

RPC AGENCY BRANDING AND COMMUNICATIONS PROJECT

STATE PROJECT NO.: PL-80-36-35; RPC TASK: D-1.25

REQUEST FOR PROPOSAL RESPONSE BY



IN PARTNERSHIP WITH



MARCH 24, 2025

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MODIFIED DOTD FORM: 24-102

RPC AGENCY BRANDING AND COMMUNICATIONS PROJECT

REQUEST FOR PROPOSALS (RFP)


PROPOSAL TO PROVIDE CONSULTANT SERVICES

Please read carefully, as this form differs from Standard Form DOTD 24-102. **Subconsultants should respond only to questions 1-9 and 16-19, and these responses should be labeled by firm and included as attachments to of the Prime’s submittal.**

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

1. Contract title as shown in the advertisement	Agency Branding and Communications Project
2. Contract number(s) as shown in the advertisement	State Project No.: PL-80-36-25; RPC Task: D-1.25
3. Prime consultant name (as registered with the Louisiana Secretary of State where such registration is required by law)	Nonprofit Partners Inc
4. Prime consultant? (Y/N)	Y
5. Consultant mailing address	201 Windsor Rd, Mullica Hill, NJ 08062
6. Consultant physical address (existing or to be established, if location is used as an evaluation criteria)	3 Myers Drive, Suite 15 Mullica Hill, NJ 08062
7. Name, title, phone number, and email address of consultant’s contract point of contact	Colleen Kendrick, CEO 609-741-1511; ckendrick@wearemarketingforgood.com

<p>8. Name, title, phone number, and email address of the official with signing authority for this proposal</p>	<p>Colleen Kendrick, CEO 609-741-1511; ckendrick@wearemarketingforgood.com</p>
<p>9. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. RPC reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to</p>	<p>Signature (shall be the same person as #9):  Date: 03/24/25</p>

terminate any contract awarded based on such a false response.					
10. If a Disadvantaged Business Enterprise (DBE) is participating in the project team, indicate which firm(s) are DBEs and their percentage of the contract. If a firm is not certified as a DBE in Louisiana, please indicate the state where they are certified.	<table border="0"> <tr> <td><u>Firm(s):</u></td> <td><u>Firm(s)' %:</u></td> </tr> <tr> <td>Sagax Associates, LLC (State of Delaware Procurement Woman Business Enterprise, Small Business Enterprise and US Small Business Administration Economically Disadvantaged Woman Owned Small Business and Woman Owned Small Business)</td> <td>15%</td> </tr> </table>	<u>Firm(s):</u>	<u>Firm(s)' %:</u>	Sagax Associates, LLC (State of Delaware Procurement Woman Business Enterprise, Small Business Enterprise and US Small Business Administration Economically Disadvantaged Woman Owned Small Business and Woman Owned Small Business)	15%
<u>Firm(s):</u>	<u>Firm(s)' %:</u>				
Sagax Associates, LLC (State of Delaware Procurement Woman Business Enterprise, Small Business Enterprise and US Small Business Administration Economically Disadvantaged Woman Owned Small Business and Woman Owned Small Business)	15%				

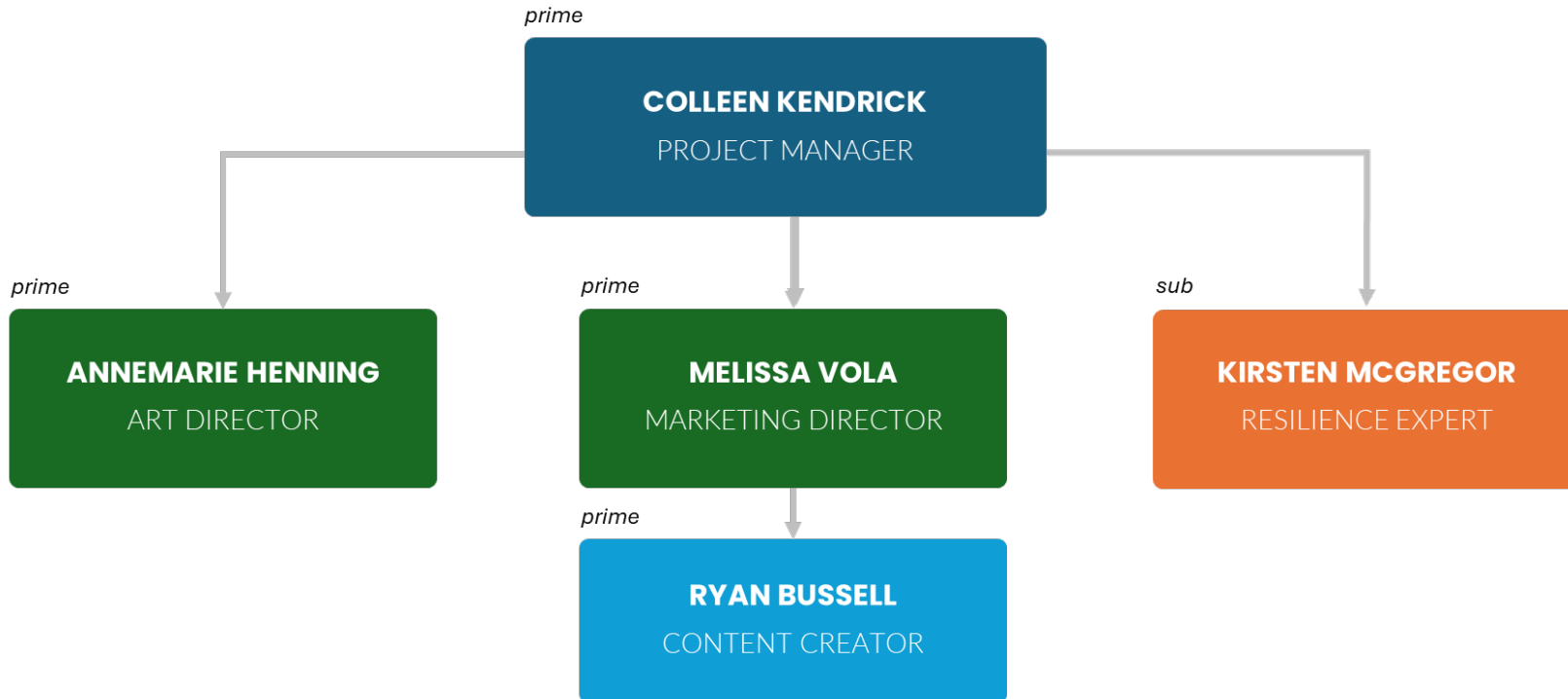
11. Firm(s) Size:

For all firms that are part of this team, indicate the approximate number of personnel to be committed to this contract, by DOTD Job Classification and the total number of personnel within the firm that could provide support, if needed.

Firm name	Sub or Prime	DOTD Job Classification	Number of personnel committed to this contract	Total number of personnel available in this DOTD Job Classification (if needed)
<i>Nonprofit Partners</i>	<i>Prime</i>	<i>Professional</i>	<i>2</i>	<i>3</i>
<i>Nonprofit Partners</i>	<i>Prime</i>	<i>Designer</i>	<i>1</i>	<i>3</i>
<i>Nonprofit Partners</i>	<i>Prime</i>	<i>Graphics</i>	<i>1</i>	<i>3</i>
<i>Sagax Associates, LLC</i>	<i>Sub</i>	<i>Professional</i>	<i>1</i>	<i>1</i>

12. Organizational Chart:

Provide an organizational chart showing all prime consultant and sub-consultant (if applicable) personnel assigned to the contract, area of project responsibility for each, and reporting lines for the purposes of this contract.



13. Proposal Narrative

Describe the methodology by which the project team proposes to undertake this study, organized by the tasks and sub-tasks described in the scope.

The Nonprofit Partners (NP) team and Sagax Associates, LLC (SA) have been collaborative partners for many years, uniting the NP team's dense experience in working with nonprofit and governmental institutions with SA's specific subject matter expertise in economic resilience, recovery, and development, and experience working with a variety of stakeholders for long-range and short-term planning in regional environments. Together we would work within the scope of this project to create a comprehensive branding and messaging strategy encompassing all aspects of the Regional Planning Commission's duties, leaning heavily into Colleen's 25 years of marketing expertise and Kirsten's specialty knowledge of economic resilience and recovery strategy.

Moving through the task list and timeline more deeply defined below, our primary objectives will be to:

1. Establish a centralized resource for creating and maintaining a uniform brand identity across media utilized by the RPC.
2. Develop a brand style guide, including color palettes, logos, icons, typography, etc.
3. Develop visual tools including but not limited to iconography, infographics, photography, aerial photography, illustrations, and renderings consistent with the developed brand identity.
4. Assemble a full branding toolkit that makes items produced by or for RPC consistent and easily identifiable including but not limited to templates (e.g., plans, reports, memos, presentations, social media posts, and web copy), promotional and engagement collateral (e.g., swag, posters, banners, and invitations), printed publications (e.g., event programs, booklets, brochures, flyers, one-pagers, reports), and other design assets as determined with RPC staff.
5. Develop a messaging strategy and key messages for public audiences including a narrative which describes the RPC, the roles and function of an MPO, the importance of regional planning, as well as more specific narratives to describe unique RPC programs and activities, differentiating the MPO functions from the other functions of the RPC.
6. Through training and workshopping, assist staff in adopting key messages ensuring a unified voice.
7. Develop content for outreach and engagement that is easily digestible for the general public and provides the public with real opportunities to be involved in planning processes.

8. Assist the RPC with printing and production of certain branded collateral products.
9. Develop outreach tools such as a “meeting-in-a-box” for standard or regular planning meetings such as for updates to the long-range plan, or for specific project or corridor studies.
10. Provide staff with tools to effectively manage stakeholders and build relationships.

Activities by Phase:

Task 1 – Project Management and Schedule

The consultant will organize a kickoff meeting with the Regional Planning Commission (RPC) staff within two (2) weeks of the consultant’s notice to proceed. Colleen (project manager) and Kirsten (resilience sub-contractor) would be available on-site to meet with the team in-person, or available via Zoom depending on RPC scheduling preference.

The following items will be addressed at the kickoff meeting:

- Overview of Project and Goals
- Meeting Schedule
- Task Breakdown
- Task Assignments.
- Duration of Task
- Project Schedule

Task 1 Deliverables:

- Briefing document detailing consultant’s understanding of project purpose, objectives, and outcomes
- Detailed task breakdown and project schedule with timeline and major milestones
- Monthly progress reports and invoices

Task 2 – Brand Audit/Assessment of Existing Marketing Materials

Working with the RPC project manager and senior staff, NP will collect information from each programmatic area within the RPC, review website content and analytics, review existing branding material and visual assets, review recurring plan and report documents, review outreach reports from past projects, and assess current outreach policies outlined in the agency’s Public Participation Plan. The NP team will use this information to conduct a brand audit in partnership with SA.

NP and SA will then conduct a SWOT analysis of the current brand perception and outreach performance, looking at strengths, weaknesses, opportunities, and threats, and identify areas for improvement.

Task 2 Deliverables:

- Detailed brand audit which inventories existing outreach, branding, and marketing material and practices (per RPC programmatic area), and analyzes their effectiveness as well as areas for improvement

Task 3 – Brand Discovery Activities

Task 3A: Brand Discovery Survey

NP will conduct a brand discovery survey for staff and board members. The survey will inform the development of the messaging strategy and branding components. The survey will focus on assisting participants in brainstorming concepts such as RPC mission statements, core values and responsibilities, key words and concepts, definitions, and target audiences.

Task 3B: Brand Discovery Workshop

After distribution and completion of the brand discovery survey, NP will organize an in-person workshop for select participants as directed by the RPC project manager. The purpose of the workshop will be to develop brand identity through the following activities outlined below. There will be a review of the messages and tactics RPC should keep, which RPC should change, and what new tactics and messaging might be necessary to achieve the agency's goals. NP and SA will develop workshop exercises and materials, including pre- and post-event communications, integrating findings from Task 3A into the workshop. The following key brand components will be workshopped:

- Mission, Vision, and Values
- Stakeholder Analysis
- Brand Personality and Tone of Voice
- Visual Identity
- Messaging
- Integration and Implementation:
- Visualizing Data:

Task 3 Deliverables:

- Brand discovery survey
- Briefing document detailing results and findings of the brand discovery survey

- Pre-event communications materials
- Brand discovery workshop materials
- Post-event summary document with findings, emerging concepts, takeaways, and actionable steps

Task 4 – Initial Design Concepts

Building off the brand discovery activities, NP shall assemble initial design concepts for logos, icons, typography, color schemes for RPC program and core planning documents, templates, and any other concepts for infographics or data visualizations. NP shall present three concept alternatives to the RPC project manager and senior staff for their approval before proceeding with Tasks 5-9. NP will also provide a draft list with descriptions of each of the branding materials and templates which will be included in the branding toolkit per Task 5A as well as specify in which file formats each item will be delivered, subject to RPC staff approval. NP will work with the RPC project manager to determine which collateral materials will be printed in accordance with Task 9 of this scope of work, such as brochures, flyers, posters, banners, business cards, and any other promotional items.

Task 4 Deliverables:

- Document outlining the strategic design approach and initial design concepts, branding toolkit components, and proposed print collaterals

Task 5 – Develop Final Branding Materials

Task 5A: Branding Toolkit

NP will develop a branding toolkit with digital proofs and physical samples of collateral materials intended for print. A local photography firm will be selected to aid in fulfilling the photography and aerial imagery components. Three suitable firms have been identified and a final selection would be made by NP and the RPC project manager.

The final toolkit developed is expected to include the following components:

- Logo and Colorization
- Infographics (estimating 6 but dependent on research findings)
- Photography, Stock Images, Aerials (this work will be outsourced to a local business, 3 have been identified)
- Iconography (30 vector icons)
- Illustrations and Renderings (estimating 6 but dependent on research findings)

- Templates (estimates, but dependent on research findings: 4 PowerPoints, 1 Excel, 1 Memo Template, 1 Letterhead Template, 3 Report Templates, 12 Email Headers, 12 One-pagers, 12 Webpages worth of content, 104 Social Media Posts
- Promotional Swag Branding (estimating 4 items)
- Brochures and Flyers (estimating 6 but dependent on research findings)
- Posters and Banners (estimating 6 but dependent on research findings)

Task 5B: Style Guide

NP will develop a style guide including a comprehensive set of branding guidelines or specifications that dictate how all brand elements (e.g., logo, color scheme and palette, typography, etc.) should be used across various channels, such as websites, social media, print materials, presentations, reports, and others. Content creation guidelines will also be provided, along with information on ordering materials from the print vendor selected.

Task 5 Deliverables:

- Physical proofs of all printed materials
- Full branding toolkit
- Style guidelines

Task 6 – Develop Messaging Strategy

In conjunction with Task 5 above, NP will develop an agency-wide messaging strategy that integrates the insights and recommendations from earlier brand discovery activities. The messaging strategy will incorporate the following elements:

- Mission and Vision
- Core Values and Responsibilities
- Elevator Pitch
- Target Audience Segmentation
- Key Messages
- Consistency across Channels
- Language and Tone
- Addressing Complex Issues
- Inclusivity and Diversity
- Adaptable Messaging

Task 6 Deliverables:

- Messaging strategy document
- Document outlining recommended web copy to integrate within the RPC's website

Task 7 – Develop Supplemental Outreach Materials

Following completion of the branding toolkit and messaging strategy, NP will create following specific outreach materials to assist RPC in its engagement efforts with stakeholders (e.g., tabling at events, workshops, open houses, public forums).

Materials to be developed are expected to include:

- Fact Sheets/Brochures (estimating 12 but dependent on research findings)
- Educational Presentations (estimating 4 but dependent on research findings)
- Translation and Accessibility
- Meeting-In-A-Box

Task 7 Deliverables:

- Digital copies of the fact sheets, brochures, and educational presentations, and a digital copy of the components of the "meeting-in-a-box" with note of the items needed for printing or production

Task 8 – Staff Training

NP will plan and host a training with RPC on the use of the branding materials including the branding toolkit, style guide, and supplemental outreach items. NP will also train the RPC in the delivery of the messaging strategy.

Task 8 Deliverables:

- Training agenda, presentation, and exercises

Task 9 – Print Production

After identifying which branding collateral will be printed according to Tasks 4 and 7, NP will work with the RPC project manager to determine the required quantity of each printed item, and the desired size based on anticipated demand, distribution, and budget. All printed material will comply with copyright laws and meet accessibility standards complying with the code of federal regulation's ADA requirements. Print production costs cannot be addressed in this proposal as they are entirely variable on the items produced, materials chosen, and quantities requested.

NP will work with the RPC program manager to select a local print and fulfillment center for initial print production and ongoing support. In the absence of a local printer being selected, the NP team will coordinate with their preferred print vendor, ColorSource. However, local print and fulfillment is highly preferable. Print production management will include:

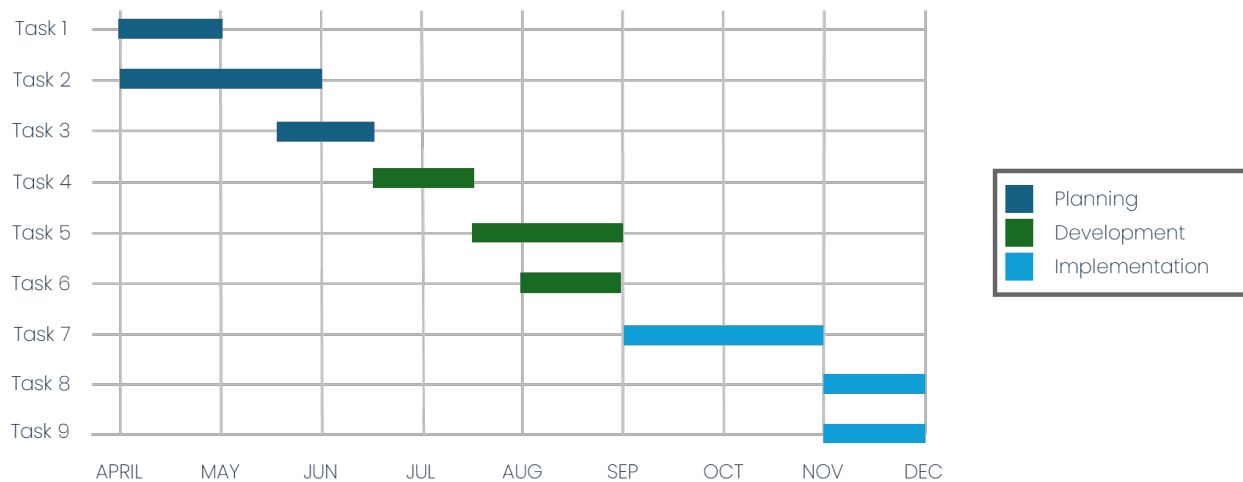
- Print Specifications
- Budget and Timeline
- Proofing
- Quality Control
- Vendor Selection
- Distribution and Delivery

Task 9 Deliverables:

- Memo outlining printing specifications, budget and timeline, quality control, vendor selection, and distribution and delivery plan
- Physical proofs of all material
- Final printed branded material

14. Project Schedule

The following schedule provides for all prime and sub-consultant tasks as described in the Section 13.



15. Cost and Budget

Budget proposed includes Nonprofit Partners (prime), Sagax Associates, LLC (sub), local photographer and drone capture (local vendor selection TBD by NP and RPC program manager).

	Nonprofit Partners	Sagax Associates	Local Photographer and Drone Capture	Local Printer
Labor	\$125,000	\$25,000		
Travel	\$9,000	\$6,000		
Vendor Payment			\$10,000	Additional fees TBD depending on final materials produced, paper chosen, and quantities

16. Staff Experience:

Résumés shall be provided for all personnel listed in Sections 12 of the proposal. Résumés of personnel not identified in Section 12 of the proposal should not be included and will not be evaluated. Résumés should be limited to 2 pages per person.

Firm employed by Nonprofit Partners				
Name	Colleen Kendrick, DBA, FACHE		Years of relevant experience with this employer	9
Title	CEO		Years of relevant experience with other employer(s)	16
Degree(s) / Years / Specialization		Doctor of Business Administration, Master of Science in Business Administration, Bachelors of Business Administration, Fellow of the American College		
Discipline	Marketing/Comm	Certifications	Digital Marketing, Cornell University	

Contract role(s) / brief description of responsibilities	Program manager and lead strategist
Experience and qualifications relevant to this study:	25 years of marketing communications experience, with more than 20 of that inside and alongside nonprofit organizations, governmental agencies, and academic institutions. Colleen has worked on projects funded by federal agencies, state government, local community coalitions, and much more.
	Colleen is seen as a thought leader in the marketing communications space, also teaching this discipline as an adjunct professor at Rowan University in New Jersey.

Firm employed by Nonprofit Partners			
Name	Melissa Vola, MNM	Years of relevant experience with this employer	2.5
Title	Director, Marketing & Community Engagement	Years of relevant experience with other employer(s)	20
Degree(s) / Years / Specialization		Masters of Nonprofit Management, Bachelor of Communications	
Discipline	Marketing, Management	Certifications	Content Marketing, HubSpot Academy
Contract role(s) / brief description of responsibilities		Marketing communications direction and content oversight	
Experience and qualifications relevant to this study:	More than 20 years of marketing communications experience inside and alongside nonprofit organizations, governmental agencies, and academic institutions. Her strength is in project implementation, and content management and development.		

Firm employed by Nonprofit Partners			
Name	Ryan Bussell	Years of relevant experience with this employer	3.5
Title	Content Creator & A/V Editor	Years of relevant experience with other employer(s)	2
Degree(s) / Years / Specialization		Bachelor of Communications, Radio, Television & Film	
Discipline	Communications	Certifications	
Contract role(s) / brief description of responsibilities		Content development support	
Experience and qualifications relevant to this study:	With Ryan's experience in radio, television, and community outreach, he brings a creative lens to communication strategy and content development across channels.		

Firm employed by Nonprofit Partners			
Name	Annemarie Henning, MFA	Years of relevant experience with this employer	5
Title	Art Director	Years of relevant experience with other employer(s)	25
Degree(s) / Years / Specialization		Master of Fine Arts, Bachelor of English Literature	
Discipline	Design	Certifications	Adobe Creative Suite
Contract role(s) / brief description of responsibilities		Art direction, graphic design lead	
Experience and qualifications relevant to this study:	Annemarie has an exceptional talent for art direction and graphic design, bringing brands to life in the social good and social change space for decades.		

17. Firm Experience:

Identify the team’s project experience **most relevant** to the scope in the advertisement. The projects should be limited to a total of 5, If more than 5 projects are identified, all projects identified after the first 5 will not be evaluated. Include no more than one page per project. Projects identified shall only include work performed by firms on the team. The projects identified do not need to have been RPC projects. RPC staff may contact the contracting entity to discuss project performance.

Project name	Jersey Kicks COVID & Flu			Firm responsibility (prime or sub?)	prime
Project number	N/A	Owner’s name	Rutgers New Jersey Medical School & Rutgers School of Public Health		
Project location	New Jersey		Owner’s Project Manager	Dr. Stanley Weiss	
Owner’s address, phone, email	weiss@njms.rutgers.edu				
Services commenced by this firm (mm/yy)	2022	Total consultant contract cost (\$1,000’s)			Unknown
Services completed by this firm (mm/yy)	2024	Cost of consultant services provided by this firm (\$1,000’s)			\$387,803

From 2022 through 2024, the NP team partnered with Rutgers New Jersey Medical School and Rutgers School of Public Health on two campaigns to increase outreach for COVID and flu vaccination across specific regions of the state. The initial round of the campaign was funded by the New Jersey Department of Health and focused on vaccination outreach education and activation, particularly to minority women who serve as their family’s lead healthcare decision maker. The second round of the campaign was funded by the National Council on Aging and was targeted at seniors and at-risk populations and focused on outreach education as well as navigation to vaccination sites and community services. The NP team created the Jersey Kicks COVID & Fly brand in support of this project.

You can view additional samples from a variety of other NP projects here using password “RFP”:

<https://wearemarketingforgood.com/portfolio-samples/>

18. Workload:

For all contracts where a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work for which the firm is currently under contract and that are staffed by key personnel proposed for this study.

List only the portion of the fees attributable to your firm.

Project name	Client/Contracting Entity	Remaining Unpaid Balance	Estimated Time to Completion
Retainer Support	Big Brothers Big Sisters Independence	Rolling	ongoing
Retainer Support	Dementia Family Support	Rolling	ongoing
Retainer Support	Rowan University	Rolling	ongoing
Rebranding Effort & Communications Strategy	National AETC Support Center	\$37,500	June 30, 2025

19. Staffing Capacity:

Referencing Section 17 where appropriate (i.e., where key personnel would be working on multiple projects simultaneously) describe how your firm will ensure that sufficient staffing and capacity will be made available for the conduct of this project.

As a marketing agency, all we do all day is manage research, strategy, and production across our client portfolio. The team members aligned to this proposal currently have the capacity to support the scope of work. Additional team members not listed and also available should coverage or additional support be required.

20. Sub-consultant information:

If one or more sub-consultants will be used, provide the name, address, point of contact and phone number for each. Otherwise, leave this section blank.

Firm Name	Address	Point of Contact and email address	Phone Number
Sagax Associates, LLC	307 Milton Dr. Wilmington DE 19802	Kirsten McGregor kirsten@sagaxassociates.com	302-304-2901 302-217-3035

Sections 1-9 and 16-18 must be completed separately by each subconsultant and included below.

11. Contract title as shown in the advertisement	Agency Branding and Communications Project
12. Contract number(s) as shown in the advertisement	State Project No.: PL-80-36-25; RPC Task: D-1.25
13. Prime consultant name (as registered with the Louisiana Secretary of State where such registration is required by law)	Nonprofit Partners Inc
14. Prime consultant? (Y/N)	N
15. Consultant mailing address	Sagax Associates, LLC 307 Milton Dr. Wilmington, DE 19802
16. Consultant physical address (existing or to be established, if location is used as an evaluation criteria)	Sagax Associates, LLC 307 Milton Dr. Wilmington, DE 19802
17. Name, title, phone number, and email address of consultant's contract point of contact	Kirsten McGregor, Principal, Sagax Associates, LLC 302-304-2901, kirsten@sagaxassociates.com
18. Name, title, phone number, and email address of the official with signing authority for this proposal	Kirsten McGregor, Principal, Sagax Associates, LLC 302-304-2901, kirsten@sagaxassociates.com
19. This is to certify that all information contained herein is accurate and true, and that the team	

presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. RPC reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.

Signature (shall be the same person as #9):



Date: 3/21/2025

16. Staff Experience:

Résumés shall be provided for all personnel listed in Sections 12 of the proposal. Résumés of personnel not identified in Section 12 of the proposal should not be included and will not be evaluated. Résumés should be limited to 2 pages per person.

Firm employed by Sagax Associates, LLC				
Name	Kirsten McGregor, CRE		Years of relevant experience with this employer	11
Title	Principal		Years of relevant experience with other employer(s)	15
Degree(s) / Years / Specialization			Master of Urban Planning, BA Government, 25+ years	
Discipline	Urban Planning, Resilience, Economic Development	Certifications	Counselor of Real Estate (Certified CRE), Wharton School of Business Executive Education (Executive Leadership & Presence), Wharton School of Business (Entrepreneurship), University of Delaware Lerner of School of Business (Women in Leadership), University of the Seychelles (Blue Economy Governance), Urban Land Institute (Real Estate Development)	
Contract role(s) / brief description of responsibilities			Resilience Consultant- facilitate stakeholder and client discussions/presentations, advising the branding team on regional resilience as it pertains to a variety of sectors and strategies, and highlight the region’s strengths and opportunities for a variety of target audiences such as high education, tourism, business/industry attraction/retention, and workforce/talent attraction/retention.	
Experience and qualifications relevant to this study:	Kirsten, a highly nationally recognized economic resilience consultant, founded Sagax Associates in Wilmington, Delaware in 2013 to support regions following major economic disruptions and natural disasters. Funding strategies, consortium building, and strategic planning- all regional branding methods- to attract and retain businesses, talent, and industry clusters. She has over 25 years’ experience working as a consultant and a civil servant on the state and federal levels and over 10 years as a resilience focused consultant.			

17. Firm Experience:

Identify the team’s project experience **most relevant** to the scope in the advertisement. The projects should be limited to a total of 5, If more than 5 projects are identified, all projects identified after the first 5 will not be evaluated. Include no more than one page per project. Projects identified shall only include work performed by firms on the team. The projects identified do not need to have been RPC projects. RPC staff may contact the contracting entity to discuss project performance.

www.sagaxassociates.com

Project name	Delaware Clean, Blue & Green Workforce Study		Firm responsibility (prime or sub?)	Sub
Project number	N/A	Owner’s name	University of Delaware Biden Institute of Public Administration	
Project location	Delaware		Owner’s Project Manager	Troy Mix, Assistant Director, UD-IPA
Owner’s address, phone, email	University of Delaware Institute of Public Administration. Graham Hall, 111 Academy St. Suite 180 Newark, DE, 19716 - 302-831-6191, mix@udel.edu			
Services commenced by this firm (mm/yy)	08/22	Total consultant contract cost (\$1,000’s)		\$40,000 (Total app. \$200,000)
Services completed by this firm (mm/yy)	03/25	Cost of consultant services provided by this firm (\$1,000’s)		\$40,000

University of Delaware College of Earth, Ocean & Environment and the Delaware Prosperity Partnership Delmarva Region Blue Economy Preliminary Framework & Stakeholder Facilitation, 2022-2023, Sagax (PRIME) AND University of Delaware Institute of Public Administration for the Delaware Department of Labor, 2022-2025, Sagax (SUB) was engaged by a group of stakeholders in Delaware in 2020 to provide ongoing technical assistance on federal funding and stakeholder engagement. Sagax provided a preliminary framework that promotes the blue economy, specifically blue tech, in the Delmarva Peninsula to generate discussions to take actions that grow the blue economy. The aforementioned research and work evolved into this contract that was formalized in late 2022 to design, facilitate, document, and provide next steps. The University of Delaware and Delaware’s statewide business attraction agency, Delaware Prosperity Partnership, partnered to engage Sagax to facilitate a community and stakeholder engagement event in Lewes, Delaware to gather public support and feedback on proposed blue economy projects. The 100

participants filled the venue to its capacity. Participants at the event and since the concept has evolved, include representation from a spectrum of stakeholders from Delaware, Maryland, and Virginia. This was followed up with an initiative to enhance and brand Delaware's Blue Economy, with "Clean, Green Blue" where I played a pivotal role researching over 2 dozen blue and green economies to recommend 6 leading practices of this industry for Delaware and Delmarva Peninsula to learn from. My research included data benchmarking, common themes and key takeaways from each case study for data analytics, funding and appropriations, policies/regulations and general organizational infrastructure and capacity.

Project name	Open Bracket Delaware		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner's name	First State Innovation/Pete duPont Freedom Foundation/Zip Code Wilmington	
Project location	Delaware		Owner's Project Manager	Ben duPont, Board President
Owner's address, phone, email	ben@chartline.com - chaffner@chartline.com 302-740-4627 (Mr. duPont's assistant) Ms. Haffner, Chartline Capital Management, LLC. 1105 Market Street, Suite 1800, Wilmington, DE 19801			
Services commenced by this firm (mm/yy)	03/16	Total consultant contract cost (\$1,000's)		\$170,000 (Total app. \$600,000)
Services completed by this firm (mm/yy)	03/18	Cost of consultant services provided by this firm (\$1,000's)		\$170,000

Wilmington, Delaware Tech Industry & Entrepreneurship Branding Strategy and Workforce Innovate Talent Attraction Strategy (Open Bracket Delaware with Zip Code Wilmington through First State Innovation, 2015-1017, Venture capitalist and local philanthropist, Ben duPont, co-founded Zip Code Wilmington. In collaboration with other private sector leaders and philanthropists, Mr. duPont hired Sagax to execute an innovative idea that could attract high-tech talent for Delaware's employers and rebrand the state, and more so the City of Wilmington, in this vein. Over two years, Sagax raised over half a million dollars in philanthropic funding and corporate sponsorships to support the development of the nonprofit, Open Bracket Delaware. Each year, we partnered with a leading coding competition platform with over 10,000 participants each year competing in weekend long competitions. The top 100-200 competitors were invited to Downtown Wilmington, Delaware from around the country with weekend-long live competitions for \$15,000 in cash prizes and interviews with Open Bracket's sponsors. The sponsors played a key part in the competition layout and provided them with innovative technology recruiting efforts. Open Bracket's sponsors (Including, but not limited to: M&T Bank, TD Bank, JP Morgan Chase, Christiana Care, Chatham Financial, CDC, Capital One, Barclay Bank, Black Rock, Buccini Polin Group, and WSFS Bank) were pleased with the recruiting strategy, and the state and city received national press highlighting Delaware's tech

scene. Both Governors Markell and Carney were involved in the events and Governor Carney sought out Open Bracket for input on his angel investment bill designed to promote entrepreneurship in Delaware. While the primary goal was to host a two-stage coding competition for talent attraction strategy for our major employers, the concept and events overall promoted Wilmington as a place to work, live, and play.

Project name	Virgin Islands Ongoing Retainer Agreement (Federal Funding, Economic Resilience Branding, Governor Bryan’s Private Sector Covid 19 Restart Task Force Facilitator and Plan)		Firm responsibility (prime or sub?)	Prime
Project number	N/A	Owner’s name	University of the Virgin Islands Research Tech Park	
Project location	US Virgin Islands		Owner’s Project Manager	Peter Chapman, CEO (resigned late 2024, now works in Rhode Island)
Owner’s address, phone, email	One Neighborhood Builders, 66 Chaffee Street Providence, RI 02909 313-506-9149 chapman20007@gmail.com			
Services commenced by this firm (mm/yy)	03/22	Total consultant contract cost (\$1,000’s)		\$100,000
Services completed by this firm (mm/yy)	08/24	Cost of consultant services provided by this firm (\$1,000’s)		\$100,000

University of the Virgin Islands Research Tech Park Stakeholder Engagement & Preliminary Plan for Governor Bryan’s COVID-19 US Virgin Islands Business Recovery Plan, 2022-2024, Working with University of the Virgin Islands Research Tech Park staff, Sagax (PRIME) coordinated and scheduled virtual meetings with Task Force committees and subcommittees with the intention of concluding the Governor’s lengthy task force process. The key tasks consisted of facilitating meetings, summarizing feedback and generating final recommendations. This was a sector driven document focused on private sector stakeholder engagement. The sectors we assessed and received feedback from included existing and potential industries included: health care, financial services, energy, hospitality, sustainability, blue economy, and technology. The final report was an intentionally concise document that summarizes the Task Force mission and outcomes and provided specific recommendations for the USVI Government as it relates to relevant economic development interventions. Sagax prepared a presentation slide deck for Governor Bryan and other leaders in the US Virgin Islands to brand the start-up culture, specific industry clusters, and business attraction incentives.

Project name	Colorado Statewide Economic Development & Resilience Strategy for US EDA	Firm responsibility (prime or sub?)	Prime
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Project number	N/A	Owner's name	State of Colorado Office of Economic Development and International Trade	
Project location	Colorado		Owner's Project Manager	Katharina Papenbrock, Director of Rural Affairs (left in late 2024 and now has her own company in Colorado)
Owner's address, phone, email	PO Box Montrose, CO, 81401 - 970-765-1280 - katharina.papenbrock@gmail.com			
Services commenced by this firm (mm/yy)	09/22	Total consultant contract cost (\$1,000's)		\$158,000
Services completed by this firm (mm/yy)	04/24 (still ongoing)	Cost of consultant services provided by this firm (\$1,000's)		\$120,000

Colorado Office of Economic Development & International Trade (Rural Opportunity Office) Statewide Comprehensive Economic Development Strategy & Technical Assistance, 2022-2024 +, Sagax Associates (PRIME) was awarded a contract to prepare a Statewide Comprehensive Economic Development Strategy for the Colorado Office of Economic Development & International Trade (While the scope of work is primarily based on the standard strategic planning process (background research, data analysis, stakeholder engagement, SWOT assessment, strategic & action plans, performance metrics for an evaluation framework, and review process), the scope evolved to focus primarily on stakeholder engagement to gather feedback and insights from a diverse spectrum of stakeholders from across the State of Colorado. This planning process organically developed into a robust stakeholder engagement- focused strategy supported by the other sections of the CEDS. We engaged stakeholders from state agencies, universities, industry organizations, nonprofits, local governments (and the like) through surveys, several in-person small focus groups, and dozens of 1:1 interview both virtual and in person. Sagax specifically engaged regions to ensure there was representation across Colorado. Since so many economic development programs are regionally based, we intentionally focused on regional planning as well. Sagax presented background and facilitated feedback sessions with the Colorado Association of Regional Organizations, the Ute Mountain Ute Tribe, and the Southern Ute Tribe. Sagax facilitated on-site “town hall” format meetings with each of these participating stakeholders; and we followed up with virtual presentations/workshops for additional discussion and feedback.

18. Workload:

For all contracts where a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work for which the firm is currently under contract and that are staffed by key personnel proposed for this study.

List only the portion of the fees attributable to your firm.

Project name	Client/Contracting Entity	Remaining Unpaid Balance	Estimated Time to Completion
Statewide Economic Resilience Strategy	State of Colorado Office of Economic Development & International Trade (Prime)	\$12,000	Past Due from 2024- Est. May 2025
University of Delaware Biden Institute for Public Administration for the Delaware Department of Labor	Clean, Blue, Green Workforce Study	\$0	Closing out- April 2025

(Add rows as needed)

19. Staffing Capacity:

Referencing Section 17 where appropriate (i.e., where key personnel would be working on multiple projects simultaneously) describe how your firm will ensure that sufficient staffing and capacity will be made available for the conduct of this project.

Sagax Associates, LLC’s active projects are currently closing out. It is likely that we will retain additional clients in the future and Kirsten McGregor, Principal of Sagax, ensures comprehensive business administration with her executive assistant. Any project Sagax is considered for, Kirsten will either hire subcontractors and will ensure her hours and time commitments are aligned in advance.

NONPROFIT PARTNERS

Marketing for good.

MARKETING & COMMUNICATION SERVICES AVAILABLE

We leverage marketing communications to amplify the aims and accelerate the impact of nonprofit organizations. In fact, *nonprofit marketing is all we do*. If you are a .org, .gov, or .edu, then we can do it for you too!

Traditional Marketing

- Campaign Strategy
- Graphic Design
- Ad Placement
- Event Materials
- Sponsorship Materials
- Direct Mail
- Print Fulfillment

Digital Marketing

- Social Media Management
- Email Newsletters
- Audio & Video Editing
- Podcast Distribution
- Online Advertising
- Website Development
- Search Engine Optimization
- Google Ad Grant Management

Partnership Support

- Partnership Strategy
- Cause Marketing
- Engagement & Activation
- Reporting

Development Support

- Board Development
- Pipeline Development
- Prospect Strategy
- Storytelling Strategy

Learn more at WEAREMARKETINGFORGOOD.COM or contact Colleen Kendrick, CEO at ckendrick@wearemarketingforgood.com

Colleen Kendrick | Resume

A marketing practitioner and educator with more than 25 years of experience managing brands and crafting key communications inside and alongside consumer-facing organizations, heavily in the not-for-profit space with charitable efforts, community coalitions, governmental organizations, and academic institutions.

Experience

Nonprofit Partners: Mullica Hill, NJ

FOUNDER & CEO 2016-Present

Rowan University: Glassboro, NJ

ADJUNCT PROFESSOR 2023-Present

SENIOR LECTURER, MARKETING 2021-2023

LECTURER, MARKETING 2019-2021

3/4 INSTRUCTOR, MANAGEMENT 2018-2019

Lourdes Health System: Camden, NJ

DIRECTOR, COMMUNITY HEALTH, WELLNESS & CANCER SERVICES 2014-2017

DIRECTOR, COMMUNITY HEALTH & WELLNESS 2013-2014

MARKETING MANAGER, Wellness Center 2011-2013

American Heart Association: Philadelphia, PA

SR. DIRECTOR OF COMMUNITY HEALTH & MARKETING 2010-2011

DIRECTOR OF MARKETING 2008-2010

American Cancer Society: Oakland, CA

DIRECTOR, MARKETING COMMUNICATIONS 2006-2008

MANAGER, MARKETING COMMUNICATIONS 2005-2006

Party America: Alameda, CA

MARKETING MANAGER 2005

Home Instead Senior Care: Woodland, CA

DIRECTOR OF MARKETING 2004-2005

A. C. Moore, Inc.: Blackwood, NJ

MARKETING MANAGER 2002-2004

MARKETING ASSISTANT 2001-2002

Education

DBA, Wilmington University	2021
MSBA, San Francisco State University	2012
BBA, Temple University	2001
Fellow (FACHE), American College of Healthcare Executives	2015-Present

Community Leadership

Board Member, Harrison Township Board of Education
Board Secretary, Harrison Soccer Club
Advisory Board Member, Rowan University Division of Graduate Studies
Advisory Board Member, Rowan University School of Entrepreneurship & Innovation
Advisory Board Member, Rowan University Rohrer College of Business Marketing Department

Memberships

American Marketing Association
American Public Health Association
American College of Healthcare Executives
Chamber of Commerce Southern New Jersey
Healthcare Leadership Network of Delaware Valley

ANNEMARIE HENNING

CREATIVE MANAGEMENT • ART DIRECTION • DESIGN

AMHENNING.COM

am@amhenning.com • 415.412.9758

linkedin.com/in/annemariehenning

EXPERIENCE

Annemarie Henning Creative, Oakland, CA

Freelance Creative, 2016–present

- With a focus on nonprofits, municipalities, and small businesses, provide creative project management, art direction, design solutions, marketing and communications counsel, strategy, and message creation for defined audiences.
- Design a range of assets in support of client objectives, from digital/print marketing campaign fulfillment needs to full-scale brand identity development.
- Bolster client story telling, fundraising, and awareness initiatives through design of annual reports, research updates, and product guides.

Social Change Consulting, Oakland, CA

Creative Director, 2016–present

- Provide freelance art direction, design, and creative management to nonprofit organization clients. From brand identity building to graphic tools for online fundraising, deliver creative solutions to help nonprofits promote their good work.

Academy of Art University, San Francisco, CA

Design Workshop Leader/Tutor, 2015–2016

- Led a weekly graphic design conceptual workshop for MFA graphic design students, a majority international students. Provided individualized design and content critique and thesis development counsel.

American Cancer Society, Inc., (ACS), Oakland, CA

Art Director, 2013–2016

- Led a team of graphic designers and writers working to position the ACS as the leading brand in health and cancer awareness through creative strategy development, conceiving, and execution across various mediums.
- Directed photo shoots to develop original photography and video for program promotion and fundraising initiatives including patient transportation program and talent recruitment campaign.
- Oversaw the creative development of annual research promotion publications and cancer education materials library offering 500+ print/digital resources.
- Executed marketing campaign creative for fundraising and cancer awareness initiatives and corporate/sports partnerships for use in digital and print advertising channels.
- Facilitated the creative process from brief/proposal to budget management and production including a redesign of the distinguished giving program (\$1,000+ donor) suite of materials.

American Cancer Society, Inc., California Division, (ACS), Oakland, CA

Creative Services Director, California, 2009–2013

- Managed the strategy, design, and production of creative in support of educational and income development activities, including development of pilot marketing collateral for breast cancer fundraiser that was incorporated nationwide.
- Executed a creative rebrand of ACS resale shops that resulted in a leadership-supported coordinated creative strategy, brand evolution, and consistent promotional tools.
- Led creative/content development of quarterly donor publication (5,000+ audience).
- Designed digital template gallery for consistent brand usage by hundreds of staff/volunteers; established utilization process and trainings.

Additional positions at American Cancer Society: Creative Services Manager, 2005–2009;

Creative Services Specialist, 2002–2005; Communications Specialist, 2000–2002; Communications

Specialist, California Division Executive Office, 1999–2000

EDUCATION

MFA, Graphic Design / School of Graphic Design, Academy of Art University, San Francisco, CA

Recipient, Spring Show, Book Arts Honorable Mention award

BA, English Literature / Le Moyne College, Syracuse, NY

SKILLS

MAC OS / Adobe Creative Suite / Microsoft Office Suite / Google Suite / project management tools
email marketing tools / creative project management / print production / brand management
web and social media content creation / digital asset management / editing and writing

Melissa R. Vola

mvola27@gmail.com | 609.335.9541 | Egg Harbor Township, NJ

Marketing & Communications Strategist

Results-driven marketing and communications professional with 20+ years of experience in **digital marketing, brand strategy, audience segmentation, and engagement analytics**. Specializing in nonprofit, healthcare, and community-based organizations, I excel in crafting compelling content, optimizing marketing performance, and developing strategies that drive brand awareness, audience growth, and mission impact. Passionate about leveraging storytelling and data to enhance engagement and deliver measurable results.

Professional Experience

Nonprofit Partners, Mullica Hill, NJ

Director of Marketing & Community Engagement | May 2023 - Present

- Develop and execute comprehensive branding and messaging strategies for organizations, ensuring consistency across all communication channels.
- Oversee digital marketing campaigns across Facebook, Instagram, LinkedIn, YouTube, and email marketing via Constant Contact.
- Utilize data analytics and post-performance insights to refine content, optimize engagement, and maximize marketing ROI.
- Implement audience segmentation strategies to tailor messaging and increase conversion rates.
- Conduct competitive analysis and market research to drive strategic positioning and outreach.
- Create compelling multimedia content using Canva, PowerPoint, and video production tools to elevate storytelling.
- Represent Nonprofit Partners at networking events, conferences, and client strategy meetings to foster partnerships and collaborations.
- Identify and develop new sponsorship, partnership, and grant opportunities to expand reach and impact.
- Track and report on key performance indicators (KPIs) to measure campaign effectiveness and inform future strategies.

Angelic Health, West Atlantic City, NJ

Account Manager | July 2021 - April 2023

- Developed and executed **marketing outreach initiatives** to strengthen brand recognition and audience engagement.
- Established and nurtured relationships with **key referral sources** to increase patient acquisition and retention.
- Delivered **educational and marketing presentations** to diverse audiences, including healthcare professionals and community groups.
- Coordinated with hospitals, skilled nursing facilities, and assisted living communities to enhance service reach.
- Achieved and exceeded **marketing and sales goals** through targeted outreach strategies.

**Milton & Betty Katz Jewish Community Center, Margate, NJ
Marketing, Membership & Community Relations Manager | April 2016 – July 2021**

- Led **integrated marketing campaigns** to promote programs, fundraising initiatives, and community engagement.
- Managed digital and print marketing assets, ensuring **consistent branding and messaging** across all channels.
- Spearheaded **donor outreach, fundraising events, and membership retention initiatives** to drive community involvement.
- Collaborated with graphic designers to develop **visually compelling advertising campaigns**.
- Strengthened relationships with **community partners, sponsors, and donors** to increase engagement and support.

**Shore Medical Center / Shore Physicians Group, Somers Point, NJ
Marketing & Patient Care Manager | October 2008 – January 2016**

- Developed and managed **marketing campaigns** to increase awareness of healthcare services and patient programs.
- Led **community outreach initiatives**, including wellness programs, health fairs, and physician engagement.
- Created **patient education materials and marketing collateral** to support outreach and engagement efforts.
- Served as a liaison between **healthcare providers, patients, vendors, and partner organizations** to strengthen community ties.

Education

Master of Science in Nonprofit Management
Gratz College, Melrose Park, PA | May 2021

Bachelor of Arts in Communications
Rowan University, Glassboro, NJ | May 2003

Community Involvement

Atlantic City Sharks Hockey Club
Director of Marketing & Communications/Volunteer | January 2025 – Present

MatchDog Rescue
Volunteer | September 2017 – Present

Girl Scouts of Central and Southern New Jersey
Volunteer | September 2015 – Present

Ryan Bussell

19 Camelot Place, Sewell, NJ 08080
(732)-374-6057
bussellr9@hotmail.com

An adept audio/visual editor with a passion for storytelling who has been a part of the industry for over 5 years. Specializes in video podcasting and radio production.

WORK/EXPERIENCES

Nonprofit Partners- *Digital Content Editor*

February 2021 - Present

- Edits audio/visual content to meet clients' needs
- Records and produces video and audio with industry-standard equipment
- Current editor of multiple podcasts and others short/long-form audio pieces
- Coordinates with other NPP staff to create social media content for multiple platforms

NJ 101.5/94.5 PST (Townsquare Media)- *Producer/Promotions & Marketing Assistant*

July 2021 - August 2024

- Worked with prize winners and listeners to fulfill prize collection
- Took pictures and videos of events for social media and client recaps
- Responsible for the set up and transport of promotional equipment from station to events
- Directed and managed interns at events and in-station
- Screened calls, planned topics, helped book guests, and edited articles for The Steve Trevelise Show and various other radio shows

Rowan Radio, 89.7 WGLS-FM - *Public Affairs Director*

Spring 2018 - Spring 2021

- Host/Producer for 18 episodes of *A Community Affair*
- Co-Hosted *The Early Bird Special*
- Scheduled and Logged ad-traffic and helped keep continuity
- General content production in the form of daytime shows

EDUCATION

Rowan University, Glassboro, NJ — *Radio/TV/Film BA*

August 2017 - May 2021

- Radio/Television/Film BA, and minor in Journalism in Spring of 2021
- Graduated Magna cum Laude- GPA: 3.731

TECHNOLOGICAL PROFICIENCIES

- Adobe Suite, Microsoft Office Suite, Google Drive, etc.
- Voomly
- Canva
- Marketron
- Audio Vault, Zetta
- live audio production experience

OTHER PROJECTS

The History of Everything Podcast- Spring 2021-
BEA Festival of Media
Arts- Award of Excellence

Pardon them Dead- Fall
2018- Production
Assistant (never released)

My Worst Friend- Jack
(main role)- 2019 Rowan
University Student Film

Sagax Associates, LLC is a small “boutique” firm that teams with other subject matter experts as independent contractors or as a subcontractor to elite partner businesses across the country. Sagax has worked with teams of highest quality subject matter experts to ensure there are senior subject matter experts available to provide our clients the first-class deliverables in abbreviated time frames. In addition to our top-notch contracting teams, Sagax has a team consisting of stakeholder engagement and facilitation experts, economic data experts, researchers, marketing and branding specialists, strategic planners, project managers and administrative support for seamless implementation of the project tasks within a given timeline.

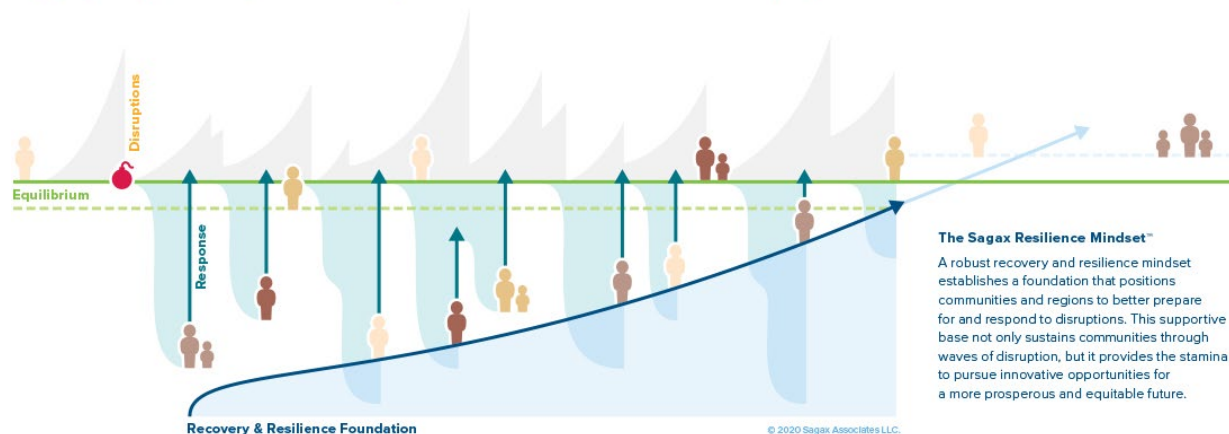
Sagax is a US Small Business Administration certified Economically Disadvantaged Woman Owned Small Business and a certified Woman Owned Small Business in her home state of Delaware. Sagax provides services, products, and solutions for economic resilience by providing three complementary focus areas:

- Cross sector collaboration (examples: public outreach, stakeholder engagement, coalition building, consortium development),
- Funding options and strategies (examples: government and philanthropic grants and loans, sponsorships, insurance, private investment); and
- Agilent planning and alignment (examples: action plans, aspirational plans, cross-sector planning processes, regional branding, roadmaps, blueprints).

We provide this through multi-faceted methods and approaches to achieve a variety of goals and accommodate a spectrum of budgets:

- 1) **Services:** Subject Matter Expert Consulting, Training, and Facilitators
- 2) **Products:** Standardized to Specifically Customized Reports, Presentations, Surveys, Interviews, Dashboards, Strategies, Storyboards, etc.)
- 3) **Elegant Solutions:** Engaging advances in technology and automation for creative, interactive, and engaging methods to achieve adaptive and inclusive products and services.

Ongoing Disruption: Response + Recovery & Resilience Foundation = Return to Prosperity



Clients





KIRSTEN MCGREGOR, CRE

Kirsten McGregor, Founder and Principal of Sagax Associates, has over 25 years of experience in economic development and recovery nationwide as a consultant and civil servant on the state, regional, local, and federal levels. She has held prominent roles including **Deputy Director of the Delaware Economic Development Office, Economic Development Specialist for the US Economic Development Administration, Economic Recovery Lead for New Jersey following Hurricane Sandy for the National Disaster Recovery Framework, and Senior Policy Advisor on President Obama’s Hurricane Sandy Rebuilding Task Force.**

Kirsten founded Sagax Associates in Wilmington, Delaware in 2013 to support regions following major economic disruptions and natural disasters as an economic resilience consultant.

Funding strategies, consortium building, and strategic planning are essentially all branding methods to attract and retain businesses, talent, and industry clusters.

Recent clients include the:

- US Economic Development Administration with federal interagency economic recovery in the Caribbean following Hurricanes Irma and Maria for over two years
- Open Bracket Delaware was a nonprofit Sagax founded and managed for two years to attract the nation’s top coders to Delaware’s major employers and rebrand the state as a tech hub focused on advanced technologists with financial, health, and other sectors
- Virgin Islands Research Tech Park Funding Support & the Governor’s Post COVID strategic plan
- State of Colorado Office of Economic Development and International Trade Statewide Economic Development and Resilience Strategy
- Southeast Connecticut Enterprise Region economic development strategy
- Southeast Michigan (Detroit) Build Back Better funding strategy
- Greater Columbus Ohio regional stakeholder consensus building and funding strategy
- Northeast Colorado Association of Local Governments economic development strategy
- Greater Grand Rapids Michigan Regional Tech Hub strategy
- Dallas/Fort Worth/Oklahoma City Regional Tech Hub strategy
- Delaware Department of Labor through the University of Delaware on stakeholder engagement, best practices, and funding strategy for “clean, green, and blue” workforce development
- Delaware Prosperity Partnership & the University of Delaware College of Earth, Ocean, and Environment to promote the blue economy in Delmarva Region with stakeholder facilitation
- University of Delaware Institute for Public Administration’s grant training program for municipalities
- University of Delaware Institute for Public Administration’s strategic technical assistance

March 2025 BIO



KIRSTEN MCGREGOR, CRE

Kirsten is a member of the Counselors of Real Estate and is the founding chairman of the ESG special interest group and is a member of the DEI and Consulting Corps committees; and she provided pro bono consulting to South Tahoe in July 2024 with CRE. Kirsten is an advisor for UD's Island Policy Lab, Senior Fellow at the University of Delaware IPA, and an island sea level rise urban planning studio lecturer at her alma mater, the University of Pennsylvania Graduate School of Design for three years. Kirsten recently completed her term as a member of the National Association of Development Organizations (NADO) Board of Directors and NADO's Research Foundation Advisory Committee. Kirsten was a member of the Board of Directors of the Delaware Fund for Women where she chaired the Grants Committee. She is a member of the research and academic-based American Real Estate Society and is a member of the International Economic Development Council, the National Rural Economic Developers Association, the National Hazard Mitigation Association, and the Commercial Industrial Realty Council.

Among several recognitions, Kirsten was listed on *Forbes Magazine's* "Next 1000" emerging businesses to follow and was voted as "a leading woman in business in Delaware " by *Delaware Today* magazine. Kirsten is a speaker for conferences, webinars, podcasts, university lectures, and media interviews including a recent article in *USA Today* where she was quoted on challenges with federal disaster funding and related capacity challenges facing local governments. Kirsten has been published in academic and professional journals, industry websites, and online publications. Kirsten received her Masters of Urban Planning from the University of Pennsylvania and earned her BA concentrating on Government from Franklin & Marshall College.



U.S. Small Business
Administration

www.sba.gov/wosbready

Women Owned Small Business Federal Contracting Program | 409 Third St. SW | WDC 20416

1/14/2022

Kirsten McGregor
SAGAX ASSOCIATES LLC
307 MILTON DR
WILMINGTON, DE 19802

Dear Kirsten McGregor:

Congratulations! Your firm has been certified as an Economically Disadvantaged Women-Owned Small Business (EDWOSB) by the U.S. Small Business Administration (SBA) for the Women-Owned Small Business Federal Contract Program (WOSB Program), as set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR).

In order to maintain your certification, your firm is required to annually attest to meeting the WOSB Program requirements set forth in 13 CFR Part 127. This annual attestation must be submitted within 30 days of the anniversary date of your certification, which is the date on this letter. Additionally, your firm must undergo a program examination every three years conducted by SBA or a third-party certifier. Instructions for maintaining EDWOSB certification are available at 13 CFR 127.400 and at <https://beta.Certify.sba.gov>.

Your firm must immediately notify SBA of any material changes that could affect its eligibility. 13 CFR 127.401. This notification must be in writing and must be uploaded into the firm's profile in beta.Certify.sba.gov. Your firm must not misrepresent its EDWOSB certification status to any other party, including any local or State government contracting official or the Federal government or any of its contracting officials.

As a certified EDWOSB, there are valuable free resources available to you. These include:

- SBA Resource Partners: For general assistance on various topics, information on SBA programs, and upcoming small business events in your area. You can find your local resource partner by visiting: <https://www.sba.gov/tools/local-assistance>.
- WOSB website: For specific resources on government contracting and the WOSB Federal Contracting Program, please visit: <https://www.sba.gov/wosbready>.
- SBA's 7(j) Program: EDWOSB firms may also be eligible for 7(j) management and technical assistance by contacting their local SBA district office please visit: <https://www.sba.gov/tools/local-assistance>.

As a EDWOSB certified firm in the WOSB Federal Contracting Program, **you CAN** use the [EDWOSB Icon](#) on your business' website, business cards, social media profiles, and in your capability statements and proposal bids. However, **you CANNOT** use the digital icon to express or imply endorsement of any goods, services, entities, or individuals. Thus, **the digital icon CANNOT be used** on a company's letterhead, marketing materials or advertising, whether paid or public service announcement (PSA), traditional or digital. The following are instructions to access your digital icon:

1. Visit the following link: <https://www.sba.gov/brand/for-partners/resource-partners-grantees/>;
2. Under General Materials, click on "Decals and Web Icons";
3. The Icons should download on your computer; select "Open File"; and
4. Select/use only the Icon(s) that reflect the Program(s) in which you are currently certified

If you have general questions regarding the WOSB Program, you may submit them to the SBA via the help tab at <https://beta.certify.sba.gov/help> or check the SBA web site, www.sba.gov/wosbready.

Wishing you much success!

Sincerely,



Alisa Sheard
Acting Deputy Director
Office of Government Contracting



State of Delaware
Division of Small Business
Office of Supplier Diversity

Sagax Associates, LLC

307 Milton Drive

Wilmington, DE 19802

Certification Type: Service

Certification No.: SBF22091609

Certification Date: 09/09/2022

Expiration Date: 09/08/2025

Small Business Focus Program Certification

We are pleased to inform you that your application for certification with the Delaware Office of Supplier Diversity (OSD) as a Small Business Focus (SBF) certified enterprise was approved. Your Certificate is attached for posting in your facility. Your certification is valid for three years. You will be notified via email approximately 60 days prior to the expiration date of your certificate so that you may submit a Recertification Affidavit and materials.

Please notify this office of any change concerning your business's ownership, status, location, contact information, if your three year average of FTEs or of gross revenue exceed the size cap for the industries you are certified within. Please visit the OSD web site to ensure your company's information is accurate in the online directory, <https://business.delaware.gov/directory-of-certified-businesses/>.

If you have not yet done so, you are encouraged register at www.bids.delaware.gov for Delaware's free Solicitation Service to receive state bid information and notice of solicitation postings for the areas of interest to your business; there is a step by step guide to assist you. You can find Business Intelligence for selling to the State and contract lists for every State Agency, Division, School, Municipality and others at our Procurement Portal <http://mymarketplace.delaware.gov>. You will also find tools such as the Selling to the State guide, Strategies for Success, related spend, business intelligence, contract information, and more.

Your company email will be added to the OSD list-serve so that you receive ongoing information from the office and from our resource partners to continue to help you advance your business.

Should you have any questions or comments, please feel welcome to contact our office at:

Office of Supplier Diversity
820 North French Street, 10th Floor
Wilmington, DE 19801
Telephone: (302) 577-8477
Fax: (302) 736-7915
Email: osd@delaware.gov

Sincerely,

Shavonne H. White

Shavonne H. White, Director
Office of Supplier Diversity



State of Delaware
Office of Supplier Diversity
Division of Small Business
820 N. French Street, 10th Floor
Wilmington, Delaware 19801

SAGAX ASSOCIATES, LLC
307 MILTON DRIVE
WILMINGTON, DE 19802

SBF CERTIFICATION TYPE
Service

DELAWARE
OFFICE OF
SUPPLIER
DIVERSITY

A handwritten signature in black ink, appearing to read 'Shavonne H. White'.

Shavonne H. White
Director, Office of Supplier Diversity

CERTIFICATION NUMBER SBF22091609

EXPIRATION DATE 09/08/2025





State of Delaware
Division of Small Business
Office of Supplier Diversity

Sagax Associates, LLC

307 Milton Drive

Wilmington, DE 19802

Certification Type: WBE

Certification No.: DE22094170

Certification Date: 09/09/2022

Expiration Date: 09/08/2025

(RE)CERTIFICATION

We are pleased to inform you that your application for (re)certification with the Delaware Office of Supplier Diversity (OSD) was approved. Your Certificate is attached for posting in your facility. Your certification is valid for a three year term. You will be notified via email approximately 60 days prior to the expiration date of your certificate so that you may submit a Recertification Affidavit.

Please notify this office of any change in ownership, status, location, or contact information concerning your business. Please visit the OSD website to ensure your company's information is accurate in the online directory, <https://business.delaware.gov/directory-of-certified-businesses/>.

If you have not yet done so, you are encouraged register at www.bids.delaware.gov for Delaware's free Vendor Notification Service to receive state bid information and notice of solicitation postings for the areas of interest to your business; there is a step by step guide to assist you. You can find Business Intelligence for selling to the State and contact lists for every State Agency, Division, School, Municipality and others at our Procurement Portal <http://mymarketplace.delaware.gov>. You will also find tools such as the Selling to the State guide, Strategies for Success, related spend, contract information, and more.

Your company email will be added to the OSD list-serve so that you receive ongoing information from the office and from our resource partners to continue to help you advance your business.

Should you have any questions or comments, please feel welcome to contact our office at:

Office of Supplier Diversity
820 North French Street, 10th Floor
Wilmington, DE 19801
Telephone: (302) 577-8477
Fax: (302) 736-7915
Email: osd@delaware.gov

Sincerely,

Shavonne H. White

Shavonne H. White, Director
Office of Supplier Diversity



State of Delaware
Office of Supplier Diversity
Division of Small Business
820 N. French Street, 10th Floor
Wilmington, Delaware 19801

SAGAX ASSOCIATES, LLC
307 MILTON DRIVE
WILMINGTON, DE 19802

OSD CERTIFICATION TYPE
WBE

DELAWARE
OFFICE OF
SUPPLIER
DIVERSITY

A handwritten signature in black ink, appearing to read 'Shavonne H. White'.

Shavonne H. White
Director, Office of Supplier Diversity

CERTIFICATION NUMBER DE22094170

EXPIRATION DATE 09/08/2025





Kirsten McGregor <kmwolfington@gmail.com>

Small Business Administration Certification - Granted for SAGAX ASSOCIATES LLC / KUCFX9YFPNU3 / 8LAN0

donotreply@sam.gov <donotreply@sam.gov>

Fri, Nov 1, 2024 at 1:33 PM

To: kmwolfington@gmail.com

This email was sent by an automated administrator. Please do not reply to this message.

Dear Kirsten McGregor,

This email is to notify you that on 11/01/2024, SAM received confirmation from the Small Business Administration (SBA) that your entity is certified as "SBA-Certified Economically Disadvantaged Women-Owned Small Business." If you were added to the 8(a) Business Development Program or 8(a) Joint Venture Program, your Business Type information has changed. If you were added to the HUBZone Program, the Representations and Certifications portion of your entity's registration has changed.

[Quoted text hidden]



Kirsten McGregor <kmwolfington@gmail.com>

Small Business Administration Certification - Granted for SAGAX ASSOCIATES LLC / KUCFX9YFPNU3 / 8LAN0

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Copper is currently unavailable. [Status](#) ×

