



Response to  
Washington Public  
Ports Association  
Request for Proposal  
September 30, 2013

**Proposal for a Branding  
Campaign for the Pacific  
Northwest (PNW) Seaports**



Qvigstad & Associates, Inc.


**Proposed by Qvigstad & Associates, Inc.**



# WPPA- Proposal for Branding Campaign for PNW Seaports

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# WPPA- Proposal for Branding Campaign for PNW Seaports

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September 30, 2013

Attn: Ginger Eagle, WPPA Staff &  
Curtis Shuck, Branding Project Lead  
Washington Public Ports Association  
P.O. Box 1518  
Olympia, WA 98507-1518

Re: Request for a Proposal - Branding Campaign for PNW Seaports

Dear Ginger and Curtis,

I am pleased to submit this proposal for Consulting Services the WPPA on behalf of the PNW Seaports. Qvigstad & Associations (Q&A) has assembled a team that provides the qualifications and skills needed to meet the Transportation and WPPA Infrastructure Committee's goals by integrating an understanding of various industry sectors and markets into a working model for the branding campaign.

As you will see in our proposal, we offer WPPA a solid match for your contract needs:

- **Extensive experience in with PNW ports**, over a century of combined professional experience and business acumen, familiarity with maritime industry clients, Port policy makers, government officials, private industry, longshore labor, stevedores and other interest groups;
- **Hands-on experience** in marketing and branding activities;
- A track record for **conducting market research and economic analysis, marketing strategies** that result in business growth. Strong assessment skills to identify customer needs, coupled with the flexibility to customize research, analysis, strategies and reporting, to meet the WPPA's budget and priorities;
- A **keen understanding of seaport operations, logistics, and international market development** from:
  - attracting new clients and development in the region,



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- working in a broad spectrum of markets,
- establishing relationships and accessing a global network of professionals,
- and participating in a wide array of port projects that have leveraged public investment and brought economic development to communities;
- A **strategic approach** to positioning the PNW Seaports in terms of its competitive advantages;
- A **reputation for collaboration**, aligning goals and leveraging the core competencies of key team members;
- Familiarity with government contracting and the **need to act in the best interest of the public**.

Finally, we offer a firm commitment to improving our competitive position for the PNW Seaports with respect to transportation and supply chain links for Pacific Rim Partners to North American Markets and a belief this can be achieved. We are excited about the possibility of working with the committee and look forward to discussing this proposal with you in more detail. Please feel free to contact me at (360)584-8896. In advance, I thank you for your consideration.

Sincerely,



Kari Qvigstad, CEO  
Qvigstad & Associates, Inc.

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## Description of Consultant Qualifications and Experience

Well versed in seaports and marine marketing with a track record of attracting and growing business, investment and development to communities, our team offers these strengths - a solid match for your criteria:

**Port Knowledge.** We routinely work with Port policy makers, government officials, interest groups, and the general public. We are familiar with government contracting and act in the best interest of the public. Our team brings:

- Extensive experience working with clients in the seaport industry - both containerized and non-traditional cargoes.
- Extensive experience estimating transportation costs and developing pricing strategies.
- Extensive experience conducting market research and development marketing strategies.
- Technical expertise in regulatory compliance, customhouse brokerage, foreign-trade zones, export documentation and related freight forwarding services, port / carrier selection, analysis of logistics chain / freight mobility costs, and transportation and warehousing contract negotiations.

In addition to her work at the Port of Olympia, Kari is a former tenant of the Port of Tacoma, and spent nearly 10 years early in her career representing shippers through the Ports of Seattle and Tacoma. More recently, she has provided consulting work to the Ports of Bellingham, Douglas County, Longview, Port Angeles, and Walla Walla. Through her active involvement with APPA, WPPA and the NW Marine Terminal Association, she interacted with PNW Seaports.

**BST Associates**, which was founded by Paul Sorensen in 1986, is an economic research and strategic planning group that specializes in economic and financial evaluations of port and transportation projects. BST Associates expertise focuses on: market research, strategic planning, demand forecasting, benefit/cost analysis, cost effectiveness analysis, economic impact assessment, life cycle cost analysis, financial planning (including bond feasibility studies), rate/tariff assessments, sensitivity analysis, and, project risk assessment.

BST consistently maintains the highest standards, recently completing a marine cargo forecast for the Washington State Public Ports Association (WPPA) and Washington State Department of Transportation (WSDOT). BST has prepared these forecasts every five years since 1985 (1985, 1991, 1994, 1999, 2004 and 2009) and clients know that we will do everything to make the project successful. Most of BST's consulting work is repeat business for satisfied clients. BST's clients indicate that the firm is a reliable partner, which includes:

- Cooperative and responsive negotiation processes
- Completing projects within the budgeted amount and on schedule
- Meeting technical standards and quality expectations
- Clear and concise communication of study results
- Effective management system

**E Fresh Design** is familiar with the Puget Sound Maritime industry having recently worked with two key accounts: The Port of Bellingham and Dakota Creek Industries Inc., Ericka partnered with The Port of Bellingham to develop strategic branding that is used by the Port and by all marine trades and maritime businesses to represent the working waterfront and the maritime industries in Whatcom County. This brand was uniquely positioned for use in trade show banners, directories, brochures, advertisements



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and other collateral material that E Fresh produced. Most often it's used in conjunction with their business's regular logo to create a unifying image to define Whatcom County as having a robust and multifaceted maritime & marine trades economy.

Dakota Creek Industries Inc. is a complete shipbuilding and repair facility specializing in construction and repair of steel and aluminum vessels such as: tug boats, U.S. Navy vessels, offshore support vessels, research vessels, fireboats, ferries, and fishing vessels. In addition, Ericka has developed brand/marketing strategies for the Bellingham Chamber of Commerce and Seattle Specialty Insurance Services. Differentiation is one of the most important strategic and tactical activities in which companies must constantly engage. **POB.MaritimeBellingham.Branding** samples are attached.

## **Marketing Research/ Economic Analysis**

Paul Sorensen and Brian Winningham will work on this project. Paul founded **BST Associates** in 1986 and serves as principal. Paul has managed all of BST's work since 1986. Paul Sorensen has more than 30 years of professional experience as a lead researcher or project manager for a wide variety of projects evaluating economic and financial performance of ports and related transportation systems. Paul has a Master's Degree in Economics from the University of Washington.

Brian Winningham (senior economist) has been with BST since 1988. Brian has worked closely with Paul on all of BST's projects. Brian has Bachelor's Degrees in Economics and Business Administration from the University of Washington. He has 25 years of experience including performing primary research, survey design and execution, database development and analysis, formulating statistical tests, and report preparation. Brian has worked closely with Paul Sorensen on all of BST's economic and financial studies.

**Marketing & Branding Strategies** Qvigstad & Associates brings years of experience and business acumen that will aid designing strategies to competitively position the PNW ports. Kari led the port of Olympia's branding campaign in 1996 which resulted in new image and identity for the Port and its four lines of business. She has developed marketing strategies for the following organizations over the past two years: Port of Bellingham, Olympia Artspace Alliance, WA State Transit Insurance Pool, ACIC Management, Economic Consulting Group, FLT Consulting, and SafePlace. As Port of Olympia Director of Marketing & Business Development, she led marketing and business development efforts for the marine terminal for nearly 15 years.

**Communications Strategies** Qvigstad & Associates incorporates public relations and communications strategies that successfully meet identified challenges and opportunities. We build relationships with key stakeholders while recognizing the diverse needs of Port constituents. We have interacted with Port Commissioners, local, state and federal policymakers, and responded to special interest concerns. In addition to development of key collateral materials such as fact sheets, high level talking points and graphics, we will recommend strategies that actively promote while building a comprehensive program around social network marketing.

**Graphic Design** Qvigstad & Associates will sub-contract with the eFresh Design to support collateral material development. Ericka Bakkom recently teamed on marine marketing activities for the Port of Bellingham. You will find eFresh Design experience and samples of work attached as a pdf file.

E Fresh Design collaborated with the Port of Bellingham Marine Experts and Port Communications



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Strategist to develop effective solution driven marketing materials based on the unique selling proposition for their Shipping Terminal. **POB.Shipping\_Terminal\_Pkg** samples attached.

E Fresh Design was also contracted to create and develop the tradeshow banner signage to be used in Dusseldorf, Germany at the largest Marine Trade show in the world. **POB.GermanyTS\_Banners** samples attached.

Currently E Fresh is working with Squallicum Harbormaster and Development Specialist on a series of marina postcard mailings with the objective of increasing moorage. We identified the unique selling proposition with largest supporters represented and are targeting the most relevant audience. **POB.HomeportPC.jpg** sample attached.

**Accessibility.** Qvigstad & Associates, Inc., located in Olympia, will serve as the prime contractor, project manager, and liaison with WPPA. Qvigstad & Associates, Inc. is a woman owned Washington State Corporation, UBI # 601-127-404. Kari will serve as the team lead for the project and will be available for consultation and coordination with Port staff and policy makers.

**Project Management.** We possess strong organizational and project management skills with a focus on achieving results. Projects are managed on-time and on budget with regular, concise communications to keep our clients informed. We will customize programmatic design and reporting to meet your needs.

**Collaboration.** Our team works in a collaborative manner, aligning goals and leveraging the core competencies of our key team members. We use an inclusive process and seek innovative solutions that reflect and benefit the community and can successfully serve as a catalyst for economic development.

In summary, this unique mix of capabilities and disciplines: market research, economic analysis, international markets and logistics and graphic design - is coupled with strong leadership and experience to support WPPA and the PNW Seaport's goals.





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## Project Approach & Methodology

The WPPA Transportation and Infrastructure Committee will benefit from having a team of consultants that specializes in business strategy development and assistance to organizations seeking to expand commerce and global competitiveness, market research and economic analysis, and branding campaigns.

The team will take an integrated and strategic approach to servicing the PNW Ports with expertise in the following areas.

## Market Research/Economic Analysis:

A market assessment will aid in the identification of target markets and to confirm the business needs the PNW Seaports can meet. The resulting “business fit” will define the PNW Seaport’s value proposition: the service and/or benefits to potential and current customers. The market assessment should take into consideration industry size, growth rates, trends and characteristics related to the target industry and identification of major customer groups within the industry. The competitive analysis will aid in an assessment of the target market, by segment; to determine competition, barriers to entry and understanding market share, pricing, and related strategies.

BST Associates prepared much of the needed market data for this Corridor project in 2012, including trend analyses of rail and waterborne commerce. For the Branding Project we will update this information with the most recent available.

The natural market for West Coast ports in general, and Pacific Northwest ports in particular, is Asia. BST Associates will supplement the updated cargo trend information with additional data that documents the relative distance advantages provided by the Pacific Northwest gateway, especially to/from Asian origins and destinations. We will include comparisons of the port-to-port water distances between U.S. ports on the West, Gulf, and East Coasts and Asian ports, as well as rail distance comparisons between key inland points and U.S. ports.

These relative distance advantages provide shippers with a number of key benefits. Reduced shipping costs are one obvious example, but the shorter rail and water distances also translate into faster transit times, as well as reduced fuel usage and related environmental impacts.

## PNW Ports Strategies / Workshops:

**Qvigstad & Associates** will facilitate a series of workshops intended to clarify and align goals of the branding campaign, shape messages and create buy-in from the PNW Seaports. Key to the positioning strategies will be the elements of Product (how the Port articulates its value proposition and core competencies), Price (what are the monetary & nonmonetary incentives or disincentives, Place (where, how & when we position the Port), and Promotion (what are the key messages, who are our key partners, and how do we communicate) such as advertising, public relations, special events, direct marketing, social marketing, printed materials, special promotional items, displays/signage/banners, personal communications and the media, as appropriate.





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**Brand Identity / Design:** In coordination with WPPA and the I&T Committee, Kari and Ericka will lead the branding process for the PNW Ports. The logo plays a vital fundamental role in defining brand. It is the visual representation and reminder of products or services – a mark, name or icon on a brochure. It is the intellectual side of the equation. A true brand is more visceral, more emotional. All the qualities that contribute to the feeling, the response that the sight of the logo evokes.

Developing that brand – and communicating it effectively to various audiences – requires an on-going relationship - one that establishes a strong consistent, familiar image in all communications - and builds trust in the marketplace. That, ultimately, sets the PNW Ports apart from the competition. The PNW Ports brand will have depth and tell a story. A good brand provides both flexibility and importance that enables the organization to find creative new ways to express it without straying from the brand story. This will provide leverage to create a cohesive consistent message throughout any and all marketing materials regardless of media.

## Development of a Branding Manual

Just as the PNW Ports need an intelligent, polished identity, there is also need for a **brand standards manual**. A brand standards manual will be developed to provide guidance on how, where, and when the new identity should be used. The Branding Manual will achieve the following goals:

- 1. Consistency.** The brand standards manual will help ensure consistency, providing instructions on how the brand should appear across all media, and so the logo looks the same on paper and online.
- 2. Longevity.** The brand standards manual will help hold the value in its brand over time. Brands are built to last, but they can quickly devalue with improper use. Each time a logo is stretched, in the wrong color, with the wrong type, altered or squished, it loses brand equity.
- 3. Collaboration.** As more than one person will use the new branding materials - printers, advertising agencies, social media marketers and the ports - the brand standards manual gives everyone access to the same rulebook.
- 4. Knowledge.** The brand emotes ideas, and unconscious assumptions based upon how the PNW Ports will be positioned to the world. The brand standards manual puts those ideas and decisions on paper. As users may come and go, the information in the brand standards manual provides the knowledge to weather change.

## Collateral Materials

The team will design collateral materials to support the branding campaign to include high level talking points, key brand messaging, collateral graphics, map(s), brand logo, fact sheet, and relevant social media strategies.

## Presentation of Findings: White Paper

BST Associates will summarize the information developed in the Market Research/Economic into a White Paper intended for a variety of audiences, including Port policymakers, community and business groups, and other special interests... The goal of this White Paper is to clearly illustrate the various advantages of the Pacific Northwest gateway. Strategies that are based on unbiased market research and analysis will be defensible to the public allowing the Port to gain respect from the local community while best positioning the Port for future business and economic development activities



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## Outline of Tasks

The following outlines the basic tasks and proposed schedule involved under this proposal.

- 1. Project Scoping and Work Plan Development** **November 20, 2013**
  - a. Meet with WPPA Committee to confirm issues and needs
  - b. Review and leverage existing market data and findings
  - c. Assess and confirm relationships among seaports by industry cluster
  - d. Assess patterns, gaps and needs for additional research activities
  - e. Develop strategy for Branding Campaign
- 2. Market Research, Economic Analysis & Synthesis** **January 2014**
  - a. Articulate Competitive Advantages in terms of miles, time, cost, value, benefit, efficiency, and sustainability
  - b. Address competitive advantages of PNW Seaports with respect to access to US Midwest & East Coast to Pacific Rim Markets
  - c. Articulate PNW Seaport advantages over North American West Coast, Gulf Coast, and East Coast options.
- 3. Economic Analysis & Themes/Messages Workshop** **January 2014**
  - a. Design and hold a workshop with PNW Seaports representatives to confirm findings from market research and economic analysis
  - b. Confirm key themes and messages
- 4. Brand Themes and Messages Workshop** **January -2014**
  - a. Design and hold a workshop with PNW Seaports representatives to develop consistent themes and messages for brand identity.
- 5. Brand Identity Development Workshop** **February 2014**
  - a. Design and hold a workshop with PNW Seaports representatives to present image / identity concepts reflective of initial findings from previous workshops
    - i. Present Competitive Advantages & Comparisons Concepts for:
      - a) High Level Talking Points
      - b) Maps
      - c) Fact Sheet
      - d) Other Collateral Materials
      - e) Relevant Social Media Strategies
    - ii. Design Branding Standards Manual which will be the foundation of all Collateral Materials to follow that reflect outcomes from workshop
- 6. Economic Analysis - White Paper - Draft Development** **March 2014**
  - a. Present draft white paper to WPPA Transportation and Infrastructure Committee.
- 7. Present Final Report** **May 2014**
  - a. Present final white paper and plan to PNW Seaports at WPPA Spring Meeting.



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## Description of Services / Timeline / Costs

The following summarizes estimated costs to implement the proposed Outline of Tasks.

Description of Services	Timeline	Amount	Estimate Cost
<b>Project Scoping and Work Plan Development</b>	<b>November 20, 2013</b>	<b>Kari Qvigstad</b> , 16 hours @ \$150/hr. = \$2,400 <b>Ericka Bakkom</b> , 8 hrs. @ \$85/hr. = \$680	<b>\$3,080</b>
<b>Market Research, Economic Analysis &amp; Synthesis</b>	<b>January 2012</b>	<b>Kari Qvigstad</b> , 8 hours @ \$150 = \$1,200 <b>Paul Sorensen</b> , 12 hrs. @ \$165 = \$1,980 <b>Brian Winningham</b> , 16 hrs. @ \$140 = \$2,240	<b>\$5,420</b>
<b>Economic Analysis &amp; Themes/Messages Workshop</b>	<b>January - 2014</b>	<b>Kari Qvigstad</b> , 8 hours @ \$150 = \$1,200 <b>Paul Sorensen</b> , 8 hrs. @ \$165 = \$1,320 <b>Brian Winningham</b> , 8 hrs. @ \$140 = \$1,120	<b>\$3,640</b>
<b>Brand Themes and Messages Workshop</b>	<b>January - 2014</b>	<b>Kari Qvigstad</b> , 8 hrs. @ \$150 = \$1,200 <b>Ericka Bakkom</b> , 8 hrs. @ \$85 = \$680	<b>\$1,880</b>
<b>Brand Identity Development Workshop</b>	<b>February 2014</b>	<b>Kari Qvigstad</b> , 12 hrs. @ \$150 - \$1,800 <b>Ericka Bakkom</b> , Workshop - 8 hrs. @ \$85 = \$680 Brand Manual 16-24 hrs. @ \$85 = \$1,360-\$2,040 Collateral Materials 42 hrs. @ \$85 = \$3,570	<b>\$7410-8090</b>
<b>Economic Analysis - White Paper - Draft Development</b>	<b>March 2014</b>	<b>Kari Qvigstad</b> , 8 hrs. @ \$150/hr. = \$1,200 <b>Paul Sorensen</b> , 16 hrs. @ \$165 = \$2,640	<b>\$6,080</b>



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		<b>Brian Wunningham</b> , 16 hrs. @\$140 = \$2,240	
<b>Present Final Report at WPPA Spring Meeting</b>	<b>May 2014</b>	<b>Kari Qvigstad</b> , 12 hrs. @ \$150/hr. = \$1,800 <b>Paul Sorensen</b> , 12 hrs. @ \$165 = \$1,980 <b>Brian Wunningham</b> , 12 hrs. @ \$140 = \$1,680	<b>\$5,460</b>
<b>Travel Reimbursement</b>		<b>Mileage Reimbursement @ \$0.565/mile, estimated @ 2,500 miles</b>	<b>\$1,412</b>
		<b>TOTAL</b>	<b>\$34,382</b>

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## Biography, Examples & References



Qvigstad & Associates, Inc.

**Kari L. Qvigstad**

President, CEO



**YEARS OF EXPERIENCE: 26**

### EDUCATION

#### **University of Washington**

- B.A. Japanese Language and Literature
- B.A. Communications

#### **Kansai University of Foreign**

**Studies** - Osaka, Japan

**International Christian**

**University** - Tokyo, Japan

### Professional Experience

#### KEY ROLES

##### **Qvigstad & Associates, Inc.**

President/CEO, 2011 - Present

##### **Port of Olympia**

Marketing and Business Development  
Director, Port of Olympia, 1996 -  
2011

##### **Self Employed**

International Trade & Logistics  
Business Consultant, Self-Employed  
1994 - 1996

##### **Tacoma Cold Storage/Mountain Cold Storage**

Manager of Marketing, Sales & Human  
resources, 1990 - 1994

##### **Kamigumi U.S.A., Inc.**

Vice President, 1986-1990

### MARKETING & BUSINESS DEVELOPMENT EXECUTIVE

A career executive in Marketing, Business Development, International Trade, Transportation and Logistics, Ms. Qvigstad is experienced in development of strategic business plans, conducting market analysis, and implementing innovative marketing strategies to launch new products and services.

She has guided the strategic alignment of organizational goals through planning and team-building, execution of operations, cost containment and creating efficiencies while increasing customer satisfaction and profits.

Ms. Qvigstad is known for her professionalism, proactive leadership, high standard of ethics, strength of character, collaboration and cultivating strong relationships. She brings over two decades of experience serving on executive leadership teams, industry and community boards.

While serving on the Port of Olympia's executive team, she led Port marketing, communications and community outreach programs, and executed business planning and strategic sales initiatives for business development teams.

#### LEADERSHIP

##### **Saint Martin's University**, Int'l

Programs Committee, 2013 -present

**Leadership Thurston County** Board  
of Regents, 2010 – present

##### **Olympia Downtown Association**

Board, Econ. Develop. Chair, 2009 –  
present

##### **National Defense Transportation**

**Assoc.**, Region Chapter President, 2005  
– 10

**Rail Industrial Clearance Assn.** Board,  
2002 - 2006

**Northwest Marine Terminals Assoc.**,  
Tariff & Practices Chair, 2005

**Foundation for Russian-American  
Economic Cooperation**, Clear-Pac  
Steering Committee, 1996-1998

#### PAST PROJECTS

Strategic advisor on long-range planning projects to Ports of Longview, Olympia & Walla Walla. Market research, marketing and communications consultation to Port of Bellingham, Port of Longview, FLT Consulting, Washington State Transit Insurance Pool, Rincon Tribe, SafePlace and Olympia Artspace Alliance. Advisor to Port of Douglas County, Economic Consulting Group, St. Martin's University International Programs, Google and ACIC on business and logistics strategies. International market development, trade and logistics services to manufacturers, importers, exporters, transportation carriers, economic development agencies, and the State of Washington. Facilitated multi-modal warehousing, distribution, freight forwarding, and customhouse brokerage and Foreign-Trade Zone services.



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Qvigstad & Associates, Inc.

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## Curriculum Vitae - Paul C. Sorensen

### Education

Masters Degree in Economics - University of Washington, 1979

Bachelors Degree in Political Economics - University of Washington, 1976

### Professional Experience

Belyea, Sorensen, Trottier & Associates - Partner, 1987

Trade Information Planning Systems - Vice President Consulting, 1987-88

Natural Resources Consultants - Partner, 1988

URS Corporation - Senior Financial Planner 1986-87

TAMS Consultants - Senior Economist, 1981-86

Kramer, Chin & Mayo - Economist, 1979-81

Basset, Park & Silberberg - Research Analyst, 1976-79

### Relevant Qualifications

Paul Sorensen has more than 30 years of professional experience as a lead researcher or project manager for a wide variety of projects evaluating the economic impact and financial performance of seaports and related transportation systems. In recent years Paul has prepared economic impact analyses for many Port Districts in Washington, as well as developing market analyses, marina rates, port tariffs, and other port-related studies. Mr. Sorensen has served as lead researcher and/or project manager on the following projects.

**Vancouver Energy Distribution Terminal**, Tesoro/Savage, 2013

**Land Use Analysis**, Port of Tacoma, 2013

**Humboldt Alternative Rail Corridor Analysis**, Humboldt Bay Port District, 2013

**SR432 Corridor Analysis**, Cowlitz-Wahkiakum COG, 2013

**Port of Portland Rail Plan**, Port of Portland, 2012

**San Pedro Bay Ports Trade Impact Analysis**, Port of Los Angeles, Port of Long Beach, ACTA, 1995, 2001, 2007, 2009, and 2012

**Columbia River Crossing Navigation Impact Analysis**, CRC, 2012

**Port of Toledo Strategic Business Plan and Capital Facilities Plan**, Port of Toledo Oregon, 2012

**Marine Cargo Forecasts**, WPPA and WSDOT, 1985, 1994, 1999, 2004, 2009, and 2011

**Revenue Bond Feasibility Study**, Port of Oakland, 2004, 2007, 2009, 2011

**West Hayden Island Marine Cargo Forecasts and Capacity Assessment**, Port of Portland, 2010

**Assessment of Water-Dependent Commercial and Industrial Uses**, Clark County, 2010

**Strategic Business Plan**, Port of Astoria, 2010

**Tariff Study, Port of Anchorage**, 2009/2010

**Bulk Cargo Market Analysis**, Port of Long Beach, 2009/2010

**Swinomish Channel Economic Impact Study**, Port of Skagit County, 2010

**Blair-Hylebos Terminal Redevelopment Draft EIS**, Port of Tacoma, 2008

**Homeport Analysis**, National Oceanic and Atmospheric Administration, 2008

**Transload Market Study**, Port of Tacoma, 2005

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## Curriculum Vitae -Brian Winningham

### Education

Bachelors Degree in Business Administration - University of Washington, 1988

Bachelors Degree in Economics - University of Washington, 1988

Professional Experience

BST Associates - Economist, 1988-

### Relevant Qualifications

Mr. Winningham joined Belyea, Sorensen, Trottier & Associates in March 1988, following his graduation from the University of Washington. His work has included performing primary research, survey design and execution, database development and analysis, formulating statistical tests, and report preparation. His work has provided him with extensive experience in analyzing transportation and cargo movement issues. Descriptions of several projects on which he has worked are presented below.

**Vancouver Energy Distribution Terminal**, Tesoro/Savage, 2013

**Land Use Analysis**, Port of Tacoma, 2013

**Humboldt Alternative Rail Corridor Analysis**, Humboldt Bay Port District, 2013

**SR432 Corridor Analysis**, Cowlitz-Wahkiakum COG, 2013

**Economic Impact Analysis**, Port of Port Angeles, 2013

**Port of Portland Rail Plan**, Port of Portland, 2012

**San Pedro Bay Ports Trade Impact Analysis**, Port of Los Angeles, Port of Long Beach, ACTA, 1995, 2001, 2007, 2009, and 2012

**Columbia River Crossing Navigation Impact Analysis**, CRC, 2012

**Port of Toledo Strategic Business Plan and Capital Facilities Plan**, Port of Toledo Oregon, 2012

**Port of Everett Marina District Master Plan, Port of Everett**, 2011-2012

**Revenue Bond Feasibility Study**, Port of Oakland, 2004, 2007, 2009, 2011

**West Hayden Island Marine Cargo Forecasts and Capacity Assessment**, Port of Portland, 2010

**Assessment of Water-Dependent Commercial and Industrial Uses**, Clark County, 2010

**Clark County Freight Mobility Study**, SW Washington RTC, 2010

**Economic Impact Study**, Port of Tacoma, 2010

**Strategic Business Plan**, Port of Astoria, 2010

**Master Plan, Port Authority of Guam**, 2009/2010

**Tariff Study, Port of Anchorage**, 2009/2010

**Bulk Cargo Market Analysis**, Port of Long Beach, 2009/2010

**Economic Impact Study**, Black Ball Ferry Line, 2010

**Swinomish Channel Economic Impact Study**, Port of Skagit County, 2010

**Marine Cargo Forecasts**, WPPA and WSDOT, 2009, 2004, 1999, 1994, and 1985

**Blair-Hylebos Terminal Redevelopment Draft EIS**, Port of Tacoma, 2008

**Homeport Analysis**, National Oceanic and Atmospheric Administration, 2008

**OffPeak Program Effectiveness Analysis**, PierPASS, 2008

**Transload Market Study**, Port of Tacoma, 2005



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**Ericka Bakkom** Graphic Designer/Owner

## GRAPHIC DESIGN AND MARKETING PROFESSIONAL

A corporate graphic design and marketing professional Ms. Bakkom has art directed design teams to develop promotional pieces and ad campaigns for institutions nationwide. She has been responsible for account management, training and developing production and design staff. She has managed projects from concept, design, pre-press, printing, bindery, postal compliance and shipment to delivery. Ms. Bakkom has performed the necessary research to analyze company challenges and produce unique targeted products with tight budgets and short deadlines.

She has produced corporate marketing materials resulting in direct impact on growth and development, turning them into a multi-million dollar, award winning agency.

Her design and development of branding identities for nationwide products with international vendors and buyers resulted in increased sales profits.

While serving as an active board member and Director of the Women's Professional Network, she guided the marketing communications through her graphic design campaigns for special events, monthly newsletters and other promotional materials.

With over two decades in the industry Ms. Bakkom is known for her integrity, professionalism, experience and collaborative skills.

### YEARS OF EXPERIENCE: 23

#### EDUCATION

Seattle Art Institute  
Associate of Applied Arts  
Visual Communications

#### CONTINUING EDUCATION

Workshops/Seminars/Conferences  
California and Washington

UBI: 602 823 8333

WOSB: Women Owned Small Business

Pending Certificate

*"Ericka at E Fresh delivers great design and has a flexible, positive attitude during the creative process. A solid professional who provides quality work."*

~ **Carolyn Casey**, Director of External Affairs – Port of Bellingham

## PROFESSIONAL EXPERIENCE

### KEY ROLES

#### **E Fresh Design, WA**

Owner/Designer,  
2005 – Present

#### **PSB Integrated Marketing, CA**

Art Director/Marketing  
Design Manager  
1995 – 2005

#### **The Practice Builder Agency, CA**

Sr. Designer/Creative Director  
1993 – 1995

#### **Jay Jacobs Inc., WA**

Graphic Designer  
1990 – 1993

#### **The Carter Agency, WA**

Advertising/Design  
1988 – 1990

### LEADERSHIP

#### **Mt. Vernon School District**

Advisory Board Member,  
2010 – present

#### **Womens Professional Network**

Board of Directors,  
Newsletter Editor 2009 – 2012

#### **Bellingham/Whatcom County Chamber of Commerce**

Active Member 2009 – 2012

#### **Ad Production Association of Orange County CA [APAO]**

Active Member 1994 – 2002

#### **Seattle Design Association**

Active Member 1990 – 1993

#### **Brand Packaging/FUSE Design**

Member 2008 – present

### PAST PROJECTS

**Partnered with Leadership Skagit Team** and the **Department of Transportation** to designate and sign I-5 through Skagit County as an "Agricultural Scenic Corridor". Supported by Skagit County Commissioners and Senators.

#### **Bellingham Chamber of Commerce and Industry**

~ Develop and Brand Ski to Sea Marketing Campaign, 2011-2013

**Port of Bellingham** ~ Branding & Development of Bellingham Maritime Industry Initiative

**Seattle Specialty Insurance Services** ~ Rebranding/Branding Standards Manual

*"... Ericka's unique market positioning and branding led to an acquisition by Australia's largest insurance provider shortly thereafter"*

~ **Jen Nausin** Marketing Director



# WPPA- Proposal for Branding Campaign for PNW Seaports

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## Project References

### Qvigstad & Associates, Inc. – Project References

#### Port of Bellingham- Marine Marketing

Dan Stahl, Director of Marine Services

Email: [dans@portofbellingham.com](mailto:dans@portofbellingham.com)

November 2012 - Present

Tel: 360-676-2500

Kari has been providing consulting services to the Port of Bellingham since November 2012 including market research, market assessment and a marketing plan. In the spring of 2013, she collaborated with eFresh Design to design new marketing materials for the Port's marine division. She continues to work in an advisory capacity to the Port in implementing its marketing strategies.

#### Port of Douglas County - Cross-dock Feasibility Study

Lisa Parks, Executive Director

Email: [lisa@portofdouglas.org](mailto:lisa@portofdouglas.org)

December 2012 - June 2013

Tel: 509-884-4700 Cell: 509-679-1586

Kari led a team of consultants in conducting a feasibility study that evaluated strategic investments to improve the economic competitiveness of the region's agricultural commodity producers and shippers. The process included market research to determine the feasibility of freight movement in the Wenatchee area and focused on the tree fruit industry. The final report discusses market demand, industry trends, potential locations, structures for operation, including a potential role for a public entity, and identifies risks associated with building a new cross-dock facility. The findings determined a new facility is not feasible at this time and provided alternative strategies for Port implementation.

#### Marketing & Business Plans/Economic Consulting Group, LLC

Dr. Riley Moore, Partner

Email: [ecgmoore@gmail.com](mailto:ecgmoore@gmail.com)

September 2011 -July 2012

Tel 360-259-8786

Qvigstad & Associates developed a brand identity, business plan and marketing strategies for this start-up firm specializing in Economic Consulting services. In addition, Kari provided business development services for a number of EB-5 clients, market research for the Rincon Tribes, and related services.

#### Marketing & Business Development / Port of Olympia

Bill McGregor, Port Commissioner

Email: [billm@portolympia.com](mailto:billm@portolympia.com)

March 1996 – January 2011

Tel: (360) 528-8000

Kari joined the Port of Olympia as Marketing & Business Development Director in 1996, following the Port's adoption of a 20 year comprehensive plan. Upon appointment, she lead a brand identity process that included new names, logos and design standards for the Port and each of its four lines of business. In addition, she developed and implemented port-wide marketing and communications strategies, including market research, advertising and promotion, public affairs, and media relations.

### BST Associates. – Project References

#### Marine Cargo Forecasts

1991, 1995, 1999, 2004, 2009, and 2011

BST has prepared forecasts of waterborne commerce moving through public and private terminals in the State of Washington for the last six forecasts (1991, 1995, 1999, 2004, 2009 and 2011) for the Washington Public Ports Association and Washington State Department of Transportation. The forecasts of cargo on the Lower Columbia River included estimating the split between Oregon and Washington ports. As part of these forecasts, BST also estimated the volume of rail and road traffic



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generated by the waterborne cargo. This entailed estimating the percent of cargo moving by truck, rail, or barge, as well as the moving and directly between ships and industrial plants (cement plants, smelters, refineries, pulp/paper mills and like facilities).

## **SR432 Corridor Analysis (2013)**

BST Associates is a member of the team completing the SR432 Corridor analysis. The goal of this project is to recommend improvements to the road and rail system along the corridor, in order to increase safety and capacity, and to reduce congestion. The primary task completed by BST Associates was to forecast of the volume of freight that is projected to move along the SR 432 Corridor through 2035, and to estimate the volume moving by train and by truck. Included in the forecast are the inland freight impacts of planned improvements to waterborne cargo facilities at existing Port of Longview terminals, the Millennium Bulk Terminal, and others, as well as the potential volumes that could move through new facilities at Barlow Point. These forecasts were based on recently completed regional forecasts and through interviews with major cargo generators and key stakeholders.

## **Tesoro Savage Vancouver Energy Distribution Terminal (2013)**

BST Associates is a member of the team completing an application to the Energy Facility Site Evaluation Committee regarding the proposed Tesoro/Savage Petroleum by Rail project in Vancouver, Washington. The role of BST Associates included the development of the socio-economic analysis, and assessing the impact of the project on marine navigation. The navigation impact included: 1) reviewing the historical trends associated with vessel calls in the Lower Columbia River, 2) documenting the characteristics of the Columbia River channel, including width and depth, location of anchorages and other relevant issues, 3) estimating the future vessel activity in the Columbia River, and 4) interviewing representatives of the USACE, the U.S. Coast Guard, and the Columbia River pilots

## **Columbia River Crossing Navigation Analysis (2012-2013)**

BST Associates was retained by the Columbia River Crossing (CRC) crossing team to assist in preparing an analysis of the impacts to navigation that might result from construction of a new fixed-span bridge. BST Associates analyzed the various fleets that transit the bridge, including cargo vessels (primarily towboats and barges), construction equipment, sailboats, commercial passenger vessels, and others. Another key issue that BST analyzed was the amount of land upriver of the bridge that could potentially be developed, and might be negatively impacted by a fixed span. BST Associates was also tasked with conducting a detailed analysis of the metal fabrication industry, focusing on large structures that are transported by water and are potentially constrained from passing under a fixed span.

## **Alternative Rail Corridor Analysis (2013)**

BST Associates was retained by the Humboldt Bay Harbor, Recreation and Conservation District to analyze the feasibility of re-establishing freight rail service to Humboldt County, California. This report developed high-level estimates of the cost to construct an east-west rail line along three potential new routes, as well as the cost to reconstruct a line along the existing north-south right of way. BST developed a list of theoretical commodities that might use the line, and estimated the rail operating costs and railroad revenue. Using the net revenue and the construction costs BST developed ranges of the cargo volumes that would be required for the line to be financially feasible.

As part of the analysis, BST produced comparisons of the rail distance to competing ports along the entire West Coast, and discussed the physical attributes of the ports (such as water depth).

Trade Impact Analysis (2012)



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BST Associates was retained by the Port of Los Angeles, the Port of Long Beach, and the Alameda Corridor Transportation Authority to estimate the economic impact of containerized trade that moves through the two ports. This study updated four similar analyses performed previously by BST Associates. These studies have been used to highlight the national importance of the port complex in the region, and are used to secure federal and state funding for port-related transportation projects.

## **West Hayden Island, Lower Columbia Port Capacity Assessment (2010)**

The Port of Portland is working with the City of Portland and interested stakeholders to annex West Hayden Island so that it could be used as a potential site for future large-scale marine terminal development. BST Associates was retained by the Port to prepare a marine cargo forecast for the Portland harbor and other Pacific Northwest ports. The forecasts were unconstrained with respect to port terminal capacity, which means there was assumed to be sufficient land available in Portland Harbor to accommodate expected growth in cargo throughput. Portland does not currently have sufficient land to attract a major user (100+ acres). The report also describes the size and characteristics of existing marine terminals and known potential areas for terminal expansion in the Lower Columbia River region. The report provides a reasonable projection of terminal expansion in the Portland harbor.

## **Governor's Container Port Initiative (2008/9)**

In late 2006, Governor Gregoire announced a Container Ports Initiative to improve coordination and investment in rail and container port freight mobility. As part of the Initiative, the Governor established the Container Ports and Land Use Work Group to examine current land use regulations and their impacts on the effective functioning of container ports, and to provide recommendations for improvements on how to better accommodate both urban and industrial growth.

BST Associates assisted this effort by documenting the economic contribution of the Ports to the state and their communities. This included a summary of port market opportunities and the economic impacts of the ports within Washington State.

## **Dry Bulk Cargo Forecast (2010)**

The Port of Long Beach Real Estate Department had recently been contacted by several shippers of bulk commodities. In order to understand whether these were viable and sustainable opportunities, the port wanted a detailed assessment of bulk cargoes to determine which ones appeared viable, whether there was sufficient capacity at existing facilities in Southern California and whether the projected volumes would create rail congestion that might impact other Port cargo traffic (particularly containers). BST Associates led a team that evaluated the market opportunities and terminal capacity for selected bulk cargoes, including: imported aggregates, cement, and potash, as well as exported iron ore, coal, soda ash, and sulfur. BST Associates analyzed the potential volumes of these cargoes as well as the economics of moving them through Long Beach. The analysis included comparisons of moving the commodities through Long Beach, including ocean, port and landside transportation cost (both truck and rail) and ultimately the final price to the customer. The report summarized which cargoes appeared to have the greatest viability. This report is being used by Port staff to help guide real estate transactions.

## **Analysis of PierPASS OffPeak Program (2008)**

BST Associates was retained by PierPASS to provide an impartial opinion of whether the OffPeak Program had met its objective to provide an incentive for cargo owners to move cargo at night and on weekends, in order to reduce truck traffic and pollution during peak daytime traffic hours and to alleviate port congestion. BST conducted telephone interviews with terminal operator and trucking



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lines, and conducted an on-line survey that collected more than 800 responses from cargo-related firms. Results were summarized and presented to the PierPASS board.

## E Fresh Design – Project References

### **Port of Bellingham- Marine Marketing**

Dan Stahl, Director of Marine Services

Email: [dans@portofbellingham.com](mailto:dans@portofbellingham.com)

November 2012 - Present

Tel: 360-676-2500

Ericka has been providing graphic design related services to the Port of Bellingham since September 2010 including advertising and marketing. In the spring of 2013, she collaborated with Kari of Qvigstad & Assoc. to design new marketing materials for the Port's marine division. She continues to work in an advisory capacity to the Port in implementing its consistent, cohesive design and branding strategies. **POB.ShippingTerminal\_Pkg** samples attached. Recent request to design a corresponding postcard.

### **Port of Bellingham- Marine Trades/Maritime Branding**

Carolyn Casey, External Affairs Director

Email: [carolync@portofbellingham.com](mailto:carolync@portofbellingham.com)

September 2010 - Present

Tel: 360-676-2500

Ericka at E Fresh Design partnered with The Port of Bellingham's Marine Trades Team to develop strategic branding that could be used by the Port and by all marine trades and maritime businesses to represent the working waterfront and maritime industries in Whatcom County. This brand was uniquely positioned to use in trade show banners, directories, brochures, advertisements and other collateral material that E Fresh produced. Most often it's used in conjunction with a business's regular logo to create a unifying image to define Whatcom County as having a robust and multifaceted maritime & marine trades economy. **POB.MaritimeBellingham\_Branding** samples attached.

### **Port of Bellingham- Economic Development Advertising**

Dodd Snodgrass, Economic Development

Email: [dodds@portofbellingham.com](mailto:dodds@portofbellingham.com)

August 2012

Tel: 360-676-2500

E Fresh created Economic Development Ads that appealed to Business Industry Manufacturer's, Professionals and People interested in Outdoor Recreational Lifestyles. included "Access to thriving Canadian Economy. Strong and Diverse work force. Bellingham/Whatcom County – we have a place for YOU and your business." **POB.EconomicDev.AD** sample attached.

### **Leadership Skagit Valley - I-5 Corridor Signage**

Scott Sutton, Marketing/Sales/Planning

Email: [scott@printstreams.net](mailto:scott@printstreams.net)

July 2011

Tel: 360-920-9524

Ericka worked with elected officials and Department of Transportation to develop North and South bound signs along I-5 to raise awareness and promote tourism in the county by capturing the uniqueness of the valley including farming, recreation and wildlife.

**Skagit\_SignDOT\_12.11a** samples attached.



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## **Port of Bellingham- Tradeshow Banner Marketing**

Dodd Snodgrass, Economic Development

Email: [dodds@portofbellingham.com](mailto:dodds@portofbellingham.com)

October 2011 - Present

Tel: 360-676-2500

E Fresh Design worked closely with the Port of Bellingham to create a voice in slogans, words and images developing the tradeshow banner signage to be used in Dusseldorf, Germany at the largest Marine Trade show in the world. **POB.GermanyTS\_Banners** samples attached.

Recently contracted additional 'Commerce' banners representing real estate/development showcasing economic activity. **POB.commerceTS** samples attached.

## **Port of Bellingham- Bellwether RFQ Campaign**

Carolyn Casey, External Affairs Director

Email: [carolync@portofbellingham.com](mailto:carolync@portofbellingham.com)

July 2013

Tel: 360-676-2500

E Fresh Design created an appealing and unified 15 page document to solicit the Bellwether RFQ with a matching postcards and trade publication advertising. **POB.BellwetherRFQ** samples attached.

## **Port of Bellingham- Bellwether RFQ Campaign**

Christopher Tibbe, Squalicum Harbormaster

Email: [christophert@portofbellingham.com](mailto:christophert@portofbellingham.com)

May 2013 - Present

Tel: 360-676-2500

Currently E Fresh is working with Squalicum Harbormaster and Development Specialist on a series of marina postcard mailings with the objective of increasing moorage. We identified the unique selling proposition with largest supporters represented and are targeting the most relevant audience.

**POB. HomeportPC.jpg** sample attached.

