.

The campaign captured the imagination of audiences, appealing to their sense of adventure and their dreams of desert grandeur.







COLORADO TOURISM OFFICE

Colorado's breathtaking landscapes and adventurous spirit called for a campaign that went beyond the expected, capturing the state's vibrant energy and diverse experiences.

With Jon Gelder's art direction, the campaign came to life across digital, print, and experiential activations positioning Colorado as the ultimate destination for both thrill-seekers and those seeking a quiet escape.

VISIT IDAHO

Idaho's natural beauty, from rugged mountains to crystal-clear lakes, deserved a campaign that showcased its hidden wonders and wide-open spaces. Jon Gelder's creative direction and design helped shape a fresh approach, inviting travelers to see Idaho in a new light. Through compelling storytelling and immersive visuals, the campaign connected with audiences looking for an authentic outdoor adventure.

NORTH IDAHO TOURISM ALLIANCE

North Idaho's untamed landscapes and rich heritage set the stage for a campaign that spoke to adventurers, history buffs, and nature lovers alike. Creative direction and design by Jon Gelder, the campaign highlighted the region's striking contrasts from tranquil lakes to rugged back-country reinforcing North Idaho as a place of discovery and escape.

We would love to be selected as your creative agency partner.

As mentioned in our letter of interest, we have deep roots in Alaska. Our Director of Account Services spent her formative years in Alaska, and visits at every opportunity. Her father's family was in Sitka from 1941-1962; after WWII ended, her grandfather served as Vice President of the First Bank of Sitka.

KK, Sitka, 1984

FIRST BANK OF SITKA

SITKA, ALASKA

3 June 1958

Miss Frances Ward
Readers Digest
230 Park Avenue
New York, N. Y.

Dear Miss Ward:

In the June issue of the American Legion Magazine there was an article requesting that veterans who had participated in the Invasion of Normandy, write to you.

My own unit was attached to the 4th Infantry Division which made the initial assault on Utah Beach. In fact the 3rd Battalion of the 22nd Infantry, of which we were a part, was with the initial troops that landed. To my knowledge the only troops who proceeded us ashore, other than the airborne of the 101st Airborne Division, were engineers whose mission it was to blow entrance ways through the sea wall so that the heavy equipment could proceed inland.

Whether any information I might have, or remember, would be of help to you may be questionable, however, I would be most happy to send you any thing that I have information about that might be a help in compiling a History of D Day in Normandy. Although it has been 14 years since June the 6th 1944, I can assure you that the invasion was an experience that I shall never forget.

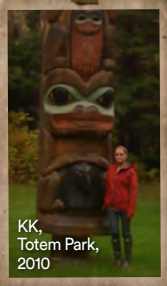
Very truly yours,

C. W. Kidd

Letter from the desk of C.W. Kidd, 1958

Kidd bros, Sitka, 1958

Kidd sisters, Sitka, 1984


KK, Totem Park, 2010

Carving of Sitka, on display in the Kidd residence

C.W. Kidd & Kidd bros , Sitka, 1952

Kidd bros, Sitka, 1958

Our Founder and Creative Director lived in Alaska for a time, and the spirit of the North never left him.

A crew of explorers and wide-eyed wanderers, we collectively gain inspiration from all things outdoors. Orca is a group of problem-solvers. And we get excited about new ways to approach a challenge. When that challenge is inviting visitors to experience and enjoy a beloved hometown while keeping the soul of a small town alive, we light up.

Jon in AK 1998

Jon in AK 1998

Summary of Background
At Orca, we offer a collaborative creative partnership with our clients. We listen to you, your team, and your audience to gain a deeper, human level understanding of your story, needs and challenges. We obsess over ways to authentically develop and share your story with the world. And we build the work using our superpowers as designers, writers, strategists, and creative human beings.

WE PROMISE TO DELIVER

- Killer Creative driven by strategy and a deep curiosity around your challenges, opportunities, and goals
- Enthusiastic approach to our relationship and your brand
- Commitment to the creation of stand-out work that drives results
- Accountability, mutual trust, and respect
- An organized process and clear communication

→ **Our collective travel & tourism experience includes**

COLORADO TOURISM OFFICE • UTAH OFFICE OF TOURISM • VISIT IDAHO • VISIT COLORADO SPRINGS ALASKA TOURISM MARKETING COUNCIL • VISIT SPOKANE • VISIT SALT LAKE • SKI UTAH • SUNDANCE RESORT • DENVER MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT • NORTH IDAHO TOURISM ALLIANCE CITY & COUNTY OF DENVER • LIBBY CHAMBER OF COMMERCE (MT) • RED ROCKS PARK & AMPHITHEATRE LITTLE AMERICA RESORT • HOOPTOWN USA • COLORADO STATE FAIR • HOTEL JEROME • SCHWEITZER MOUNTAIN RESORT • THE BROADMOOR • PIANO CREEK RANCH • ZOOMONTANA • WHITEFISH RESORT DEER VALLEY • PALISADES • COLORADO DEPT OF TRANSPORTATION • UTAH DEPT OF TRANSPORTATION

With Orca, you'll never be left guessing. We keep you informed every step of the way.

We rely on tried and true processes to maintain and report detailed records of your campaign analytics, finances, activity, and other data to inform every decision.

Your reporting dashboard may include a few (or all) of the following:

BRAND HEALTH METRICS

Establish a baseline of brand health, brand equity, brand sentiment and loyalty, in order to stay ahead of emerging trends, threats and opportunities.

- Track brand awareness and key brand attributes that drive consumers to the brand and predict preference and loyalty.
- Track brand associations relative to competitors to identify the impact of communications, marketing efforts, and other activities on consumer perception.

CAMPAIGN REPORTING

Identify Appropriate Metrics

- Audience Segmentation, Traffic and Source, Awareness, Engagement, Conversion, Revenue

Establish Goals, Objectives, Strategies & Tactics

- KPI tracking and measurement

Analyze & Interpret the Data; Share Insights

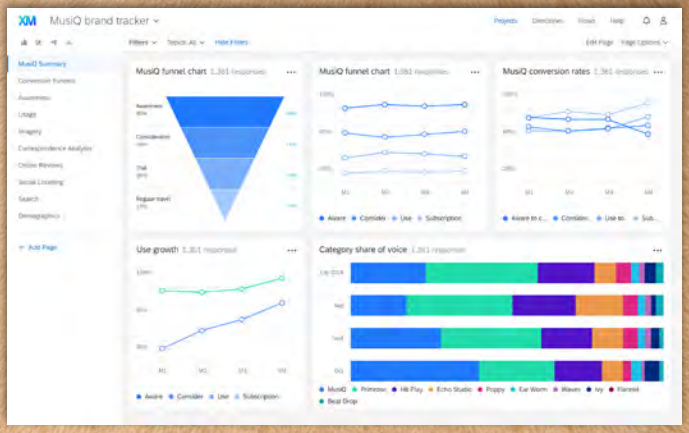
CAMPAIGN ANALYTICS

Customer Journey Mapping

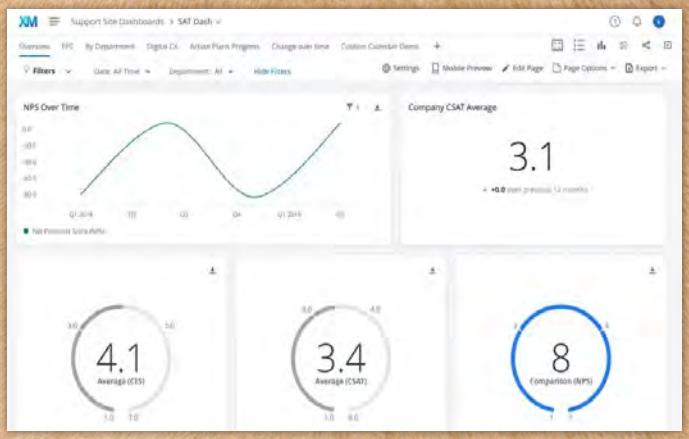
- Visual representation of customer interactions with a brand across various touchpoints.

Paid Media Reporting Dashboard

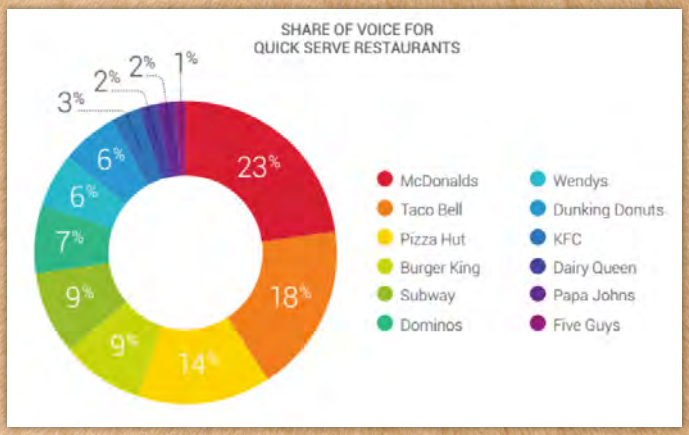
- Brand Awareness: cost per thousand impressions (CPM)
- Performance-Driven: cost per click (CPC) and cost per lead (CPL)
- Tracking and reporting on CPM, from PPC, display ads, social media ads, programmatic advertising and to include efficiency, awareness, reach, frequency, engagement, conversions and return on investment.
- Return on Ad Spend (RoAS)



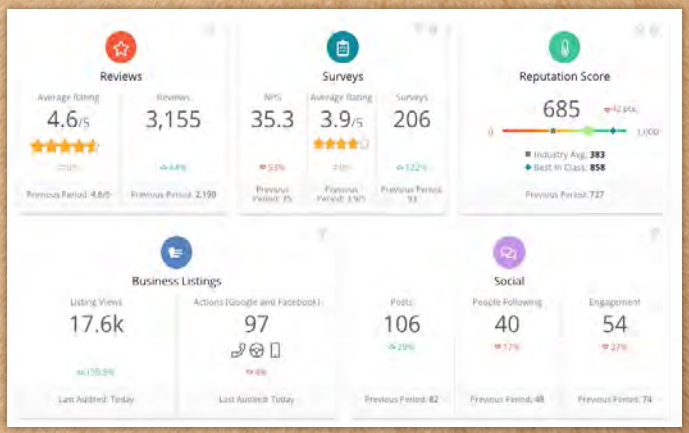
BRAND AWARENESS DASHBOARD EXAMPLE



NET PROMOTER SCORE (NPS) DASHBOARD SAMPLE



SHARE OF VOICE DATA VIZ SAMPLE



BRAND REPUTATION DASHBOARD SAMPLE

CAMPAIGN ANALYTICS continued

Social Media Reporting Dashboard

- Followers, Demographics, Posts/Post Frequency, Reach, Impressions, Engagement Rate (likes, comments, shares, tags)
- Video completion rate, total watch time
- Lead Gen, Click Thru Rates, and Conversion Rates
- Social Share of Voice; Social Sentiment Score

Customer Service Metrics

- Average response time, customer satisfaction score, net promoter score

Content Optimization

- Analyze which content types most resonate with the audience

Website Tracking & Reporting

- Google Analytics, HotJar, Digital Journey tracking to collect and act on data such as: time on page, bounce rate, click source, visitor path, demographics, engagement, and conversion.

CRM Tracking & Reporting

- Monitoring customer interactions, sales pipelines, and engagement data within a Customer Relationship Management (CRM) system to analyze trends, improve customer relationships, and optimize marketing and sales efforts.

Event Reporting

- Track, measure and report on quantitative and qualitative event metrics such as RSVPs, total registrations, check ins, surveys, NPS (net promoter scores), active attendees, speaker engagement, session analytics, returning attendees, and ROI.

FINANCIAL REPORTING

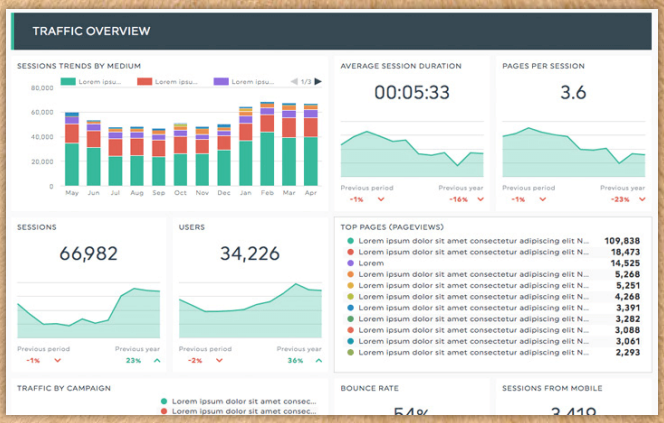
- Monthly and Quarterly hours tracking and reporting
- Budget, Budget Optimization, and Invoicing

CRUISE-RELATED EXPENDITURES

- Monthly and Quarterly hours tracking and reporting
- Detailed reporting on time spent specifically towards cruise-related expenditures

- **Conflicts of Interest**
  While we have deep experience in travel & tourism, currently we have no known conflicts of interest.

SOCIAL MEDIA DASHBOARD SAMPLE



WEBSITE TRACKING & REPORTING SAMPLE

CRM TRACKING & REPORTING SAMPLE

EVENT REPORTING SAMPLE

OUR APPROACH & METHODOLOGY

Our process focuses on understanding your unique business vision and devising a tailored creative marketing strategy in line with your goals. Information is the bedrock of our strategy, shaping everything from what we say to where we say it. We're all about facing these challenges head-on, making sure we're hitting the mark. We think in systems, not in terms of piecemeal projects. By creating at the brand level and campaign level rather than building from the trenches up, we stay a step ahead and work more efficiently and strategically too. Meanwhile, our knack for data means we're always tuning and improving, making sure we're not just throwing darts in the dark. This leads to Killer Creative that sets your brand apart in today's competitive landscape.

WE LISTEN

- Align & collaborate, define goals, business outcomes, and how we'll work together.
- Discover opportunities, gather insights, analyze market trends, and identify untapped potential.

WE THINK

- Map the strategy, align insights, brand values, audience, and goals into a clear plan.
- Define the approach, develop messaging, KPIs, and marketing strategies to drive results.

WE BUILD

- Define the brand, establish core documents, visual identity, and key assets.
- Create support materials, develop branded content for sales, tradeshows, and internal use.

ANALYZE

- Measure impact, track KPIs using analytics, surveys, and social listening tools.
- Gather insights, collect qualitative feedback to understand audience perception.

OPTIMIZE

- Adapt & optimize, refine messaging and media based on real-time performance and feedback.
- Learn & improve, conduct post-project reviews to enhance future strategies and collaborations.

REPEAT

- Push for impact, continuously seek ways to refine and elevate our work.
- Think bigger, identify opportunities to maximize reach, effectiveness, and results.

COMPREHENSIVE APPROACH TO CORE SERVICES

Orca's Overall Approach to Providing Services:

Initial Brand Audit

- Review all existing materials, reports, current website design, analytics, tech stack and requirements, communications, and brand elements.

Stakeholder Engagement

- Conduct 1:1 interviews, collaborative sessions with Visit Sitka staff, and surveys with private and public stakeholders, including internal and community representatives. This work will guide our recommendation to clarify the brand's mission, vision, and values, aligning to the strategic goals and unique value proposition.

Brand Perception Analysis

- Analyze brand perception and positioning within the community. Leverage qualitative and quantitative data to assess community sentiment and positioning.

UX Audit & Sitemap

- Set the groundwork for a website that meets your expectations and supports design, development, and deployment.

Brand Assessment Report

- Analysis of current market position, including identity, messaging, and customer perception, offering insights and recommendations for improvement.

CHALLENGES & SOLUTIONS

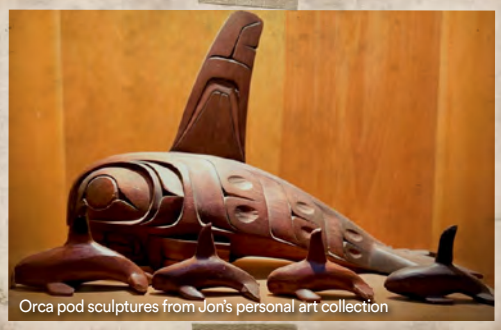
Onboarding
At Orca, we use an iterative and collaborative approach to our relationships and work. We dive deep, learning everything we can about our clients, the problems to solve, and how best to create a trusting relationship to ensure long-term success.

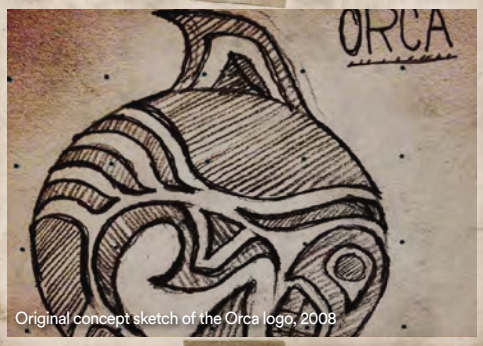
- We learn as much as possible via previous and current information, reporting, data processing, and good old fashioned conversations.
- We'll work together to outline and prioritize categories of information to onboard this relationship as efficiently and successfully as possible, and so we can roll up our sleeves and get to work.
- KK has family in Sitka, and is excited at the potential of spending significant time in Sitka throughout the year, particularly during the onboarding phase. Have we been Zillow-daydreaming about properties in Sitka? Maybe.

Relationship-Building
- Trust fuels great work and strong relationships help us dig deeper creating more authentic, effective marketing.
- Collaboration drives impact; working closely leads to smarter ideas and better results.
- We're in it with you. Understanding your vision helps us craft strategies that actually move the needle.

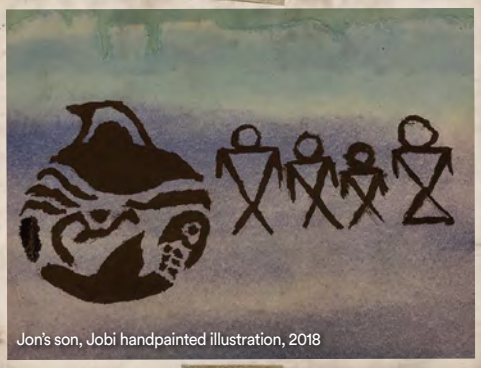
Timing
- We utilize project management software, regular check ins, and our combined experience to create schedules of activities, including start and end dates, and key milestones along the way. Sometimes tasks must take a parallel path, and we are highly adept at running multiple projects at once, all in furtherance of the stated campaign goals and priorities.

Location
- Seattle to Sitka is a quick 2-hour flight – a shorter flight than from many locations within the state of Alaska.
- We plan to visit Sitka once a quarter
- As a fully-remote agency, we understand the importance of regular, established check ins, and of developing the type of relationship where our clients feel they can reach us when they need.
- We take pride in being problem-solvers, and constantly look for ways to solve any unexpected problems that may arise, through a combination of strategy, ingenuity, technology, and a client-first mindset.


Orca pod sculptures from Jon's personal art collection



Original concept sketch of the Orca logo, 2008


Jon's son, Jobi handpainted illustration, 2018

Raven sketch from Jon's notebook, 2020

SUBCONTRACTING

A senior team of remote experts, our agency model is one of flexible scale.
At Orca, we focus on making the best work possible, and our unique model means we don't need to upsell clients on work they may not need in order to pay overhead such as rent, utilities, administrative costs, and FTE salaries. We have a core team of senior experts we consistently work with for specific clients and projects. We call this "big agency skill, small agency agility." When a project requires a specialized skill, such as printing, cinematography, photography, illustration, and so on, we call on a short list of pros with whom we've worked and built trusted relationships. We will work closely with the Visit Sitka team to create a short list of trusted contractors when specialized knowledge of Sitka or southeast Alaska is required (photography, for example), and those instances where it is critical and/or advantageous to work with someone local to Sitka.

SUBCONTRACTING continued

The following Core Services are those we expect to subcontract:

Destination Management | Community & Visitor Services

- Year-round Visitor's Center operation in downtown Sitka, and seasonally operated Visitor Information Desks at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal
- Distribution of printed and digital resources at staffed locations, state/municipal ports of entry, and on the Visit Sitka website
- Wayfinding and mapping collaboration with CBS
- Publish and maintain the cruise ship calendar
- Communicate tourism-related street closures to the community
- Management of the TBMP, including maintaining the list of program members and their status; issuing program member identification and collateral; operation of a community feedback line (phone and email), and communicating community feedback to program members, ensuring compliance; review of TBMP standards/provisions, program operations, and community feedback with the CBS Tourism Commission and integrate changes/additions for the upcoming program year
- Serve as a liaison to the CBS Tourism Commission by attending Commission meetings, providing technical professional expertise, assisting with research or data collection, preparing reports and presentations for Commission review

Meeting, Convention, & Event Services

- Provide assistance to the organizers of meetings, conventions, and special events where a significant number of attendees will be traveling to Sitka
- Provide and distribute information on meeting, convention, and event support services offered in the community
- Create and distribute convention delegate welcome folders and welcome signs in local businesses
- Follow up with organizers, venues, and support service providers to ensure customer satisfaction
- Host media and industry members

Creative Services

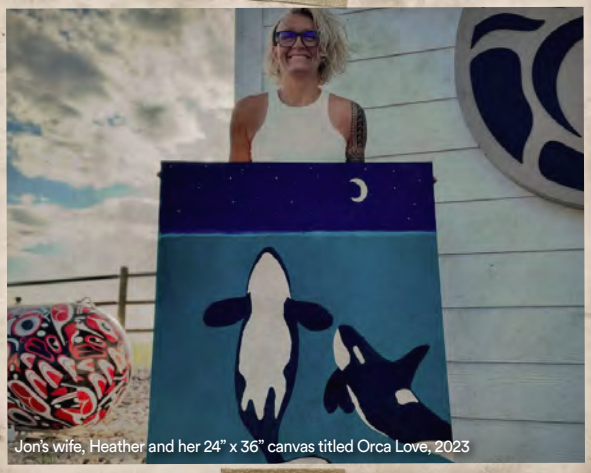
- Photography & Videography (including drone), Illustration, Animation, Music

Media Services

- Media Planning, Buying, Optimizing, and Reporting
- Printing, Distribution, and Fulfillment

Jon's Digital Watercolor Orca Pod Illustration, 2024

Jon's Handmade Elk Hide Drum Artwork, 2020



Jon's wife, Heather and her 24" x 36" canvas titled Orca Love, 2023

Sketches from Jon's notebook, 2022

PROPOSAL COST: CORE SERVICES

Following is our best attempt at providing a detailed budget for each of the Core Services outlined in the RFP. This is based on our experience and publicly available data. While we are experts in budgeting for the outlined Core Services, we also know that we don't yet know enough in order to provide a precise budget for each line item.

When we engage with a client, we are always looking to create the best work for the best value. We look for economies of scale, we look for ways to stretch the budget, and to utilize deliverables in more than one place. In addition, we're constantly searching for ways to utilize existing and emerging technology to maximize a budget, to gather data to make informed recommendations, to provide an optimal user experience, and to remain cognizant of environmental impacts a deliverable may have.

We consider the big picture, and the small one, too. As many of the Core Services are operational, we'll tap into local resources to fill the seasonal and the "boots on the ground" positions. From managing the Visitor's Center, to assisting with wayfinding, to ensuring restrooms are properly maintained, we intend to partner with key staff in Sitka to ensure no detail is overlooked, whether that impacts the cruise ship visitor, the independent traveler, the business owner, or Sitka locals.

We don't intend to start from scratch with the Core Services. Instead, we'll talk with our partners at Visit Sitka to prioritize, to determine what is working, what needs work, and emerging trends that need our focus.

We know there is plenty of work to do, and are excited at the chance of getting started.

When we created the 3-year budget, we did so with our best expertise. We anticipate that an overall budget will be agreed upon, and we'll work together to properly parse out those dollars.

A few examples of Core Services where additional information is needed to properly budget include:

Promoting Sitka
- Previous spend and analytics for online advertising, seo, print media, video distribution, trade shows, media hosting.

- **Annual Visitor's Guide, brochures, maps**
  Previous quantity and spend on printed collateral, distribution strategy, analytics on digital versus printed usage.

- **Management of the Visit Sitka brand**
  Expectations for brand management, previous efforts, expected deliverables.

- **Management of TBMP**
  Does this program currently exist, or would we start from scratch? What is the problem we're trying to solve?

- **Tracking, Reporting, Data Collection & Analysis**
  What tools are already in place for collecting, analyzing and reporting on data?

VISIT SITKA RFP
APPENDIX B: PROPOSAL COST TEMPLATE FOR CORE SERVICES

Company Name Orca // Killer Creative

Cost Proposal	CORE SERVICES *Fill in yellow cells with cost to provide Core Services over the 3-year contract term as described in Appendix A: Scope of Services*		
Destination Marketing		$	1,222,500.00
1a	Marketing Plan	$	30,000.00
1b	Promoting Sitka	$	750,000.00
1c	Annual visitor's guide	$	225,000.00
1d	Promotion of CBS venues and services for meetings/conventions/events	$	90,000.00
1e	Local business directory	$	22,500.00
1f	Management of Visit Sitka brand	$	105,000.00
Destination Management		$	723,500.00
2a	Visitor services	$	475,000.00
2b	Management of TBMP	$	75,000.00
2c	Cruise ship calendar	$	25,000.00
2d	Street closure communications	$	22,500.00
2e	CBS Tourism Commission liaison	$	126,000.00
Meeting, Convention, and Event Services		$	180,000.00
3a	Assist groups with conference planning	$	60,000.00
3b	Provide information on all support services offered in community	$	30,000.00
3c	Create and distribute convention welcome materials	$	45,000.00
3d	Follow-up and customer satisfaction	$	45,000.00
Reporting		$	243,000.00
4a	KPI reporting	$	127,500.00
4b	Tracking and reporting of cruise-related expenditures	$	63,000.00
4c	Economic data collection and analysis	$	52,500.00
Total cost		$	2,369,000.00

Click to link to Appendix B

PROPOSAL COST: OPTIONAL SERVICES

Following is our best attempt at providing a detailed budget for each of the Optional Services outlined in the RFP. This is based on experience, publicly available data, and our best estimates at this time. We anticipate that these services would be subcontracted.

Challenges we forsee are finding the right subcontractors to perform these services. Fortunately, we have many contacts in Sitka who can assist in finding candidates who may be interested in these positions.

Opportunities include reaching out to the Tlingit & Haida Youth Employment Services (YES) Program, partnering with Sitka AmeriCore, and the Alaska Fellows Program to ensure we are keeping opportunity within the community.

We understand the following:

Public Access to Restrooms in the Visitor Center
The proposed budget assumes staffing the Visitor Center throughout the months of May through September. This seasonal hire will be available to answer questions, assist guests, and will ensure the restrooms are clean, stocked and accessible.

Manage Lincoln Street Closures & Pedestrian Safety in Downtown Corridor
The proposed budget assumes management of the Lincoln Street closures, including collecting, disseminating, and updating the street closures throughout the season (May-September), and assisting with street closures (barricades, signage, answering questions). This budget also assumes the same person would manage pedestrian safety in the downtown corridor, by ensuring appropriate signage, speaking with visitors and residents, and assisting with compliance in furtherance of pedestrian safety.

Event Planning and Management
The proposed budget for event planning and management is based on the assumption that there will be 12-15 events in Sitka during 2025. This person would be a part-time, year-round staff member and would assist in event planning, and lead on event management.

VISIT SITKA RFP
APPENDIX C: PROPOSAL COST TEMPLATE FOR OPTIONAL SERVICES

Company Name _____

Cost Proposal

OPTIONAL SERVICES

Fill in yellow cells with cost to provide Optional Services 1-3 over the 3-year contract term as described in Appendix A: Scope of Services. If you are responding to Optional Service 4, please use any space on this sheet to provide a fee schedule for event planning and management services.

Optional Services		$40,000.00
1	Public access to restrooms in visitor center	$15,000.00
2	Manages Lincoln Street Closures	$10,000.00
3	Pedestrian safety in downtown corridor	$15,000.00
Optional Services		$37,500.00
4	Event planning and management	$37,500.00

Click to link to Appendix C

ADDITIONAL NARRATIVE

Insights and takeaways from our February 2025 Sitka Research Visit

- While our team has a strong familiarity with Sitka, as we prepared this proposal, we decided to get boots on the ground and engage in some invaluable one-on-one chats with locals.
- Like all of the earth's most special places, Sitka has a heartbeat of its own, and what we heard in Sitka helped prepare us to be thoughtful storytellers representing the town's complex needs, challenges, and opportunities.
- We emerged awash in inspiration—and full of respect for the delicate balancing act of marketing a destination with many stakeholders, precious resources, and a richly nuanced history.
- We can't wait to learn more, discuss observations and opportunities, and talk shop.

APPENDIX

KEY PERSONNEL RESUMES

PROFESSIONAL SUMMARY

Kristin **(go ahead and call her KK)** is a brand and retail marketing professional with 25 years of successful experience in numerous leadership roles with both agencies and clients. She knows her way around business development in every size environment, ranging from small startups to full-scale enterprises. KK has a keen eye for organizational infrastructure, knows how to fine-tune a process, and can tailor business strategies for any goal. KK is a superb communicator who understands relationships, team-building, and helping humans drive their best-ever business results.

Kristin Kidd

LinkedIn

CORE EXPERIENCE

- Marketing Plan Development
- Product Development
- Brand Strategy / Positioning
- Brand Development
- Retail / Wholesale Marketing
- Social Media Strategy
- Packaging Development
- Event / Experiential Marketing
- Partnerships / Sponsorships

WORK EXPERIENCE

April 2024-Present | Partner, Director of Account Services | Orca // Killer Creative

- Primary client contact, guiding research, planning, and creative development.
- Steady hand behind Orca's client relationships, ensuring projects run smoothly and deliver real impact.
- Prioritizes client success, ensuring they feel supported, heard, and set up for long-term growth.

June 2023-April 2024 | Branding & Marketing Consultant

- Two years as a brand strategy, advertising, and marketing consultant, working with clients in consumer packaged goods, regulated markets, financial products and services, SaaS, and healthcare.

2022-2023 | VP Marketing | Supergalactic Brands

- Developed and managed all marketing touchpoints including advertising, digital marketing, retail presence, social media, customer service, email marketing, events, DTC communications and public relations.
- Built strategic relationships and partnerships with key industry players.
- Measured and reported brand and campaign performance against KPIs.

2018-2022 | Director, Brand Marketing | Harvest Health & Recreation | Trulieve

- Enterprise-wide Brand Marketing Director for Harvest, Inc., a $400M+ vertically integrated MSO operating in 7 states in the US cannabis market.
- Directed the development, deployment and growth of a portfolio of 7 internal cannabis brands across a multi-state medical and adult-use retail footprint of 42 stores and thru a wholesale sales team.
- Responsible for all aspects of brand development and marketing including: consumer research, brand identity, packaging, websites, social, POS, product displays, advertising, events, apparel development.
- Responsible for the collaborative development of Annual Marketing Plans including: product / brand portfolio strategies, state / brand specific marketing plans, budgets and measurement KPIs across all marketing activities.

2018-2023

- Six years client-side experience as a brand and retail marketing leader in the alternative, adult-use health and wellness category.

1997-2018

- 20 years experience in creative agencies working leading a variety of clients in categories such as travel and tourism, outdoor recreation, luxury automotive, behavior-change, and cause-related campaigns.

ACHIEVEMENTS

- Aided $6.4M in total sales and $191.4K unit sales for new vape brand in very crowded market; assumed position of fastest growing vape brand in Colorado in a 10 month period.
- Directed national retail campaigns that were featured in AdWeek on 3 occasions.
- Launched a portfolio of new cannabis brands across flower, preroll, concentrates, edible and vape categories.

EDUCATION

B.A., Journalism, Colorado State University

ORCA // KILLER CREATIVE

Jon Gelder

LinkedIn

PROFESSIONAL SUMMARY

Jon is a creative powerhouse with 30 years of experience solving marketing challenges with a fusion of creativity, strategy, and technological know-how. As the Founder and Chief Creative Officer of Orca Killer Creative, he's led a senior team of remote experts delivering high-impact branding, advertising, and digital experiences for clients ranging from small businesses to Fortune 100 giants. Jon thrives on collaboration, believes in working happily and living well, and has a deep-belly laugh you can hear two rooms away. He does right by his clients, keeps his team energized, and sparks the greatest ideas through conversations with smart people.

CORE EXPERIENCE

- Marketing & advertising
- Creative direction
- Art direction & graphic design
- Conceptual creative development
- Brand strategy
- Content strategy
- Brand development
- Campaign development
- Leadership & mentoring

WORK EXPERIENCE

June 2008-Present | Founder, Chief Creative Officer | Orca // Killer Creative

- Leads a senior team of creative professionals delivering brand, digital, and print marketing solutions.
- Develops brand platforms, marketing strategies, advertising campaigns, and marketing experiences.
- Oversees creative execution across digital, print, video, and experiential mediums.

2007-2008 | Creative Director | McCann+Erickson

- Directed creative strategy and execution across integrated campaigns for major tech and telecom brands.
- Managed client presentations, production oversight, and multi-channel creative development.

2005-2007 | Associate Creative Director | Vladimir Jones

- Led brand and advertising initiatives for tourism, healthcare, and luxury hospitality clients.
- Specialized in brand identity, advertising, print, and conceptual creative.

1995-2007 | Art Director, Associate Creative Director

- These formative years shaped me into the creative director and business leader I am today.
- Built a career in agencies both large and small, honing my creative philosophy: ideas are king.
- Great ideas can come from anywhere and aren't always tied to budget.

ACHIEVEMENTS

- Founded and led Orca Killer Creative for 17 years, building a senior team and delivering high-impact brand strategy, advertising, and digital marketing for startups to Fortune 100 companies.
- Multiple Best in Show awards and numerous Gold and Silver accolades for creative excellence.
- Developed and launched Smartwool's first major marketing campaign, increasing market share from 65% to 85% and expanding brand awareness of their socks, baselayer and outerwear lines.
- Managed a multi-million-dollar advertising budget for Verizon Wireless, leading global marketing campaigns across digital, print, broadcast, and experiential activations.
- Art Director on Colorado Tourism Office's "Big Words" campaign, securing their first-ever Times Square billboard.
- Served as a multiple-time judge for the AAF Award Show, recognizing top creative work at regional and district levels.
- Mentored and guest lectured aspiring creatives, fostering talent and shaping the next generation of creative leaders.
- Built and maintained a strong professional network, cultivating long-term relationships that continue to drive collaboration and business growth.

EDUCATION

A.A., Advertising Art Direction & Graphic Design, The Art Institute of Seattle

ORCA // KILLER CREATIVE

PROFESSIONAL SUMMARY

A seasoned creative director and storyteller, Beth specializes in copywriting, branding, content creation, strategy, mentoring, and anything that needs a nicely shaped narrative. She's produced award-winning work for Fortune 500 companies as well as small startups, nonprofits, and mid-sized businesses. She has a sharp eye for the human details that bring copy to life and enjoys every medium from traditional ads to scripts, web content, and editorial work. She has a knack for listening and turning the resulting insights into refined ideas. And she thrives on creative challenges. Her best solution to a tricky problem: taking a long walk in the woods.

Beth Lopez

LinkedIn

CORE EXPERIENCE

- Creative direction
- Marketing & advertising
- Brand strategy
- Content strategy
- Short-form copywriting
- Long-form content
- Communications & presentations
- Leadership & mentoring
- Proficient in Microsoft Office suite and G Suite
- Fluent in English & Spanish

WORK EXPERIENCE

2017-Present | Creative Director, Writer | Orca // Killer Creative

- Lead wordsmith for the agency, bridging between strategy and story.
- Creates website content, brand stories, brand anthem videos, traditional ads, digital campaigns, social media, email blasts and newsletters, and content strategy.
- Works across internal and client teams to synthesize the group's greatest ideas into powerful narratives that drive lasting impact.
- Applies a broad spectrum of experience in various business sectors, bringing the best of 20+ years of experience to enhance every project.

2013-2017 | Senior Copywriter, Writer at MRM-McCann

- Collaborated across teams to concept, design, write, and execute campaigns, apps, web content, and print collateral for national and global brands.
- Clients included Verizon, Panasonic, and the US Postal Service.
- Collaborated across teams and disciplines, gaining experience leading a team and enriching presentation skills.
- Headed up the agency's first formal pro bono program, in which we gave local Utah non-profits the firepower of a major ad agency.

2011-2013 | Senior Copywriter at Struck

- Joined a talented team to concept and write campaigns for brands of every size and type, both local and national.
- Created exceptional branding and advertising across every medium under the sun, including digital, print, outdoor, and video.
- Worked for a range of clients, including Ski Utah, Disney, The Grand America, Pro Bar, the Utah Office of Tourism, and Nickelodeon.

2007-2011 | Senior Writer & Editor at Backcountry.com

- Created and managed content in partnership with Backcountry's marketing department, writing team, and designers. Wrote in over 900 brand voices for brands carried by Backcountry and its several subsidiary websites, in addition to mastering Backcountry's own brand voice and carrying it across retailer-branded marketing copy.
- Began as a writer for the company's blog, Backcountry Beacon (now Backcountry Stories), and soon became head editor for the blog, overseeing the content calendar and editing a team of contributors' work.

COMMUNITY

- Vice President, Board of Directors, Nuzzles & Co. Pet Rescue and Adoption
- Member, Utah Women's Forum
- Volunteer, SheJumps
- Mentor, Color the Wasatch
- Co-Founder, Salt City Helpers
- Brand Ambassador, Arc'teryx, Gnarly Nutrition, Wasatch Backcountry Alliance

EDUCATION

Master of English Literature, University of Utah, Regent's College of London
Bachelor of English Literature, University of Utah, Regent's College of London, Universidad de San Luis, Madrid

ORCA // KILLER CREATIVE

Jess Vice

LinkedIn

PROFESSIONAL SUMMARY

Jess is a researcher and strategist, with more than 16 years in marketing, brand building, and tech. They love helping business owners answer questions about customers and competitors in order to make smarter decisions to grow their following. Whether it's rebuilding the technical backend of a massive direct sales platform or planning a marketing campaign series, Jess always works with people in mind - the people running the system, the people using the system, and the people engaging with the system. They are adept at building internal alignment, shared language, and safe spaces where every idea is welcome and considered.

CORE EXPERIENCE

- User experience (UX) best practices
- Customer research
- Mixed methods research
- Competitor, market, and industry research
- Brand strategy
- Product strategy
- Campaign / marketing strategy
- Brand development
- Leadership and mentoring
- Building UX and research practices and teams

WORK EXPERIENCE

2024-Present | Fractional UX Director | Orca // Killer Creative
- Guides best practices for UX and web deliverables, working closely with clients, design, and development
- Plans and executes research projects to inform project direction and client outcomes
- Builds strategies to guide brand direction and deliverable creation

2024-Present | Co-Founder, Research + Strategy Principle | Kit Research & Strategy
- Creates research-driven, outcome-focused content and campaign strategies
- Plans and executes research projects to inform project direction and client outcomes
- Builds strategies to guide brand presence, awareness, and perception
- Assists in developing project scopes, maintaining client communications and relationship, and strategic direction throughout projects

2024-Present | Senior Strategis | Right On
- Creates research-driven, outcome-focused content and campaign strategies
- Plans and executes research projects to inform project direction and client outcomes
- Builds strategies to guide brand presence, awareness, and perception
- Assists in developing project scopes, maintaining client communications and relationship, and strategic direction throughout projects

2021-2024 | Strategy Director | Struck
- Guided all research and strategy efforts for clients, from brand concept and development to website launch and campaign creation
- Lead a team of four strategists, offering expertise in UX, brand strategy, data strategy, and ad strategy
- Was known for speaking plainly, reading the room well, drawing clients in, and creating confident, compassionate connections across teams

COMMUNITY

- Member of the Board, Marketing Manager, UX Researchers' Guild
- Member of the Board of Directors, For Good Initiative
- Substitute Lecturer, University of Utah School of Design, Design Thinking Courses
- Co-host of Networking Mixers, Rosenfeld Media Events
- Cohort Facilitator, Advancing Research Conference
- Workshop Presenter, Cannes Lions Creative Festival 2023

EDUCATION

B.A., English-Writing, Gardner-Webb University

Terry Urruty

LinkedIn

PROFESSIONAL SUMMARY

Terry is a seasoned Art Director with a strong foundation in art direction and graphic design, specializing in branding, messaging, marketing communications. With years of experience refining brand identities, he has helped businesses drive growth, product adoption, and market share through strategic, visually compelling storytelling. His approach balances creativity with strategy, ensuring that every campaign is concept driven and results-focused. Terry believes that smart, thoughtful marketing isn't just about aesthetics—it's about building meaningful connections that elevate brands and create lasting impact.

CORE EXPERIENCE

- Creative direction
- Art direction & graphic design
- Conceptual creative development
- Brand strategy
- Brand development
- Campaign development

WORK EXPERIENCE

2024-Present | Senior Art Director | Orca // Killer Creative

- A specialist in conceptual and creative development
- Expertise in art direction and graphic design, crafting impactful work for Orca's clients.
- Senior creative team member with seasoned creative director experience.

2006 – 2024 | Associate Creative Director | McCann + Erickson

- Responsible for leading the conceptual development of brand stories and solutions for a portfolio of some of the largest national and global brands.
- Developed and transformed concepts into creative solutions resulting in an 89% increase in brand awareness, 200% increase in click through rates, and a 300% increase in site visits.
- Managed and directed multiple teams and projects, allocating resources according to project needs.
- Directed and designed creative marketing materials, ensuring brand identity and message consistency across all channels.

2001 – 2006 | Design Director | Franklin Covey

- Led design team to deliver design strategy that supported internal, brand-led business transformation.
- Collaborated with cross-functional teams to ensure seamless execution of projects and project timelines
- Managed team of designers and exceeded expectations to increase revenue through multiple channels.
- Developed and implemented design processes resulting in an increase in overall design efficiency.

1997– 2001 | Senior Art Director | Euro RSCG

Conceptualized, designed and developed visual solutions for a variety of B2B and B2C clients

- Collaborated with copywriters to create effective messaging and content.
- Developed style guides and design systems to ensure consistency across brand channels.
- Pioneered digital design, user experience, and marketing techniques.

COMMUNITY

- Trustee, Johnson County Library Board

EDUCATION

B.F.A., Advertising Design, Utah State University

Ashleigh Hughes

LinkedIn

PROFESSIONAL SUMMARY

Ashleigh is a Project Manager & Designer who merges creativity and efficiency to bring marketing strategies to life. She excels at orchestrating workflows, building collaborative relationships, and delivering polished, impactful designs on time and on budget. A great communicator with a keen eye for detail, Ashleigh ensures every project aligns with the overall vision and client needs. From branding and print production to responsive web design, she continuously refines processes and upholds rigorous quality control, making her a dependable partner in achieving exceptional results.

CORE EXPERIENCE

- Project management
- Branding & identity
- Print & production
- Responsive web design
- Quality assurance
- Cross-functional communication
- Client relations
- Resource allocation
- WordPress, Figma, Asana, Monday, Trello, Quickbooks

WORK EXPERIENCE

2024-Present | Project Manager & Designer | Orca // Killer Creative

- Oversees projects from planning to execution, ensuring timely, budget-conscious delivery.
- Incorporates approved branding, marketing, and communication strategies into final designs.
- Anticipates bottlenecks and manages changes to keep projects on track, within scope, and high quality.

2021 – Present | Project Coordinator & B2B Project Manager | Message Lab Media

- Oversees content lifecycle, coordinating writers, editors, and clients to meet deadlines and goals.
- Monitors resources, tracks hours, and aligns tasks with budgets to prevent scope creep and meet financial targets.
- Coordinates tasks for writers and editors, facilitating effective communication between clients and the team to deliver content on schedule.
- Identifies project bottlenecks and helps manage change requests to keep projects on track.

2021 – Present | Legal Assistant & In-House Designer | Latterell Law

- Supports legal team with document preparation, client communication, and in-depth research to streamline case workflows.
- Maintains detailed records and facilitates timely correspondence, contributing to enhanced office efficiency.
- Oversees project management for marketing tasks, including social media scheduling, website updates, branding, and digital media.
- Designs and updates brand assets for marketing materials, ensuring consistent and on-brand representation of the firm.

2015 – 2020 | Assistant Manager | The Peppermill Resort, Terrace Lounge

- Assisted in managing daily operations, supervised staff to ensure exceptional customer service and operational efficiency.
- Trained new employees, coordinated events to drive customer engagement and revenue growth.
- Coordinated band bookings based on local tourism calendars to enhance guest experiences and drive foot traffic.
- Collaborated with the banquet/events department to ensure adequate bar staffing for special events and resort functions.
- Interfaced with resort marketing teams to promote lounge events, contributing to overall brand awareness among guests.

COMMUNITY

- Board of Directors, Programs Director & Eastern Washington University Student Liaison, Spokane American Advertising Federation
- Volunteer, Odyssey Youth Center
- Vice President & Treasurer, SFCC Graphic Design Club

EDUCATION

Bachelor of Design, Visual Communication Design, Eastern Washington University
Associate in Applied Science, Graphic Design, Spokane Community College

ORCA // KILLER CREATIVE

// KILLER CREATIVE

HELLO.
WE'RE ORCA.

Thank you for your thoughtful questions about our RFP submission. We've spent the past two weeks strategizing as a pod and rolling up our sleeves to provide the additional details you've requested.

FOLLOW-UP RESPONSE TO RFP DUE

Friday, March 21st, 2:00pm AKST

PROPOSER NAME/LOGO

ORCA // KILLER CREATIVE

With the information you shared, we're able to provide more surgical budget allocations and brainstormed additional ways to approach this work. It's important to note that while we don't have all of the answers at this point, we'll bring our creativity, our open minds and collective get-it-done attitude. As a hardy group of experienced marketing professionals, each of us wears multiple hats and steps in wherever and whenever support is needed. This approach would be on full display in our working relationship. We listen, we think, and we build for our clients. It would be a dream come true to use our collective superpowers to conscientiously promote Sitka.

1) The City and Borough of Sitka (CBS) would like to thank you for the proposal submitted by Orca //Killer Creative to our Request for Proposals (RFP) for Visit Sitka: Convention & Visitor Services. We very much appreciated the time, creativity, and passion put into your response. The CBS evaluation team has a few follow-up questions that we are seeking more information on before finalizing our review and determining next steps. Multiple references were made in your proposal about working, partnering, and collaborating with "the Visit Sitka team". As was identified in section A.1 of the RFP, CBS is seeking proposals from firms to operate Visit Sitka. Is it your understanding that if awarded this contract, your firm would be the Visit Sitka team?

→ **Orca Answer**

If awarded the contract, we understand that we would comprise the Visit Sitka team. While onboarding, we anticipate working closely with the existing Visit Sitka (Chamber) staff until their contract ends, key staff at the City and Borough of Sitka, including the incoming Sitka Tourism Manager, key stakeholders, business leaders, and Sitka residents.

2) What was envisioned by Orca // Killer Creative for the downtown visitor's center? CBS does not own or lease property that is currently designated for use as a visitor's center; leasing or owning such a space to operate the visitor's center would be required of the selected Proposer (or their subcontractor). Additionally, does your cost proposal for Visitor Services factor-in this cost? It would be helpful for us if you could identify potential locations you are considering, and would invite you to re-submit your proposal costs on this item if it was not previously factored-in.

→ **Orca Answer**

As the current visitor center is situated within the Chamber offices, we're considering the best and most economical ways to provide in-person assistance to visitors, both year-round in downtown Sitka, and seasonally at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal. In downtown, we're looking at properties with adequate and welcoming office space, easily accessible by visitors.

Potential locations for consideration:

- Renting the current Visit Sitka location from the Chamber
- Former Goldsmith Gallery Space (1st floor Bayview Building, across from Centennial parking/Crescent Harbor)
- Horan building (403 Lincoln next to Bayview)
- New Archangel Trading Company
- Troutte Center (329 Harbor Drive)
- Cathedral Arms (Lincoln Street, next to the church)

Orca Answer, continued

Additionally, we're considering non-traditional options:

- Sitka Mobile Visitor Center similar to those used by
- Bellevue, WA
- Detroit, MI
- Kent County, DE
- Oklahoma City, OK

- Tuff Shed on a Trailer

We are also considering reaching out to local retail businesses that we met during our research trip, such as the Alaska Pure Sea Salt Company, to inquire about leasing a portion of their space.

At Harrigan Centennial Hall and the Sitka Sound Cruise Terminal, we are looking into Mobile Information Centers.

A few examples we like include:

- Portable Information Booth
- Mobile Kiosk E-Bike
- Tradeshow Display
- Outdoor Freestanding Kiosk

(this would be in addition to, not in place of, a staffed option, and would provide information to visitors, particularly on busy days)

It is our assumption that Visit Sitka has branded tradeshow displays, table cloths, and portable station setups that would be passed along to the new contract holder.

We've begun building relationships with business owners at the Sitka Sound Cruise Terminal and at various locations on Lincoln Street, and would reach out to inquire about placing a mobile Visitor Information booth at the Terminal and at Harrigan Hall, and a permanent space in the downtown area.

3) It was clear from your Proposal that one of your team members has familiarity with, and familial ties to, Sitka. However, we were not able to get a sense of your knowledge and familiarity with the community as a whole, and more specifically, the visitor industry in Sitka and Southeast Alaska as required in RFP section D.4.b. Could you provide a short statement of your local knowledge as listed in the RFP?

→ **Orca Answer**

Thank you for the question about our familiarity with the community and the area tourism industry as a whole. It's correct that Orca partner and account lead, KK, has deep family ties and personal familiarity with Sitka; our founder and chief creative, Jon, has also spent time living and working in Alaska. Our additional leads, Beth and Terry, reside in mountain towns in the West where similar themes arise as those present in the Sitka travel landscape. Each of us have seen the importance of tourism to sustain local economies as well as its potential to upend and overcrowd our country's most special places. We understand firsthand the balance and thoughtfulness that needs to go into matters of tourism, rising costs of living for locals, shortages in workforce and available lodging, and honoring Native residents while welcoming non-Native residents and visitors.

Sitka

A peaceful and close-knit, yet isolated community, Sitka has a heartbeat of its own. Many locals value the tranquility and strong sense of community that Sitka offers. Sitka is experiencing some growing pains, including social pains, and it's important to Sitka residents that visitors take note of and respect their local customs and way of life.

Sitka is considered the cultural center of Southeast Alaska.

The oldest town on the West Coast, Sitka was the center of the fur trade, an important diplomatic point, and (still is) a leader in culture and the arts.

Tourism plays a significant role in, and is a vital contributor to Sitka's economy.

This means that many of Sitka's residents make their living in the tourism industry. Importantly, some residents are concerned with the impacts of tourism–specifically the recent influx of visitors, including overcrowding, environmental impacts, and the loss of Sitka's character during peak season. While tourism is critical to Sitka's economic health, even in a year with fewer visitors, it can be difficult for Sitka business owners to adequately staff for the tourist season.

Sitka is tough to beat in terms of its stunning natural beauty and rich cultural heritage. The isolated community has fewer amenities that many visitors have come to expect when traveling. From the unconnected road system leading to a downtown overwhelmed with visitors, a lack of beds for rent, and finding a public restroom while visiting, frustrations have been voiced from residents and visitors alike. And yet, it's one of the most special places on the planet.

Sitka & Southeast Alaska

While we think Sitka is extra special, there are many ports of call in Southeast Alaska that compete for tourism dollars, particularly from large cruise ship passengers. Of course, cruise tourism is not the only driver for visitors (air, sport charter, smaller cruise/yacht vessels, friends/family, Fine Arts Camp, Sitka Summer Music Festival, special events and conventions), large cruise travel is the most efficient at delivering volume for the least amount of time, and largely keeps the footprint in hardened areas of the community.

Orca Answer, continued

While the independent traveler is an important visitor to Sitka (as they spend money in town, on lodging, meals, excursions, activities, and souvenirs that the cruise ship tourist may not spend), Sitka currently lacks an adequate number of available beds to offer the independent traveler. Between the Westmark Sitka Hotel (formerly the Shee Atiká), Aspen Suites, Westmark, the Wyndham Super 8, the Sitka Hotel, and smaller lodges, bed and breakfasts, and AirBnB/VRBO, bed space tends to book well in advance of the start of the season.

Our intention is to mindfully account for the situation's nuances and offer exceptional value to Sitka's residents and stakeholders in striking the right complex balance points to ensure long-term stability, growth, and preservation.

4) The relevant work experiences highlighted on page 7 of your Proposal speak to state- or regional-level services, projects, programs, or initiatives that do not quite reflect the size scope of services requested by CBS in the RFP (see section D.4.c). Can you provide examples of work experience that more closely match the size/scale of Sitka's visitor industry? Additionally, can you provide any examples of relevant experience with destination management and/or overseeing destination management services? Relevant Work Experience and References. Identify the unique experiences, abilities, and perspectives the Proposer will bring to Visit Sitka operations. Include a narrative of services, projects, programs, or initiatives within the last five (5) years that demonstrate the Proposer's experience with services of similar scope and size to those described by this RFP.

Orca Answer

The Utah, Idaho, and Colorado work samples we shared in our initial response had large media budgets, but small creative and production budgets. We believe big ideas don't have to be expensive, and we have deep experience in doing more with less. This is where our love for problem-solving in real-time becomes important, and our roll-up-our-sleeves attitude, beneficial.

You'll find additional destination marketing work samples at this link. These are smaller scale projects that align more closely with Visit Sitka. Our experience with Deer Valley, Colorado Springs CVB, Colorado State Fair, and similar destinations speaks directly to what we believe Visit Sitka needs. Paired with Kristin's deeply personal connection to Sitka, and through the lens of Orca's destination marketing expertise, we understand and are passionate about the success of Sitka–as a destination for travelers and as a unique way of life for residents.

In fact, we've developed a conceptual creative campaign to showcase our vision for marketing Visit Sitka—targeting solo travelers, meetings and events, couples, and smaller groups that don't arrive by cruise ship, while also crafting messaging tailored for those who do. In addition, we've developed a locals campaign that we believe could spark important conversations.

While we are a creative agency, not specifically a DMO, we work closely with our clients to ensure their success, and dig in to understand and influence the factors beyond marketing that drive success.

5) Your Proposal highlighted the many skills, experiences, and qualifications of team members at Orca //Killer Creative. However, it was difficult for us to understand how work under the Visit Sitka contract would be performed/assigned by the various team members (see RFP section D.4.f); additional detail is requested. Given that a significant proportion of the services listed in the RFP would be performed by a subcontractor under your Proposal, please identify which team member(s) will be responsible for overseeing the duties and performance of subcontractors and highlight your staff's experience in providing such oversight.

→ **Orca Answer**

In addition to being partners in Orca, Kristin and Jon are "player/coaches." We like to get our hands dirty and are involved in every aspect of our clients' businesses. More than simply assigning tasks to others, we not only know how to do the work, as a small, tight-knit team, we prefer it. Kristin has nearly 30 years experience, mostly at small companies (25 people or less), where she led brand marketing efforts, business development, and cultivated relationships that remain to this day. She has 20+ years experience managing people, from direct reports to partners, vendors, and suppliers.

Kristin | would oversee the following subcontracted Core Services:

Visitor Services

Visitor Center staff hiring, scheduling, supervision, and management for the year-round, staffed Visitor Center, and the seasonally operated visitor information desks at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal; CBS Tourism Commission Liaison.

And the following subcontracted Optional Services:

Hiring, scheduling, supervision, and management of staff coordinating public access to restrooms in the Visitor Center, management of Lincoln Street Closures, and pedestrian safety in downtown corridor. Hire and supervise event planner/manager.

Jon | would oversee all creative marketing efforts ensuring a strong brand presence through:

Creative Direction & Asset Development

Managing photography, video, design, and illustration branding to enhance Sitka's tourism appeal.

Production & Execution

Oversight of printing, advertising, and marketing collateral to maintain quality and brand consistency.

Strategic Storytelling

Shape messaging that connects Sitka's unique experience with visitors in an authentic, engaging way.

Together, Kristin and Jon and the entire Orca team bring a blend of operations, marketing, and hands-on leadership, ensuring Sitka's tourism strategy is not just managed but elevated.

6) In your Proposal, a significant number of core services are planned to be subcontracted. Can you provide any insights on your approach to securing subcontractors or any leads that you've identified thus far? As most of the core services you've identified for subcontracting require a physical presence in Sitka, what level of confidence do you currently have that there are interested and capable subcontractors to perform these functions? Additionally, what level of confidence do you currently have that your cost proposal for these subcontracted services will be sufficient/acceptable to subcontractors?

→ **Orca Answer**

We believe finding the right staff is paramount to the success of Visit Sitka. The budgets specified for the Core Services that would be subcontracted are based on the following formulas:

Operation of a year-round, staffed Visitor's Center in downtown Sitka to provide in-person assistance to visitors.

We propose hiring 1 full-time, year-round employee and 1 part-time year-round employee for the downtown Visitor's Center. The proposed budget for these positions is $80,000. This is based on research into pay for similar jobs in Sitka.

Seasonally operated visitor information desks at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal, between April and September (6 months):

- One full-time employee to manage seasonal staff: scheduling, supervising, filling in where needed, reviewing and approving timesheets.
    - Hourly rate of $35×40 hours/week
    - $~35,000 April-September

- Ten seasonal employees to provide visitor assistance at the Terminal and Harrigan Hall.
    - Hourly rate of $20×40 hours/week
    - Proposed budget of $100,000

We'll need clarity on the City's expectations of number of staff at the various satellite visitor information areas. Our understanding is at Harrigan there may be 2-3 staff for the entire cruise call. Is it mandatory for staff to be at Harrigan all day, regardless of port of call length? Sitka Sound Cruise Terminal would need at least 2, perhaps more due to staggered arrival times.

If awarded the business, we would immediately begin recruiting for these critical positions, using our local network, social media, job boards, and seeking potential interested applicants via contacts from the City of Sitka and the Chamber. We have also discussed recruiting seasonal help by casting a wider net through Alaska and the Pacific Northwest.

We understand that in addition to recruiting and hiring qualified seasonal and year-round staff members, accommodations can be difficult to secure in Sitka, particularly in the summer months. An idea we're considering is renting a trailer or an RV that is parked at a campsite such as Sawmill Creek Campground, Sealing Cove RV Park, Sitka Sportsman's Association RV Park & Campsite, Starrigavan Recreation Area.

7) Budget for Core Services: Your budget narrative for core services, highlighted additional information needs to more accurately budget. We agree that the budget can be firmed-up in negotiations, but we wanted to provide you with some of the information requested and ask for a few clarifications. You are welcome to resubmit any of your cost proposal items in light of the additional information/ clarification requests.

a) Current contractor for Visit Sitka have been attached for your reference. These highlight previous expected expenditures for marketing activities, printed media, and provide a summary of currently collected, analyzed, and reported data.

FY25: Total funding approved = $575,000
FY24: Total funding approved = $525,000

➔ **Orca Answer (a)**
Thank you for providing this additional detail; our budget has been updated to reflect these learnings.

(b) Annual visitor's guide: Did the cost proposal for the annual visitor's guide reflect the cost to CBS net of potential revenue streams from advertising and distribution? A copy of associated advertising fees as distributed by the current Visit Sitka contractor is attached for your reference.

➔ **Orca Answer (b)**
We appreciate you sharing the advertising and distribution fees associated with the Official Visitor's Guide. While our initial proposal did not reflect potential revenue streams from advertising and distribution, according to our rough calculations, revenue generated from the 2024-2025 Guide was upwards of $160,000*. If this is correct, this does change our initial budget allocation. The revenue generated from paid advertising in the Official Visitor's Guide may cover a large portion of the cost of printing, shipping, distribution, storage, and postage for the guide and other printed collateral (attractions map, trade show brochure, hiking guide, biking guide).

*2024-2025 Official Visitor's Guide paid advertising (assumed). Does not include directory upgrades or partner opportunities; does not reflect any in-kind advertising, reflects gross revenue but not cost of goods or other expenses:

- inside cover ad: 1 @ $8,000
- full page ad: 2 @ $6,000
- page vertical or box ad: 11 @ $2,000
- 1/2 page horizontal ad: 4 @ 3,500
- page vertical or horizontal: 19 @ $1,100
- 1/12 page box: 9 @ $600
- 2-4 page feature story: 6 @ $8,500
- 1 page feature story: 6 @ $6,000

Total: $167,500

We have additional ideas for revenue streams for Visit Sitka and its members. If awarded the contract, would we retain the current membership of Visit Sitka? We understand that many are also Chamber members with combined memberships. If the City maintains that Visit Sitka must provide a free basic listing to all tourism businesses, members may be less likely to pay for an enhanced listing, or for advertising in the guide. This could be where our additional ideas come into effect.

As the ads are flat rate where ad space cost doesn't fluctuate based on circulation, we'll need to strategically consider the guide size, page count, paper stock, alternate (digital) versions, shipping, storage, and mailing costs. We've also considered reformatting the guide to a slightly smaller size, which would likely mean a decrease in what we would charge per ad.

c) Management of the Visit Sitka brand: CBS expects a light-lift for brand management to primarily include maintaining logos, fonts, and brand color palettes for use in publishing/advertising, reports, and signage. No significant overhaul of branding elements is expected in the near future.

→ **Orca Answer (c)**
The current brand assets for Visit Sitka are on trend and modern, and reflect the wonder of Sitka. We would not only maintain, but maximize the assets as part of our creative approach. The budget allocated for this line-item has been updated to reflect this, and to consider an asset management platform, such as Brand Folder.

d) TBMP: As described in Appendix A: Scope of Services (2.b), it is not envisioned that the Visit Sitka contractor would be creating the program, but rather managing it. Part of the program has been previously operated (a community feedback line), but other examples included in scope of service 2.b would be new functions of Visit Sitka.

→ **Orca Answer (d)**
Understood and acknowledged. This service would be managed by Visit Sitka, and includes more administrative and coordination tasks such as maintaining the list of program members and their status, issue program member identification and collateral, operate a community feedback line (phone and email), communicate community feedback to program members, ensure program member compliance, take appropriate steps for compliance/enforcement as defined under program standards/provisions, and annually review the above with the CBS Tourism Commission, and implement changes/additions from review for upcoming program year.

e) CBS Tourism Commission Liaison: It will be important that the liaison has a local presence, and availability for monthly meetings and potential additional meetings/work sessions; we wanted to clarify that we expect this time commitment to be 3-6 hours per month. This role will serve as a vital link between the community and Visit Sitka – have you identified a person/subcontractor who can fulfill this role? What were your hours/time commitment assumptions for this service in your cost proposal?

→ **Orca Answer (e)**
Our plan is this hire would not only serve as the CBS Tourism Commission Liaison, they would also manage the TMBP program. We have identified an individual with relevant experience who we think would be a great fit, and on contract approval, would formally create descriptions for all positions, post the jobs, and begin the recruiting and interview process.

8) Optional Services (please note, these are not required elements of the RFP do not affect your scoring/eligibility for potential contract award):

→ **Orca Answer**
While we've put significant thought into the logistics and associated budgets to manage the Optional Services, at this time, we've come to realize these services are better suited for someone hyper-local to Sitka. Therefore, we request to be removed from consideration for the Optional Services.

// KILLER CREATIVE

Visit Sitka | Destination Marketing & Management | Revised Proposal

Prepared for: Amy Ainslie, Planning & Community Development Director
City and Borough of Sitka

Dear Amy,

Following please find an overview of our updated budget proposal for Visit Sitka Destination Marketing & Management services. The revisions are based on our conversation from April 30th, and take into account the various factors that we discussed, specifically, that using our expertise, we will make recommendations that align with the budget, strategic priorities, community values, and measurable outcomes.

Our approach includes analyzing historical performance data, stakeholder input, and current industry trends to ensure resources are allocated where they will have the greatest impact. We will prioritize initiatives that enhance visitor experience, support local businesses, and strengthen Sitka's brand identity, while ensuring fiscal responsibility and compliance with funding requirements.

Destination Marketing $275,000 | $825,000

The proposed budget for Destination Marketing supports a range of services aimed at achieving the visitor marketing goals of the City and Borough of Sitka (CBS). This includes the development, implementation, and ongoing maintenance of a comprehensive three-year marketing plan. The plan will be created in coordination with the CBS Tourism Commission, with regular annual reviews to ensure continued alignment with community goals.

Efforts to promote visitation to Sitka will be executed across various platforms, such as the official Visit Sitka website, online advertising, social media campaigns, SEO efforts, print media, video distribution, and participation in trade shows. We will also host media and industry representatives as part of promotional efforts.

An annual visitor's guide will be designed and published, with opportunities to offset production costs through advertising revenue and distribution fees. Additionally, CBS venues such as Harrigan Centennial Hall will be actively promoted for meetings, conventions, and special events. Finally, we'll also maintain a local business directory and manage the Visit Sitka brand, including overseeing a digital asset management system.

Destination Management $307,500 | $922,500
This budget covers year-round visitor services, including staffing and operating a downtown Visitor's Center, as well as seasonal information desks at Harrigan Centennial Hall and the Sitka Sound Cruise Terminal. A variety of printed and digital resources—including brochures, maps, and guides—will be produced and distributed at these locations, as well as at ports of entry such as the Rocky Gutierrez Airport, ferry terminal, and O'Connell Bridge lightering dock, and online via the Visit Sitka website.

Collaboration with CBS on wayfinding and signage initiatives is also covered under this budget item.

Additionally, we will manage the TBMP program, maintaining the member list, distributing identification and collateral, operating a feedback line, and handling enforcement and compliance. An annual review of TBMP standards, in coordination with the CBS Tourism Commission, will ensure the program evolves to meet community and visitor needs.

Other duties under this section include managing and disseminating the cruise ship calendar, communicating street closures related to tourism, and serving as an ex-officio liaison to the CBS Tourism Commission. A Visit Sitka representative will attend meetings, contribute technical expertise, support research and data collection, and prepare reports and presentations as needed.

Meeting, Convention, and Event Services $35,000 | $105,000
To support meetings and events that bring visitors to Sitka, as the selected contractor we will assist organizers with planning, venue selection, vendor coordination, and production of printed materials. We will also distribute information about available community support services and create welcome folders and signage for delegates. After events, we'll follow up with organizers, venues, and service providers to ensure satisfaction and gather feedback.

Reporting $56,250 | $168,750
Comprehensive reporting on destination marketing and management key performance indicators (KPIs) will be provided to CBS. These metrics may include visitation numbers broken down by travel mode, data on convention activity at Harrigan Centennial Hall, social media engagement statistics, SEO metrics, local business participation in advertising services, visitor counts at the Visitor's Center,

distribution figures for printed and digital maps, TBMP compliance reports, and seasonal survey results. Reports will be provided quarterly, with an annual summary report included.

In addition, we will track and report cruise-related expenditures and demonstrate a system for allocating costs appropriately among funding sources, including Commercial Vessel Passenger Excise Taxes and Visitor Enhancement Funding. Economic data collection and analysis will be performed through intercept surveys and collaboration with local businesses to monitor spending trends, with findings reported annually.

Membership Dues -$20,000* | -$60,000*
Collected membership dues from Visit Sitka members will be deducted from the overall budget as a top-line reduction, commensurate to the revenue generated. Based on Visit Sitka splitting from the Chamber, we estimate collecting approximately half of the most recent membership fees.
*estimates based on latest annual revenue generated from membership dues, and future anticipated revenue generated from membership dues.

Total Budget $653,750 | $1,962,250
The total proposed annual budget for all services is $653,750, within the context of a broader, 3-year program budget of $1,962,250.

You'll find a detailed budget breakdown here.

Thank you,

Kristin Kidd & Jon Gelder
Orca // Killer Creative

VISIT SITKA RFP
APPENDIX B: PROPOSAL COST TEMPLATE FOR CORE SERVICES
12 Month Budget with Notes

Company Name: Orca // Killer Creative

Cost Proposal	CORE SERVICES				
	Fill in yellow cells with cost to provide Core Services over the 3-year contract term as described in Appendix A: Scope of Services		Revised		Previous
Destination Marketing		$	275,000.00	$	340,000.00
1a	Marketing Plan [2]	$	10,000.00	$	10,000.00
1b	Promoting Sitka [3]	$	200,000.00	$	250,000.00
1c	Annual visitor's guide [4]	$	25,000.00	$	25,000.00
1d	Promotion of CBS venues and services for meetings/conventions/events [5]	$	15,000.00	$	15,000.00
1e	Local business directory [6]	$	5,000.00	$	5,000.00
1f	Management of Visit Sitka brand [7]	$	20,000.00	$	35,000.00
Destination Management		$	307,500.00	$	322,500.00
2a	Visitor services [8]	$	267,500.00	$	267,500.00
2b	Management of TBMP [1]	$	15,000.00	$	15,000.00
2c	Cruise ship calendar [9]	$	7,500.00	$	7,500.00
2d	Street closure communications [10]	$	7,500.00	$	7,500.00
2e	CBS Tourism Commission liaison [11]	$	10,000.00	$	25,000.00
Meeting, Convention, and Event Services		$	35,000.00	$	52,500.00
3a	Assist groups with conference planning [12]	$	12,500.00	$	17,500.00
3b	Provide information on all support services offered in community [13]	$	7,500.00	$	10,000.00
3c	Create and distribute convention welcome materials [14]	$	7,500.00	$	12,500.00
3d	Follow-up and customer satisfaction [15]	$	7,500.00	$	12,500.00
Reporting		$	56,250.00	$	83,500.00
4a	KPI reporting [16]	$	25,000.00	$	45,000.00
4b	Tracking and reporting of cruise-related expenditures [17]	$	13,750.00	$	21,000.00
4c	Economic data collection and analysis [18]	$	17,500.00	$	17,500.00
Membership Dues		$	(20,000.00)	$	-
	Membership Dues [19]	$	(20,000.00)		-
Total cost		$	653,750.00	$	798,500.00