

TRACY (BLACK) KREIFELS

PROFESSIONAL EXPERIENCE

President, Black Cape Marketing

June 2010 to Present

Lacey, WA, 909-418-4339

Providing leadership, organization, systems, and tools to strategically grow successful firm:

- Strategic planning; ROI analysis; marketing budgets; go/no-go decision-making processes; and business development programs
- Branding/logos; brochures; websites; social media; and news releases
- Proposal analysis and strategy; proposal writing, editing, and quality assurance; interview strategy and coaching; and presentation graphics, boards, and slide decks
- Marketing infrastructure analysis and design; marketing data systems analysis and design; boilerplate analysis, design, and writing; and marketing staff analysis, organization, training, and augmentation

Recent client successes:

- Proposal template design, boilerplate writing and development, marketing database development and maintenance, and ongoing proposal strategy and writing for small architecture firm specializing in transit, community-based, and commercial facilities in Oregon
- Proposal template design, boilerplate writing and development, marketing database development and maintenance, and ongoing proposal strategy and writing for medium-sized architecture firm specializing in K-14 market in Southern California
- Marketing planning, website content development, photo shoot direction, branding, strategic messaging, logo design, and collateral design for growing law firm specializing in employment matters
- Marketing planning, strategic messaging, website content development, brand refinement, and collateral redesign for growing sustainability consulting firm
- Branding, logo design, collateral design, brochure design, website content development and design, photo shoot direction, proposal template design, boilerplate writing and development, marketing database development and maintenance, and ongoing proposal strategy and writing for growing construction services firm specializing in K-14 market
- Comprehensive marketing boilerplate organization, writing, and editing and rebranding of all client-facing communication materials including marketing, contracts, human resources, and accounting for large architecture firm focused on healthcare, education, civic, and interior design markets
- Branding, logo design, collateral design, messaging, and brochure content development for unique start-up healthcare consulting services firm
- Research, writing, editing, and graphic design for an "owner's manual" for a new, innovative 400-bed hospital designed and built using Lean principles and integrated project delivery methods; also conducted research and interviews with team members to write a project history document focused on documenting lessons learned
- Website content development and design for massage therapy business
- Website design, content development, graphic design, Etsy storefront, and social media launch for start-up jewelry design business

"Tracy has been an asset from the beginning.

She has delivered all materials and projects on time and has prepared extremely professional responses to SOQs and RFPs for our firm. In fact, she currently does ALL our responses. She helped in our web site design and all of our marketing materials are developed by Tracy. I would not use anyone else. She has been remarkable to work with and our staff loves her. I would not hesitate to give Tracy the highest recommendation. We truly count on her."

Ed Cunningham, President,
LCC3 Construction Services

“In creating her department, Tracy has clarified the role and functions of a diversified marketing approach to serve the entire firm.

At all times, Tracy has demonstrated a level of expertise and experience that has benefitted the image of the firm in our core markets. She is honest and sincere and serves as counselor and advisor to many people, and in that role, maintains confidentiality. She has a wonderful sense of humor and contributes that attribute to a warm and friendly work environment.”

Glenn Massengale, PhD,
(former/retired) Senior Vice
President, HMC Architects

Senior Consultant, Communication Resources Northwest

February 2012 to Present

914 164th St SE, Suite B12 #255, Mill Creek, WA 98012, 425-316-8300

Providing marketing and communication expertise to A/E/C firms and public agencies:

- Create strategic marketing plans including existing conditions analysis and recommendations
- Provide branding, logo design, collateral design, brochures, and websites
- Develop, design, and produce internal and external newsletters
- Write, edit, and provide graphic design and strategy for proposals and project pursuits
- Prepare in-depth proposal analysis and recommendations
- Lead shortlist interview coaching and presentation graphic design
- Edit and design research and survey data analysis reports
- Manage ongoing marketing initiatives, product launches, and advertising campaigns
- Mentor marketing staff and develop customized systems and processes to capture work

Vice President, Corporate Marketing, HMC Architects

May 2007 to June 2010

Associate/Director of Marketing

May 2006 to May 2007

Director of Marketing

September 2003 to May 2006

3546 Concoors, Ontario, CA, 909-989-9979

- Created first centralized corporate marketing department to oversee, manage, and support \$4M annual marketing and business development program for 450-person, 10-office firm
- Responsible for recruiting, training, managing, and mentoring team of marketing and graphic design professionals for market-based business development and marketing activities and corporate marketing tools and infrastructure development
- Launched comprehensive media relations program resulting in double the media coverage in the first year and triple the media coverage in the second year; significantly increased the quality of coverage to include feature/cover stories on firm's people and projects and authored trend articles in regional and national mainstream and targeted trade publications
- Launched early-adopt social media program and news blog resulting in more than 1,000 followers and high level of industry influence rating on Twitter within first six months
- Developed the firm's first comprehensive marketing data management system, including centralized marketing server, Deltek Vision software, and custom searchable imagery interface
- Created comprehensive systems for managing marketing activities, budgets, and expenses and measuring ROI; consistently decreased spending while increasing effectiveness
- Participated in market-driven organizational restructuring, market-driven visioning processes, and ongoing strategic, business, and budget planning initiatives
- Led multiple branding processes to update logo, website, collateral, and marketing materials to align with strategic vision updates
- Led key marketing campaigns from proposal strategy through shortlist presentation
- Increased company-wide proposal hit rate from 28 percent to 44 percent in first three years

Corporate Marketing Director, Otak, Inc.

June 1999 to August 2003

808 SW Third Avenue, Suite 300, Portland, OR, 97204, 503-287-6825

- Developed and implemented marketing strategies for a 270-person multidiscipline A/E firm with eight offices in four states
- Directed and mentored eight professional marketing and graphic design staff
- Facilitated corporate and regional strategic planning, marketing plans, and marketing budgets
- Directed market research, proposal strategy, presentation strategy and coaching, public relations, and client service programs
- Developed market-centered organizational structure to track marketing success across geographic regions and discipline-managed teams
- Increased proposal hit-rate from 30 to 45 percent firm-wide
- Managed development and implementation of customized firm-wide marketing database

Regional Marketing Director, Otak, Inc.

April 1998 to June 1999

Marketing Manager

April 1994 to April 1998

Marketing Coordinator

April 1993 to April 1994

11241 Willows Road NW, Suite 200, Redmond, WA 98052, 425-822-4446

- Responsible for directing marketing activities of fastest growing region of firm
- Played significant role in opening downtown Seattle office
- Achieved 60 percent proposal hit-rate
- Developed firm-wide leads tracking system and local marketing data management system
- Managed proposals and interview preparation and coaching
- Facilitated local strategic planning processes
- Managed administrative, marketing, and graphic design staff
- Established marketing team as quality assurance for project reports and deliverables
- Provided technical planning for EIS documents, feasibility reports, and permitting

Intern Architect/Marketing Coordinator, The Burke Associates, Inc.

May 1991 to April 1993

Seattle, Washington (owner retired in 1994)

- Campus planning for a state university and master facilities planning for a growing county
- Wrote proposals and created marketing materials for a variety of market sectors

EDUCATION

- Architecture in Rome, University of Washington, Rome, Italy, 1990
- Bachelor of Arts, Architecture and Urban Planning, University of Washington, 1990

TRAINING & CERTIFICATIONS

- Richard Moss Radical Aliveness Seminar, Ojai, CA, 2010
- Reiki Practitioner of the Second Degree, Usui Shiki Ryoho Tradition of Natural Healing, 2005
- Reiki Practitioner of the First Degree, Usui Shiki Ryoho Tradition of Natural Healing, 2004
- The Essentials of Credibility, Composure, and Confidence, SkillPath Seminars, 1996
- Mechanics of Marketing II, Society for Marketing Professionals Services, 1996
- Conflict Management Skills for Women, SkillPath Seminars, 1995
- WordPerfect/Windows: Module I, Advanced Computer Training, 1994
- AutoCAD Professional Level I, Bellevue Community College, 1992

AWARDS & RECOGNITION

“Tracy played a significant role in doubling the size of Otak’s Kirkland office and in helping to win work necessary to grow in line with corporate goals; integrated marketing principles and design into reports, studies, and permit applications; and established marketing department as a resource for quality assurance.”

SMPS Seattle Corporate Marketing Achievement Award Finalist

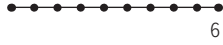
- 1st Place, Best Marketing Campaign (Aldrich + Associates for “Aldrich Celebrates 50 Years”), SMPS Seattle Reign Awards, 2023
- 2nd Place, Specific Project Marketing Category (Knutson Construction The Interchange Proposal), SMPS National Marketing Communication Awards, 2013
- 3rd Place, Newsletter—External (HMC Architects Market-Sector Client Newsletter), SMPS National Marketing Communication Awards, 2010
- 3rd Place, Direct Mail (HMC Architects 2008 Promotion Announcement), SMPS National Marketing Communications Awards, 2009
- 2nd Place, Direct Mail (HMC Architects 2008 Promotion Announcement), Zweig White A/E Marketing Excellence Awards, 2009
- 1st Place, Direct Mail (HMC Architects), SMPS Los Angeles Marketing Communications Award, 2009
- 3rd Place, Special Event (HMC Architects), Zweig White A/E Marketing Excellence Awards, 2008
- Served as Juror for Website Entries, Zweig White A/E Marketing Excellence Awards, 2008
- 1st Place, Direct Mail (HMC Architects), SMPS National Marketing Communications Awards, 2007
- 2nd Place, Brochure (HMC Architects), SMPS National Marketing Communications Awards, 2005
- Marketing Achievement Award, Direct Mail (Otak), SMPS Oregon, 2001
- Best of Show, Special Market Brochure (Otak Private Development Brochure), SMPS National Marketing Communications Awards, 2000
- 1st Place, Special Market Brochure (Otak Private Development Brochure), SMPS National Marketing Communications Awards, 2000
- Finalist, Marketer of the Year, SMPS Seattle, 1997
- Finalist, Corporate Marketing Achievement Award, SMPS Seattle, 1996
- Team Star Award, Otak, 1994
- Italian Studies Scholarship, University of Washington, Rome, Italy, 1990
- Valedictorian, Lindbergh High School, Renton, Washington, 1985

“I’ve known Tracy for more than 20 years, and greatly respect her leadership, creativity, and focus on results. Tracy served as the editor for the 3rd edition of my book, *The Architecture of Value: Building Your Professional Practice*. As a result of the book’s success, I asked Tracy to contribute to my next book, *The Architecture of Image: Branding Your Professional Practice*. We collaborate on branding and website design projects, and I can heartily recommend Tracy to any firm seeking to improve its marketing and brand efforts.”

Craig Park, A/E/C Industry Expert,
Author, and Associate Principal/
Director of Digital Design,
Clark & Enersen

PUBLICATIONS

- Contributor/Editor, *The Architecture of Image, Branding Your Professional Practice*, Craig Park, Aquilan Press, 2013
- Editor, *The Architecture of Value, Building Your Professional Practice*, Craig Park, Aquilan Press, 2011
- Author, “Guest Speaker: What You Measure Matters,” *Marketing Now*, September 2010
- Author, “Guest Speaker: Drive Strategic Marketing Culture With Go/No-Go Form,” *Marketing Now*, April 2010
- Contributor, “In Selling Personality and Passion, A Card Can Be Worth A Thousand Words,” *Marketing Now*, September 2009
- Contributor, “Measuring Marketing ROI Current Trends in the A/E/C/Industry,” Presentation by Sally Handley Inc., August 18, 2009
- Interview, “Architect by Training, Marketer by Profession,” *Marketing Now*, May 2009
- Contributor, “Survey: Presentation Tools,” *The Zweig A/E Marketing Letter*, February 2, 2009
- Contributor, “HMC Architects Holds a ‘Treasured’ Dinner,” *The Zweig A/E Marketing Letter*, May 19, 2008
- Contributor, “Assigning Credit for Past Projects,” *The Zweig A/E Marketing Letter*, December 17, 2007
- Contributor, *The 2007-2010 Health Care Market for Design & Construction Firms*, Zweig White, 2007
- Contributor, “On the Record: What Is Your Biggest Miscommunication Blunder?” *The Zweig A/E Marketing Letter*, January 15, 2007
- Contributor, “Packaging Small Proposals,” *The Zweig A/E Marketing Letter*, January 1, 2007
- Contributor, “Keeping the Pipeline Filled,” *The Zweig A/E Marketing Letter*, August 21, 2006
- Contributor, “HMC Architects’ Brochure Gets Message Out,” *The Zweig A/E Marketing Letter*, Issue 138, April 17, 2006
- Contributor, “On the Record: What’s the Toughest Part of Your Job?” *The Zweig A/E Marketing Letter*, Issue 109, February 7, 2005
- Contributor, “On the Record: How Often Does Your Firm Send Out Press Releases?” *The Zweig A/E Marketing Letter*, Issue 100, September 20, 2004
- Author, “The Proposal Is Your Project,” *Professional Services Marketing Articles by Domain*, Society for Marketing Professional Services, 1999 (recommended reading for Certified Professional Services Marketer Program)
- Author, “The Proposal Is Your Project,” *SMPS Marketer*, Volume 17, Issue 6, December 1997
- Author, “Pedestrian Friendly Systems, Otak Develops Guidelines for Washington,” *O-Talk*, August/September 1997
- Co-Author, “Incorporating Pedestrians Into Washington’s Transportation System,” *WTS Puget Sound Chapter Newsletter*, Volume 15, Number 4, June 1997
- Editor, *Pedestrian Facilities Guidebook*, Washington State Department of Transportation, 1997, <ftp://ftp.wsdot.wa.gov/dotshare/LocalPrograms/Walk/PedFacilityGB.pdf>
- Author, “Do You Practice What You Preach,” *SMPS Market Share*, Volume 5, Number 4, Winter 1996/7
- Featured contributor, “Create a Desktop Calendar,” *WordPerfect The Magazine*, December 1992



PRESENTATIONS

- “Marketing Essentials,” technical and marketing staff training, HMC Architects, 2003 to 2010
- “Marketing Strategies and Best Practices,” technical staff training, HMC Architects, May 2009
- “Business Development Rockstars,” marketing manager training, HMC Architects, January 2009
- “Marketing Day Spa,” administrative support staff training, HMC Architects, September 2008
- “Presentation Workshop,” presentation development and delivery training for technical staff, HMC Architects, April 2004
- “Marketing for Small Firms,” Portland American Society of Landscape Architects/Society for Marketing Professional Services, April 2002
- “Practice of Architecture,” a four-class, team-taught series on A/E marketing, Portland State University/Society for Marketing Professional Services, Spring 2002
- “Practice of Architecture,” a five-class, team-taught series on A/E marketing, Portland State University/Society for Marketing Professional Services, Spring 2001

MEMBERSHIPS

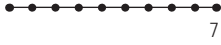
- Society for Marketing Professional Services (SMPS), 1994 to 2011
- Oregon Chapter Speakers Bureau, 2000 to 2003
- Oregon Chapter Mentorship Program, Mentor, 2001 to 2002
- Seattle Chapter Board of Directors, 1996 to 1999
- City Club, Portland, 2000 to 2003
- Art Institute of Portland Advisory Board, 2000 to 2003
- American Planning Association (APA), 1995 to 2003
- American Institute of Architects, Associate Member, 1991 to 2003

COMMUNITY INVOLVEMENT

- Founder/Organizer, Kreifels Kastle Invitational Golf Tournament, Lacey, WA, 2020 to Present
Raised more than \$37,000 since 2022 for Comprehensive Life Resources

RELEVANT SOFTWARE PROFICIENCIES

- Adobe Creative Cloud, Deltek Vision, Unanet CRM by Cosential, Word, Excel, PowerPoint, Access



STRENGTHS & VALUES

Based on The Gallup Organization's Strengthsfinder system, www.strengthsfinder.com

Individualization

- Leveraging individuals' strengths to build effective teams
- Assuming the best in others and empowering them to succeed
- Mentoring staff to maximize their growth potential
- Coaching interview teams by aligning strategies, messages, materials, and presenter strengths

Arranger

- Organizing complex issues into highly productive configurations
- Developing and organizing marketing tools, resources, and infrastructure to support strategic initiatives

Harmony

- Finding win-win solutions through proactive, open, and honest communication
- Affecting change through consensus building, broad ownership, and individual buy-in

Responsibility

- Taking ownership of commitments and following through
- Always doing the right thing, even when no one is looking

Discipline

- Structuring work to meet deadlines and attend to details
- Doing whatever it takes to get the job done while maintaining balance to sustain peak performance
- Creating strong marketing messages in written and graphic form that are clear, concise, and thought provoking